COUNCIL RETREAT

A Council Retreat was held on March 22, 2013 at 3:00 p.m. with Council President Leary presiding. Council members present were Mr. Anderson (arrived at 3:06 p.m., departed at 3:38 p.m., returned at 3:43 p.m., departed at 5:19 p.m., returned at 5:21 p.m. and departed at 5:42 p.m.), Mr. Dixon (departed at 3:27 p.m. and returned at 5:03 p.m.), Mr. Lynn (arrived at 4:07 p.m.), Mr. Bonar, Mr. Hare, and Mr. Hutchison. Mrs. Williams and Mr. Perza were absent.

Council staff members present were Mr. Koenig, Mrs. Mitchell, Police Chief Hosfelt, Mrs. Townshend, Ms. Russell, and Mrs. McDowell. Mayor Carey was also present (departed at 5:33 p.m., returned at 5:34 p.m., departed at 5:36 p.m.).

AGENDA ADDITIONS/DELETIONS

Mr. Bonar moved for adoption of the agenda as submitted, seconded by Mr. Hutchison and unanimously carried.

INTRODUCTION

Mr. Scott Koenig, City Manager, reminded members that in previous years, during the Council Retreat, members would review strategic goals, financial matters, etc.; however, during the past two (2) years, focus had been given to finance in an attempt to balance the budget. He explained that during this year's Retreat, members would be provided an update on the Quarterly Revenues and preliminary Budgets as well changes in staffing levels. In addition, he stated that staff requested members to relay their concerns and desires as the budget for FY2014 is developed. He advised members that meetings had been held with individual departments reviewing their draft budgets and that the initial iterations of determining if their requests are "needs" or "wants."

QUARTERLY REVENUE UPDATE - FY13 AND FY14 - GENERAL FUND, WATER/WASTEWATER FUND, AND ELECTRIC FUND

Mrs. Donna Mitchell, Controller/Treasurer, reviewed the Revenue Reports through February 28, 2013 ***(Exhibit #1)***, which included FY13 and FY14 forecasts for the General, Water/Wastewater, and Electric Funds.

Responding to Mr. Anderson, Mrs. Mitchell confirmed that the projections for the Water/Wastewater for FY13 and FY14 reflect no volume growth. Elaborating, Mr. Koenig stated that there is little to no residential growth and that there had been a decline in industrial and commercial use of utilities. In June 2015, when the Calpine plant is scheduled to come on line, if those forecasts hit the demand as indicated, there will be a significant increase in water revenue in the amount of approximately $1.5M-$2M per year due to the high demand for the facility.

Mr. Koenig noted that, as with many local governments, the City's Budget is substantially driven by the City's residential and commercial growth. In reference to the transfer from Civil Traffic Penalties Fund in the General Fund (Line 15), which are monies received from the Red Light Camera Program, Mrs. Mitchell stated that the revised projection for FY13 had been decreased due to a major camera not functioning for a period of time. She stated that the decrease in the projection for FY14 considered that drivers would become accustomed to the cameras, resulting in a decrease in the number of drivers running the lights.

In response to Mr. Bonar, Police Chief Hosfelt stated that the red light camera that was not functioning for almost the whole year was located at Route 13 and White Oak Road. He stated that a vendor is responsible for ensuring that the red light cameras are operating and that Delaware Department of Transportation (DelDOT) holds that contract. He stated his understanding that DelDOT officials reviewed the contract and would not be pursuing red light cameras that were not functioning. Chief Hosfelt stated that the vendor was American Traffic Solutions (ATS), which had been bought out by a new company who has installed new cameras at different locations. Chief Hosfelt indicated that he was not sure of the amount the City is provided from the $113 collected for each red light camera. Mr. Koenig recalled that the City receives the majority of the monies (between $50-$75).

PRELIMINARY FY14 BUDGETS - GENERAL FUND, GRANT FUNDS, WATER/WASTEWATER FUND, AND ELECTRIC FUND

Mrs. Mitchell reviewed the 2013-2014 Fund Summaries ***(Exhibit #2)***, noting that the General Fund Budget currently had a shortage of $718,500. Referring to the Electric Revenue Fund, she explained that there was an excess carry forward, due to favorable power supply costs in the amount of $12,379,200 this year. If this carries forward to the next year, she stated that it will total $20,580,000. She stated her desire to discuss the possibility of providing an adjusted rate (lower) or a Power Cost Adjustment (PCA) credit with Mr. Ted Kelly, Senior Project Manager, Burns & McDonnell, who conducted a rate study for the City. She explained that the five (5) year forecast should be completed prior to making a final decision in this regard. Mr. Koenig advised members that the favorable costs were the result of changes made to the City's hedge program, explaining that some very expensive hedges that had started to come off and the repurchase of those hedges is less expensive. In addition, he stated that the actual percent of hedges was at 85% at one time, and now is approximately 60%-70%, and the City had dropped a percentage in the portfolio of the hedges; therefore, the City was buying more on the spot market, which was quite a bit more favorable.

For further clarification, Mrs. Mitchell provided members with the Electric Power Supply and Generation Trends for FY12 Budget and FY13 and FY14 Forecasts ***(Exhibit #3)*** and noted that the FY13 Revised amount was $8.5M and the FY14 Forecast was $5.8M, which was favorable compared to last year. Mr. Koenig indicated the complexities of the energy purchase markets as well as the PJM.

Mrs. Mitchell advised members that some large utility customers had questioned future rates and that she indicated no change in water/sewer rates and a possible decrease in electric rates or a PCA credit.

With reference to competitiveness, Mr. Koenig stated that the City's residential electric rates were very competitive; however, there had been criticism of the City's commercial electric rates. From a business and economic development standpoint, he felt that the City should focus on these rates in an effort to attract businesses or improve business partnerships.

Mrs. Mitchell reminded members that the City established the Rate Stabilization Fund and as long as that reserve is maintained, she felt confident that the City would have the ability to manage any temporary or short-term fluctuations.

Mr. Hare questioned if the City of Dover Electric System Valuation study recently completed by GAI Consultants contained information on the value of Units 1 and 2. Mr. Koenig stated that, due to depreciation, Units 1 and 2 (from 1961) have no value. He explained that the study determined the market value of the electric system if it were to be sold and outlined the associated impact to the community.

Mrs. Mitchell reviewed the Personnel Cost Comparison ***(Exhibit #4)***. She advised members that $309,000 is the result of Medical Insurances from the 6%+ increase, and $339,800 is the result of OPEB increases, reminding members that there are some issues where there is no control over expenses.

By unanimous consent, members took a brief recess.

Meeting recessed at 3:48 p.m. and reconvened at 3:59 p.m.

PROGRAM REVENUES - POLICE EXTRA-DUTY

Mrs. Mitchell provided members with the Tampa Police Department Extra-Duty Conditions and Permit ***(Exhibit #5)***, which is a policy for the Tampa, Florida Police Department. In reviewing several policies and procedures for other jurisdictions, she felt that the Tampa Procedure could be modified to meet the City's needs in this regard. She explained that there were issues with the revenue and expenses reported for Police Extra Duty and provided members an Analysis of Police Extra Duty and Law Enforcement Revenues - Non-Extra Duty ***(Exhibit #6)***. As an example, she stated that the City was billed for $593 in October 2006 and $603 in May 2007 for services provided for the Municipal Election. These, as well as other expenses, remain as outstanding receivables, totaling $52,499 as of February 28, 2013. In researching, she discovered that payment was reflected in the City Clerk's Office Budget for the Police Extra-Duty in October 2006 and May 2007; however, these payments were not reflected in the receivables, which indicated that the revenue was credited somewhere else in the ledger.

In addition, Mrs. Mitchell stated that the Police have Drug Enforcement Administration (DEA) overtime through a grant which had been coded as Extra-Duty for the DEA officers' time. This was not being counted as Extra-Duty revenue since it was in the DEA revenue. By adding the DEA revenue to the Police Extra-Duty, the gap between the revenue and expenses for the Police Extra-Duty would not be as large; therefore, she explained that there were some accounting and billing issues that needed to be resolved. Once staff finalizes a procedure for Police Extra-Duty, she assured members that it would be presented to City Council for approval.

Responding to Mr. Bonar, Mrs. Mitchell indicated that she would work with the Chief Hosfelt to determine the possibility of developing a means to automate payments to resolve some of these issues.

Mr. Hare questioned if the City bills all costs associated with providing the Police Extra Duty, such as Workman's Compensation, administration, etc. Responding, Mrs. Mitchell explained that the Police Department bills for police officers' wages, plus Worker's Compensation and the Federal Insurance Contributions Act (FICA) rate. However, she noted that since some grants allow for

charges only up to a certain amount, there are instances where the City does not recover all costs involving grants. Otherwise, she assured members that the City recovers the costs of labor and benefits associated with police officers but not the administration or vehicle costs, which is one of the reasons for developing a policy that would create a rate that would cover all costs, plus the possibility of a mark-up.

STAFFING LEVELS AND RECOMMENDATIONS

Referring to Exhibit #4, Mr. Koenig noted that staff had estimated $30M being spent on personnel costs. He advised members that the City's personnel is its biggest asset and, at the same time, the City's biggest liability in terms of a single financial payment. As a result, he stated that the City's biggest investment was its personnel.

Mr. Koenig reviewed the FY2013 Annual Operating Budget - Personnel Table ***(Exhibit #7)***, indicating that there were a total of 350 full-time and 36 part-time employees. He explained that the handwritten numbers were being proposed for FY2014. He advised members that although there had been an increase in Code Enforcement (from four (4) to five (5) employees), staff transferred an employee from the Inspections Department to Code Enforcement, which resulted in a decrease in personnel for the Inspections Department (from seven (7) to six (6) employees). He stated that the net result of personnel proposed is 345 full-time positions. He explained that there had been requests for additional personnel for those departments that were highlighted. Ultimately, he felt that the City should be able to continue to operate effectively with a total 350 full-time positions if the right people were in the right positions and were focused on their jobs.

Mr. Koenig reviewed a Presentation of Staffing Levels and Recommendations ***(Exhibit #8)***. In regard to the Pension Plan, he advised members that there were 130 active employees in the defined benefit plan and that new employees are no longer eligible for the defined benefit plan, with the exception of new Police Officers due to their participation in the State Plan. He stated that the Police Department's request for an Accreditation Manager had been ranked as #3 and that it may not be budgeted for the upcoming year. He explained that as a policy issue, transfer of some of the duties of Police Officers to a civilian employee should be considered. As a result, he advised members that rather than increasing the number of officers, there may be an addition of a civilian position, which would result in more police manpower on the City streets.

Responding to Mr. Bonar, Mr. Koenig stated that there had been brief discussions regarding the possibility of shared dispatch operations for the Police and Fire Departments. However, he stated that there were issues regarding the security of the Fire Department, explaining that Fire Dispatchers play a role in allowing access to the facility and maintaining it. He stated that, although this was not an insurmountable issue, there were concerns and advised members that the Fire Department also indicated that this could impact their mission and how they secure their buildings. He felt that there were alternatives that could be evaluated in this regard, explaining that there were examples of other jurisdictions that handle these matters differently than the City.

To alleviate the need for additional employees for the Customer Service Department, Mr. Koenig stated that there had been discussions regarding the possibility of installing payment kiosks at 5 East Reed Street and the new Library. In response to Mr. Anderson, Mr. Koenig stated that

although there would be fees involved, the use of debit/credit cards is a reality of doing business. He noted that staff would like to add in debit/credit card transaction fees and had been discussing how this could be accomplished to accommodate debit/credit card use. Mrs. Mitchell advised members that the fees for the use of debit/credit cards are based on volume of users. Mr. Koenig stated that the ultimate desire was for customers not to be involved in these types of fee transactions and for fees be built into the customer charge or rates.

In response to Mr. Hare, Mr. Koenig reminded members that the lock box costs $50,000; however, the use of the lock box eliminated a position in the Customer Service Department.

Responding to Mr. Hutchison regarding Electric Department Personnel, Mr. Koenig stated that there were several key positions that were vacant, including the Electric Director, Electric Engineering, Superintendent of Line Crew, etc. He stated his desire to fill these positions; however, he was waiting for the completion of the Valuation Study to obtain direction, explaining that these are very difficult positions to recruit and that there should be a determination if the City is going to sell its Electric Utility before such a process is started. Once City Council provides direction regarding the future of the Electric Utility, staff would be prepared to take appropriate action to begin the process of filling these positions.

DISCUSSION ABOUT REVENUES

Referring to Exhibit #1, Mr. Koenig reiterated that the City's revenues are driven by the construction market. He stated that the reason the building permit fees were above what was anticipated was solely due to the construction of the new Dover High School. He explained that the residential and commercial growth component is very important to the City's General Fund Budget. In addition, he stated that residential and commercial growth drives the impact fees for water and sewer, which help to pay off long-term debt in the water and sewer utility or help offset costs associated with the growth projects in the water and/or sewer utilities.

With regard to new revenues, Mr. Koenig stated that although there are potential camera projects in school zones related to speed safety, since the legislation has not been adopted, these monies were not included in the proposed budget. He explained his understanding that there is legislation that would create a pilot program for Wilmington and Dover to put speed cameras in one (1) or more school zones within the City limits, similar to the red light program; however, he stated that the legislation had not received enough votes to get out of committee. He noted that the technology was available to institute such a program. Should this program come to fruition, he would anticipate a spike in revenues originally but then a decline once drivers become aware of the cameras.

Mr. Koenig reminded members that there had been discussion regarding the possibility of instituting a hotel tax. He suggested the possibility of working with Kent County regarding this matter, feeling that it would serve as a revenue source for them as well. He advised members that the hotel industry had been adamantly opposed to the tax, explaining that it had allowed them a competitive advantage in securing conventions and similar events. He stated that most areas include a local and county hotel tax and felt that this was a matter that should be further discussed.

Mr. Koenig stated that property taxes raise significant amounts of money for the City of Dover; therefore, unless members had alternative ideas, in order to address the $718,500 budget deficit in the General Fund, staff would be proposing an increase in the tax rate.

Referring to the $718,500 budget deficit, Mr. Koenig advised members that it did not include ambulance service, an increase to the $51,000 for the Downtown Dover Partnership, salary increases for the non-bargaining employees, staffing fees, etc. Once these amounts are included, he anticipated a deficit in the amount of $750,000-$1,000,000. It was his opinion that the City would continue to have a difficult time balancing the General Fund budget if the tax rate were not adjusted, expressing the dire need to stabilize the General Fund.

Referring to the Electric Fund, Mr. Koenig stated that there were concerns regarding the City's commercial and some industrial rates and that he anticipated that members of Council would hear from businesses regarding this issue. He advised members that business owners had indicated that if the electric rate were adjusted, businesses would come to the area, which would bring jobs and residential growth to the City. As previously indicated, he stated that the commercial and residential growth would help mend some of the other issues in the General Fund and the City's Budget in general.

PRIORITIES FOR NEXT YEAR

Mr. Koenig reviewed a Presentation - Ambulance Service for the Robbins Hose Fire District ***(Exhibit #9)***. He stated that the City's current ambulance provider is Prime Care and that the contract is effective through calendar year 2015. The current contract includes ambulance service within the City limits; however, he stated that the Robbins Hose Fire District extends beyond the City limits. As indicated on Page 2 of the presentation, he noted that during the last 10 years, ambulance calls had increased from 3,860 in 2002 to 6,599 in 2012. Mr. Koenig stated that as the City has grown, members have discussed the impact on the City's water system, trash collection, annexation, etc.; however, he did not recall any discussion regarding the impact on some of the City's life safety issues and emergency services.

With reference to the other ambulance service providers, Mr. Koenig explained that he had been made aware of operational problems being experienced. He was advised that these ambulance service providers have a paid ambulance staff that has had to address calls in Dover. When the ambulance responds to an emergency in Dover, ambulance drivers are the same individuals who drive fire trucks. Therefore, if the jurisdiction receives a fire call while on an ambulance run, it reduces the amount of people available to drive fire trucks, which results in a domino effect. Mr. Koenig stated that staff was trying to determine if more coverage is needed in the daytime and questioned if there were a way to reposition the impact on adjoining ambulance service providers.

Responding to Mr. Hare, Mr. Koenig stated that staff was working on various concepts and associated costs in order to present a recommendation during budget review.

Referring to the growth chart (Page 2 of presentation), Council President Leary noted that the increase did not represent the City's population increase and questioned what was driving the increased calls. Responding, Mr. Koenig stated that the 55 and older community has caused the substantial increase.

Mr. Bonar advised members that the legislature was reviewing this matter in an attempt to alleviate some of the costs associated with providing ambulance services.

CONCERNS OF COUNCIL MEMBERS

Council President Leary noted that concerns had been relayed by members of Council regarding certain issues, as follows:

Building Security

Referring to a recent shooting at the New Castle County Courthouse, Mr. Lynn explained his concerns regarding building security for the City of Dover, particularly City Hall, specifically as it related to Council and Committee Meetings. He noted that most other governmental buildings in the area had armed security personnel as well as metal detectors and he found it somewhat disconcerting that the City had no security protocols in place for City Hall. Referring to access to the back door of City Hall during City Council Meetings, he suggested that minimally, the back door should be secured so that people would not be permitted to enter or exit at that location. He also suggested that there be a uniformed Dover Police Officer at City Hall, in conjunction with a metal detector or wand, checking individuals before they are permitted to enter the Council Chambers.

Mr. Bonar stated the possibility of Homeland Security Funds being available in order to provide some type of security features as suggested.

Open Forum Policy

Council President Leary noted that often is no one wishing to take advantage of the Open Forum provided to the public 15 minutes prior to each Regular Council Meeting. In addition, he stated that there had been individuals who do not reside in the City of Dover addressing members regarding non-productive issues during this time. He questioned if members feel that the Open Forum should be altered, changed, eliminated, or used only when a request is made in advance.

Mr. Hutchison felt that City Council should continue to have an Open Forum segment; however, he suggested that it be held at the conclusion of the Council Meeting rather than prior to the Meeting. He felt that the concerns that had been brought to members during the Open Forum could have been addressed at another time or through other means and suggested that holding it at the conclusion of the meeting would still allow for the public to relay their points of view.

Although he understood the suggestion, Mr. Hare explained that offering the Open Forum prior to the Council Meeting provides the public 15 minutes to speak and if the Open Forum were held at the conclusion, there would be no time limit and the Open Forum could become quite lengthy.

Council President Leary reminded members that a television camera would continue to be on if the Open Forum were held at the conclusion of the Council Meeting and that individuals may speak simply to have that type of publicity.

Mr. Lynn explained that the airing of grievances is a fundamental constitutional right protected by the First Amendment, which is not just the freedom of speech but contains five (5) other freedoms, including the right to petition. It was his opinion that the Open Forum provides the public the opportunity to petition and air grievances and relayed reluctance to make any changes whatsoever.

Council President Leary questioned support for limiting the use of the Open Forum to only City residents. Responding, Mr. Anderson reminded members that there would be instances where an individual may not live in the City limits but may own property, have businesses, work, worship, etc. within the City limits and should be provided an opportunity to address members of City Council. It was his opinion that the Open Forum had proven beneficial and helpful to members of Council and City staff and that no changes should be made at this time.

Mr. Lynn suggested that there be a policy change prohibiting the use of delegation of time. Responding, Council President Leary stated that there could be a simple change to the Open Forum statement that is read aloud.

Dover Human Relations Commission

Mr. Hutchison noted that the Dover Human Relations Commission (DHRC) consists of 15 members who are appointed for three (3) year terms. He stated that 22 of the appointees quit prior to completing their terms and that there were currently of six (6) vacancies. He suggested that members consider eliminating the DHRC and to allow the State of Delaware Human Relations Commission to handle these matters for the City of Dover. He relayed concerns that there had been periods when the DHRC had not received complaints and began "looking" for complaints, which he feels creates a serious liability for the City.

Mr. Hare advised members that the State Human Relations Commission meets only when a complaint is received. He suggested that if the DHRC were retained, it should function in the same manner as the State.

Concurring, Mr. Anderson felt that the DHRC has a viable function but that the Commission should not be required to meet every month. He suggested that once a quarter would be more reasonable and if there were an intake issue/complaint needing to be addressed, a meeting could be held to review this. He reminded members that members of the DHRC are not compensated although they are required to meet monthly and felt that there would be more cooperation if they were not required to meet as frequently as currently required.

Mr. Dixon relayed his support for the DHRC; however, he agreed that the monthly meeting requirement may be excessive and that a meeting once per quarter would be sufficient.

Mr. Bonar stated that although he agreed with the suggestion to require the DHRC to meet quarterly rather than monthly, he also agreed with Mr. Hutchison regarding the concept of the City utilizing the State Human Relations Commission for any concerns or complaints. He suggested that the Legislative, Finance, and Administration Committee review this matter and also to consider other committees and commissions to determine if improvements could be made to all.

Mr. Hutchison stated his concern with there being 15 members on the DHRC and suggested consideration of reducing the membership to five (5) or seven (7).

In response to Mr. Bonar, Mr. Lynn agreed to place this matter on an upcoming agenda; however, he requested that staff develop a presentation to include an historical overview to include its origin and initial mandates, etc.

Council President Leary thanked City staff for their assistance in conducting the Council Retreat.

By unanimous consent, the meeting adjourned at 5:45 p.m.

Thomas J. Leary
Council President

TJL/TM/jg
S:\AGENDAS-MINUTES-PACKETS\Council-Minutes\2013\03-22-2013 Retreat.wpd

Exhibits
Exhibit #1 - Revenue Reports through February 28, 2013
Exhibit #2 - 2013-2014 Fund Summaries
Exhibit #3 - Electric Power Supply and Generation Trends for FY12 Budget and FY13 and FY14 Forecasts
Exhibit #4 - Personnel Cost Comparison
Exhibit #5 - Tampa Police Department Extra-Duty Conditions and Permit
Exhibit #6 - Analysis of Police Extra Duty and Law Enforcement Revenues - Non-Extra Duty
Exhibit #7 - FY2013 Annual Operating Budget - Personnel Table
Exhibit #8 - Presentation of Staffing Levels and Recommendations
Exhibit #9 - Presentation - Ambulance Service for the Robbins Hose Fire District

Prepared for: City Council

CITY OF DOVER
FISCAL YEAR JULY 1, 2012 TO JUNE 30, 2013
REVENUE REPORT
As of February 28, 2013

	GENERAL FUND	FY13 BUDGET	FEB YTD REVENUES	67.0% % BUDGET RECEIVED	FY13 PROJ'D	FY14 PROJ'D	COMMENTS	FY12 REVENUES	FY11 REVENUES
1	Property Taxes	$ 10,767,600	$ 10,752,429	99.9%	$10,675,800	$ 10,784,300		$ 10,765,741	$ 10,647,362
2	Payment In Lieu of Taxes	281,400	336,424	119.6%	415,000	387,200	Rec'd State $297K	284,457	257,547
3	Transfer from Electric Fund	8,000,000	8,000,000	100.0%	8,000,000	8,000,000		7,876,288	8,856,000
4	Intrafund Service Receipts Electric	3,224,500	2,118,835	65.7%	3,224,500	3,261,700		3,105,015	3,150,761
5	Transfer Tax	1,370,000	880,007	64.2%	1,370,000	1,315,500	Lg. Recpt in Jan/Feb 13	1,373,208	1,462,154
6	Business Licenses	1,455,000	1,444,923	99.3%	1,455,000	1,460,000		1,470,097	1,467,382
7	Intrafund Service Receipts Water/Wastewater	1,104,600	685,116	62.0%	1,104,600	1,111,400		894,186	892,538
8	Sanitation Fees	2,690,200	1,751,863	65.1%	2,676,500	2,676,500		1,903,623	2,173,433
9	Permits & Other Licenses	1,053,300	760,651	72.2%	1,053,300	1,073,800		1,346,769	949,982
10	Transfer from Municipal Street Aid Fund	527,400	398,151	75.5%	527,400	527,400		527,042	527,226
11	Fines & Police Revenue	668,000	285,948	42.8%	668,000	666,000		681,952	698,522
12	Police Extra Duty Fees	494,400	440,598	89.1%	636,100	650,000	Analyzing program	600,310	334,023
13	Court of Chancery Fees	753,800	603,260	80.0%	807,200	863,200		863,220	766,340
14	Transfer from Water/Wastewater Fund	500,000	500,000	100.0%	500,000	500,000		424,508	-
15	Transfer from Civil Traffic Penalties Fund	750,000	158,384	21.1%	350,000	600,000	Thru Dec 12	518,638	967,020
16	Library Revenues & County Reciprocal Pymt.	472,100	330,890	70.1%	472,100	466,600		475,822	444,455
17	Franchise Fees	550,000	303,128	55.1%	600,000	606,200		568,240	549,353
18	Grants	708,500	460,056	64.9%	735,600	733,500		1,010,452	963,152
19	Recreation Revenue	130,000	74,436	57.3%	130,000	133,000		112,480	144,114
20	Other Miscellaneous Receipts	128,500	166,403	129.5%	199,100	191,000		232,535	312,836
21	Interest Income	75,000	70,093	93.5%	75,000	75,000		53,175	49,779
	TOTALS	$ 35,704,300	$ 30,521,595	85.5%	$35,675,200	$ 36,082,300		$ 35,087,758	$ 35,613,979
	Final Budget							**$ 35,016,778**	**$ 35,641,080**

EXHIBIT #1
Council Retreat of 03/22/2013

Prepared for: City Council

CITY OF DOVER
FISCAL YEAR JULY 1, 2012 TO JUNE 30, 2013
REVENUE REPORT
As of February 28, 2013

	WATER/WASTEWATER FUND	FY13 BUDGET	FEB YTD REVENUES	67.0% % BUDGET RECEIVED	FY13 PROJ'D	FY14 PROJ'D	COMMENTS	FY12 REVENUES	FY11 REVENUES
1	Water Fees	$ 4,730,700	$ 3,163,268	66.9%	$ 4,730,700	$ 4,730,700		$ 4,707,918	$ 4,945,385
2	Wastewater Fees	3,834,600	2,426,927	63.3%	3,642,700	3,642,700		3,722,985	3,694,020
3	Wastewater Adjustment Fees - County Trtmt	3,090,800	1,993,921	64.5%	2,980,400	2,980,300		3,050,127	3,058,656
4	Groundwater Inflow Adjustment	1,257,600	895,086	71.2%	1,324,600	1,324,600		1,290,968	1,171,376
5	Water Impact Fees	350,000	146,050	41.7%	350,000	357,000		308,700	393,750
6	Wastewater Impact Fees	317,000	318,535	100.5%	380,000	323,000		277,400	354,825
7	Water Tank Space Leasing	313,500	178,629	57.0%	313,500	333,800		313,101	300,137
8	Interest Income	25,800	10,294	39.9%	18,900	23,100		31,889	9,808
9	Other Miscellaneous Revenues	77,000	55,308	71.8%	81,400	82,000		104,634	83,056
	TOTALS	$ 13,997,000	$ 9,188,018	65.6%	$13,822,200	$ 13,797,200		$ 13,807,722	$ 14,011,013
	Final Budget							**$ 13,819,800**	**$ 13,707,200**

	ELECTRIC REVENUE FUND	FY13 BUDGET	FEB YTD REVENUES	67.0% % BUDGET RECEIVED	FY13 PROJ'D	FY14 PROJ'D	COMMENTS	FY12 REVENUES	FY11 REVENUES
1	Sales to Customers	$ 85,071,400	$ 60,173,796	70.7%	$ 87,519,500	$ 85,926,600		$ 96,483,053	$ 99,859,602
2	Purchased Power Adjustment	-	-	0.0%	-	-		(6,083,282)	(2,290,989)
3	Utility Tax	1,595,200	990,265	62.1%	1,498,900	1,471,600		1,548,209	1,944,543
4	Transfer from Rate Stabilization Reserve	5,400,000	2,700,000	50.0%	5,400,000	-		1,000,000	-
5	Miscellaneous Revenue	1,204,700	1,022,104	84.8%	1,314,700	1,138,800		1,463,117	1,381,300
6	Interest Income	107,800	92,595	85.9%	107,800	119,400		95,708	12,662
7	Intrafund Service Fees - Water/Wastewater	130,800	88,801	67.9%	130,800	98,500		156,204	171,646
	TOTALS	$ 93,509,900	$ 65,067,561	69.6%	$95,971,700	$ 88,754,900		$ 94,663,009	$ 101,078,764
	Final Budget							**$ 93,958,400**	**$ 99,934,036**

GENERAL FUND CASH RECEIPT SUMMARY

	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	% CHG FY14 VS FY13 REV
RECEIPTS					
BEGINNING BALANCE	**3,561,837**	**2,666,600**	**3,752,200**	**2,872,100**	**-23.5%**
FINES AND POLICE REVENUE	681,952	668,000	668,000	666,000	-0.3%
INVESTMENT INCOME	53,175	75,000	75,000	75,000	0.0%
LIBRARY REVENUES	53,101	66,200	66,200	66,600	0.6%
KENT COUNTY BOOK REIMBURSEMENT	422,721	405,900	405,900	400,000	-1.5%
BUSINESS LICENSES	1,470,097	1,455,000	1,455,000	1,460,000	0.3%
PERMITS AND OTHER FEES	1,346,769	1,053,300	1,053,300	1,073,800	1.9%
MISCELLANEOUS CHARGES	103,027	55,500	70,900	61,500	-13.3%
POLICE EXTRA DUTY	600,310	494,400	636,100	650,000	2.2%
PROPERTY TAXES	11,037,920	10,997,400	11,039,200	11,120,000	0.7%
BID REVENUE	51,509	51,600	51,600	51,500	-0.2%
RECREATION REVENUE	112,480	130,000	130,000	133,000	2.3%
FRANCHISE FEE	568,240	550,000	600,000	606,200	1.0%
SANITATION FEES	1,903,623	2,690,200	2,676,500	2,676,500	0.0%
RENT REVENUE - GARRISON FARM	92,878	62,000	117,200	118,500	1.1%
COURT OF CHANCERY FEES	863,220	753,800	807,200	863,200	6.9%
RECEIPTS SUBTOTAL	**19,361,022**	**19,508,300**	**19,852,100**	**20,021,800**	**0.9%**
INTERFUND SERVICE RECEIPTS					
INTRAFUND SERVICE RECEIPTS W/WW	894,186	1,104,600	1,104,600	1,111,400	0.6%
INTRAFUND SERVICE RECEIPTS ELECTRIC	3,105,015	3,224,500	3,224,500	3,261,700	1.2%
INTERFUND SERVICE RECEIPTS SUBTOTAL	**3,999,201**	**4,329,100**	**4,329,100**	**4,373,100**	**1.0%**
GRANTS:					
POLICE RELATED/EXTRA DUTY	166,014	85,000	112,100	110,000	-1.9%
POLICE PENSION GRANT	561,772	500,000	500,000	500,000	0.0%
GREEN ENERGY GRANT	-	98,500	98,500	98,500	0.0%
RECREATION GRANTS	43,740	-	-	-	0.0%
MISC GRANT REVENUE	72,835	25,000	25,000	25,000	0.0%
HOMELAND SECURITY GRANT	163,490	-	-	-	0.0%
GRANTS SUBTOTAL	**1,007,851**	**708,500**	**735,600**	**733,500**	**-0.3%**
TRANSFERS FROM:					
TRANSFER TAX	1,373,208	1,370,000	1,370,000	1,315,500	-4.0%
MUNICIPAL STREET AID	527,042	527,400	527,400	527,400	0.0%
CIVIL TRAFFIC PENALTIES	518,638	750,000	350,000	600,000	71.4%
WATER/WASTEWATER	424,508	500,000	500,000	500,000	0.0%
ELECTRIC	7,876,288	8,000,000	8,000,000	8,000,000	0.0%
VERIZON AND CI RESERVES	-	11,000	11,000	11,000	0.0%
TRANSFERS FROM SUBTOTAL	**10,719,684**	**11,158,400**	**10,758,400**	**10,953,900**	**1.8%**
TOTAL REVENUES	**35,087,758**	**35,704,300**	**35,675,200**	**36,082,300**	**1.1%**
TOTAL BEGINNING BALANCE & REVENUE	**38,649,595**	**38,370,900**	**39,427,400**	**38,954,400**	**-1.2%**

GENERAL FUND EXPENSE SUMMARY

	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	% CHG FY14 VS FY13 REV
DEPARTMENT EXPENSES:					
CITY CLERK	251,291	326,900	326,900	332,100	1.6%
COUNCIL	106,407	114,200	114,200	131,500	15.1%
TAX ASSESSOR	185,959	187,500	187,500	196,300	4.7%
FIRE	660,923	688,300	688,300	692,200	0.6%
GROUNDS MAINTENANCE	964,964	993,300	1,008,100	978,200	-3.0%
LIBRARY	1,101,111	1,250,200	1,256,800	1,313,300	4.5%
RECREATION	827,230	713,400	719,800	715,500	-0.6%
LIFE SAFETY	499,389	469,900	474,300	469,000	-1.1%
CODE ENFORCEMENT	271,381	293,100	296,100	377,800	27.6%
PLANNING	378,319	410,300	416,100	425,800	2.3%
INSPECTIONS	550,099	592,200	596,900	540,300	-9.5%
ECONOMIC DEVELOPMENT	216,803	231,100	231,100	241,500	4.5%
POLICE	12,926,630	13,195,200	13,195,200	13,594,000	3.0%
POLICE EXTRA DUTY	684,106	579,400	747,200	760,000	1.7%
STREETS	866,986	756,700	772,200	631,100	-18.3%
SANITATION	2,086,218	2,140,700	2,152,800	2,176,300	1.1%
CITY MANAGER	638,570	420,000	420,000	431,100	2.6%
INFORMATION TECHNOLOGY	717,142	642,700	642,700	720,100	12.0%
FINANCE	792,269	879,500	879,500	890,600	1.3%
PUBLIC SERVICES - ADMINISTRATION	332,513	468,600	473,800	420,300	-11.3%
FACILITIES MANAGEMENT	842,424	678,800	683,500	642,400	-6.0%
PROCUREMENT & INVENTORY	612,473	576,900	578,700	527,400	-8.9%
FLEET MAINTENANCE	737,162	712,700	716,100	727,600	1.6%
CUSTOMER SERVICE	899,998	901,200	901,200	942,200	4.5%
HUMAN RESOURCES	264,148	319,700	319,700	333,000	4.2%
MAYOR	79,696	82,400	82,400	85,400	3.6%
DEPARTMENT SUBTOTALS	**28,494,211**	**28,624,900**	**28,881,100**	**29,295,000**	**1.4%**
OTHER EXPENDITURES:					
DEBT SERVICE	327,734	624,200	624,200	633,200	1.4%
CONTRIBUTION TO DDP	-	180,000	180,000	51,500	-71.4%
MISCELLANEOUS GRANT RELATED EXPENSES	-	25,000	25,000	25,000	0.0%
INSURANCE	516,254	600,000	600,000	658,900	9.8%
RETIREES HEALTH CARE	1,374,709	1,620,600	1,620,600	1,568,500	-3.2%
OTHER EMPLOYMENT EXPENSES	-	463,400	442,800	350,000	-21.0%
GENERAL PENSION UNFUNDED LIABILITY	1,450,000	1,310,500	1,693,500	1,159,100	-31.6%
POLICE PENSION FUND - STATE GRANT	561,772	500,000	500,000	500,000	0.0%
POLICE PENSION UNFUNDED LIABILITY	95,000	95,000	495,000	307,400	-37.9%
UNCOLLECTIBLES - TRASH AND OTHER	10,000	10,000	10,000	10,000	0.0%
OPEB UNFUNDED LIABILITY	239,532	-	-	-	0.0%
STREET LIGHTS	986,430	869,700	869,700	875,000	0.6%
OTHER EXPENSE SUBTOTAL	**5,561,431**	**6,298,400**	**7,060,800**	**6,138,600**	**-13.1%**
TRANSFERS					
TRANSFER TO CAPITAL ASSET RESERVE	200,000	-	-	-	0.0%
TRANSFER TO CAPITAL FUND - PROJECTS	638,847	613,400	613,400	1,353,600	120.7%
TRANSFER TO CDBG FUND	2,907	-	-	-	0.0%
TRANSFERS SUBTOTAL	**841,754**	**613,400**	**613,400**	**1,353,600**	**120.7%**
TOTAL EXPENDITURES	**34,897,396**	**35,536,700**	**36,555,300**	**36,787,200**	**0.6%**
BUDGET BALANCE	**3,752,199**	**2,834,200**	**2,872,100**	**2,167,200**	**-24.5%**
TOTAL BUDGET BALANCE & EXPENDITURES	**38,649,595**	**38,370,900**	**39,427,400**	**38,954,400**	**-1.2%**
EXCEEDS/(REMAINS)TO MEET REQUIREMENT	945,178	(22,144)	18,084	(718,500)	

RESERVE BALANCES	2011/12 ACTUAL	2012/13 APPROVED	2012/13 REVISED	2013/14 BUDGET	POLICY
CONTINGENCY	721,193	731,100	731,100	730,300	2% OF REVE

GOVERNMENTAL CAPITAL PROJECTS FUND SUMMARY

	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	% CHG FY14 VS FY13 REV
BEGINNING BALANCE - PROJECTS	**357,354**	**294,400**	**156,000**	**157,500**	**1.0%**
REVENUES					
STATE GRANTS - Other	23,870	108,000	158,000	-	-100.0%
PROPOSED BOND/BANK PROCEEDS - Street	-	2,000,000	2,000,000	-	-100.0%
PROPOSED BOND/BANK PROCEEDS - Garrison	-	2,000,000	-	-	0.0%
INCOME FROM SALE OF ASSETS	39,958	-	-	-	0.0%
MISCELLANEOUS RECEIPTS	53,000	-	-	-	0.0%
POLICE GRANTS	-	33,800	33,800	-	-100.0%
INTEREST EARNINGS	10,560	-	-	-	0.0%
TRANSFER FROM GENERAL FUND	638,847	613,400	613,400	1,353,600	120.7%
TRANSFER FROM COM TRANSP FUND	-	-	132,200	-	-100.0%
TRANSFER FROM PARKLAND RESERVE	-	-	-	65,000	0.0%
TRANSFER FROM FUTURE CAPACITY RESERVE	-	-	2,000,000	-	-100.0%
SUBTOTAL CAPITAL PROJECT FUNDING SOURCES	**766,235**	**4,755,200**	**4,937,400**	**1,418,600**	**-71.3%**
STATE GRANTS - Library	6,002,057	884,200	1,746,000	-	-100.0%
LIBRARY FOUNDATION	2,430,500	67,500	71,000	-	-100.0%
INCOME FROM SALE OF OLD LIBRARY	-	1,200,000	1,200,000	-	-100.0%
PROPOSED CONSTRUCTION LOAN - Library	851,500	-	648,500	-	-100.0%
KENT COUNTY CONTRIBUTION	-	250,000	250,000	-	-100.0%
DEMEC GRANT	-	-	166,700	-	-100.0%
FRIENDS OF THE LIBRARY DONATION	-	-	102,400	-	-100.0%
TRANSFER FROM LIBRARY RESERVE	2,594,860	-	-	-	0.0%
SUBTOTAL LIBRARY PROJECT FUNDING SOURCES	**11,878,917**	**2,401,700**	**4,184,600**	**-**	**-100.0%**
TOTAL FUNDING SOURCES	**12,645,152**	**7,156,900**	**9,122,000**	**1,418,600**	**-84.4%**
TOTAL BEGINNING BALANCE & FUNDING SOURCES	**13,002,506**	**7,451,300**	**9,278,000**	**1,576,100**	**-83.0%**
EXPENDITURES					
FIRE	258,456	238,500	238,500	238,500	0.0%
GROUNDS MAINTENANCE	-	112,000	112,000	56,500	-49.6%
LIBRARY	12,118,028	2,535,000	4,089,100	-	-100.0%
RECREATION	-	30,000	30,000	95,000	216.7%
CODE ENFORCEMENT	-	-	-	30,000	0.0%
POLICE	62,338	197,000	197,000	257,200	30.6%
STREETS	206,338	1,974,000	2,144,200	275,100	-87.2%
SANITATION	120,624	150,000	150,000	383,300	155.5%
INFORMATION TECHNOLOGY	14,330	57,000	107,000	7,000	-93.5%
FACILITIES MANAGEMENT	-	381,000	381,000	21,000	-94.5%
CENTRAL SERVICES	-	-	-	55,000	0.0%
MAYOR	-	33,000	33,000	-	-100.0%
DEPARTMENT SUBTOTAL	**12,780,114**	**5,707,500**	**7,481,800**	**1,418,600**	**-81.0%**
TRANSFERS & MISCELLANEOUS EXPENSES					
BOND/LOAN ISSUANCE COST	27,254	56,000	32,000	-	-100.0%
TRANSFER TO CAPITAL ASSET RESERVE	39,100	-	-	-	0.0%
TRANSFER TO COMMUNITY TRANS FUND	-	1,606,700	1,606,700	-	-100.0%
TRANSFERS & MISCELLANEOUS SUBTOTAL	**66,354**	**1,662,700**	**1,638,700**	**-**	**-100.0%**
TOTAL EXPENDITURES	**12,846,468**	**7,370,200**	**9,120,500**	**1,418,600**	**-84.4%**
BUDGET BALANCE	156,038	81,100	157,500	157,500	0.0%
TOTAL BUDGET BALANCE & EXPENDITURES	**13,002,506**	**7,451,300**	**9,278,000**	**1,576,100**	**-83.0%**

RESERVE BALANCES	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	POLICY
CAPITAL ASSET RESERVE	498,467	503,000	503,000	504,800	Min $500K
PARKLAND/RECREATION	199,282	202,600	202,600	201,800	N/A

WATER/WASTEWATER FUND SUMMARY

	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	% CHG FY14 VS FY13 REV
BEGINNING BALANCE - WATER	2,567,172	865,100	1,075,800	748,000	-30.5%
BEGINNING BALANCE - WASTEWATER	1,929,346	853,000	991,100	376,800	-62.0%
BEGINNING BALANCE - KCSA	(1,243,243)	(553,500)	(626,400)	141,600	-122.6%
TOTAL BEGINNING BALANCES	**3,253,275**	**1,164,600**	**1,440,500**	**1,266,400**	**-12.1%**
BASE REVENUE:					
WATER SERVICES	4,707,918	4,730,700	4,730,700	4,730,700	0.0%
WASTEWATER SERVICES	3,722,985	3,834,600	3,642,700	3,642,700	0.0%
WASTEWATER TREATMENT SERVICES	3,050,127	3,090,800	2,980,400	2,980,300	0.0%
GROUNDWATER INFLOW ADJUSTMENT	1,290,968	1,257,600	1,324,600	1,324,600	0.0%
WATER TANK SPACE LEASING	313,101	313,500	313,500	333,800	6.5%
SEWER IMPACT FEES	277,400	317,000	380,000	323,000	-15.0%
WATER IMPACT FEES	308,700	350,000	350,000	357,000	2.0%
INTEREST - WATER	15,945	8,700	7,400	9,100	23.0%
INTEREST - WASTEWATER	15,944	17,100	11,500	14,000	21.7%
MISCELLANEOUS SERVICE FEE	104,634	77,000	81,400	82,000	0.7%
TOTAL REVENUES	**13,807,722**	**13,997,000**	**13,822,200**	**13,797,200**	**-0.2%**
TOTAL BEGINNING BALANCE & REVENUES	**17,060,997**	**15,161,600**	**15,262,700**	**15,063,600**	**-1.3%**
DIRECT EXPENSES:					
ENGINEERING & INSPECTION	507,921	597,900	601,900	688,600	14.4%
WATER CONSTRUCTION	347,698	345,700	353,200	351,400	-0.5%
WATER DEPARTMENT	395,587	408,200	415,000	424,200	2.2%
WATER TREATMENT PLANT	1,447,678	1,522,600	1,535,400	1,499,300	-2.4%
WASTEWATER DEPARTMENT	878,066	993,000	997,000	965,900	-3.1%
DIRECT EXPENDITURE SUBTOTAL	**3,576,950**	**3,867,400**	**3,902,500**	**3,929,400**	**0.7%**
OTHER EXPENSES:					
DEBT SERVICE - WATER	251,510	532,100	438,000	545,700	24.6%
DEBT SERVICE - WASTEWATER	456,429	731,500	636,200	757,700	19.1%
RETIREES HEALTH CARE	190,830	220,000	220,000	220,000	0.0%
OTHER EMPLOYMENT EXPENSES	-	16,200	15,400	25,000	62.3%
OPEB UNFUNDED LIABILITY	372,417	-	-		0.0%
PENSION UNFUNDED LIABILITY	228,400	309,800	509,800	339,400	-33.4%
KENT COUNTY TREATMENT CHARGE	3,724,238	3,600,000	3,537,000	3,524,800	-0.3%
INTRAFUND SERVICE FEES	1,050,391	1,235,400	1,235,400	1,209,900	-2.1%
UNCOLLECTIBLES	5,000	5,000	5,000	-	-100.0%
INVENTORY/FIXED ASSET WRITEOFFS	10,000	5,000	5,000	-	-100.0%
OTHER EXPENSES SUBTOTAL	**6,289,215**	**6,655,000**	**6,601,800**	**6,622,500**	**0.3%**
TRANSFER TO:					
GENERAL FUND FROM WATER	238,842	250,000	250,000	250,000	0.0%
GENERAL FUND FROM WASTEWATER	185,666	250,000	250,000	250,000	0.0%
WATER IMP AND EXT	2,750,000	1,700,000	1,700,000	1,600,000	-5.9%
WASTEWATER IMP AND EXT	2,000,000	1,200,000	1,200,000	1,222,000	1.8%
WATER IMPACT FEE RESERVE	171,777	-			0.0%
TRANSFER TO CONTINGENCY WASTEWATER	8,000	-		-	0.0%
CAPITAL ASSET RESERVE WATER	100,000	70,000	70,000	-	-100.0%
CAPITAL ASSET RESERVE WASTEWATER	300,000	22,000	22,000	-	-100.0%
TRANSFER TO SUBTOTAL	**5,754,285**	**3,492,000**	**3,492,000**	**3,322,000**	**-4.9%**
TOTAL EXPENSES	**15,620,450**	**14,014,400**	**13,996,300**	**13,873,900**	**-0.9%**
BUDGET BALANCES					
BUDGET BALANCE WATER	1,075,793	482,700	748,000	493,200	-34.1%
BUDGET BALANCE WASTEWATER	991,140	664,500	376,800	696,500	84.8%
BUDGET BALANCE KCSA	(626,386)	-	141,600	-	-100.0%
BUDGET BALANCE SUBTOTALS	**1,440,547**	**1,147,200**	**1,266,400**	**1,189,700**	**-6.1%**
TOTAL BUDGET BALANCES & EXPENSES	**17,060,997**	**15,161,600**	**15,262,700**	**15,063,600**	**-1.3%**
EXCEEDS/(REMAINS)TO MEET REQMNT	335,929	27,440	160,600	86,000	

RESERVE BALANCES	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	POLICY
CONTINGENCY - WATER	102,119	103,724	103,724	103,600	2% OF REVEI
CONTINGENCY - WATER/WASTEWATER	185,153	189,176	189,176	187,300	2% OF REVEI

WATER/WASTEWATER IMPROVEMENT & EXTENSION FUND SUMMARY

	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	% CHG FY14 VS FY13 REV
BEGINNING BALANCE - WATER	1,537,774	3,071,800	3,811,200	1,947,300	-48.9%
BEGINNING BALANCE - WASTEWATER	339,673	1,013,600	2,641,000	246,400	-90.7%
TOTAL BEGINNING BALANCES	**1,877,447**	**4,085,400**	**6,452,200**	**2,193,700**	**-66.0%**
REVENUES					
BOND PROCEEDS - WATER - 2013 ISSUE	-	2,000,000	2,000,000	-	-100.0%
BOND PROCEEDS - WASTEWATER - 2013 ISSUE	-	2,000,000	2,000,000	-	-100.0%
STATE LOAN FUND - WATER - 2010 ISSUE	1,923,489	-	-	-	0.0%
STATE LOAN FUND - WASTEWATER - 2009 ISSUE	1,325,671	-	-	-	0.0%
TRANS FR OPERATING FUND FOR WATER	2,750,000	1,700,000	1,700,000	1,600,000	-5.9%
TRANS FR OPERATING FUND FOR WASTEWATER	2,000,000	1,200,000	1,200,000	1,222,000	1.8%
TRANSFER FR WATER IMPACT FEE RESERVE	-	300,000	300,000	-	-100.0%
TRANSFER FR WASTEWATER IMPACT FEE RES	760,270	250,000	250,000	-	-100.0%
PROCEEDS FROM SALE OF ASSETS	1,703		-	-	0.0%
INTEREST INCOME	28,308	25,000	25,000	25,000	0.0%
TOTAL REVENUES	**8,789,441**	**7,475,000**	**7,475,000**	**2,847,000**	**-61.9%**
TOTAL BEGINNING BALANCES & REVENUES	**10,666,888**	**11,560,400**	**13,927,200**	**5,040,700**	**-63.8%**
EXPENSES					
WATER	2,362,179	5,140,000	5,809,600	1,494,600	-74.3%
WASTEWATER	1,799,541	3,817,300	5,845,400	1,268,800	-78.3%
WATER TREATMENT PLANT	22,898	24,100	24,100	-	-100.0%
WATER CONSTRUCTION	29,985	31,000	31,000	83,800	170.3%
ENGINEERING & INSPECTION	-	23,400	23,400	-	-100.0%
BOND ISSUANCE COST & DEBT SERVICE RESRV	-	344,000	250,000	-	-100.0%
TOTAL EXPENSES	**4,214,603**	**9,379,800**	**11,983,500**	**2,847,200**	**-76.2%**
BUDGET BALANCE - WATER	3,811,206	1,675,500	1,947,300	1,981,400	1.8%
BUDGET BALANCE - WASTEWATER	2,641,079	505,100	246,400	212,100	-13.9%
TOTAL ENDING BUDGET BALANCES	**6,452,285**	**2,180,600**	**2,193,700**	**2,193,500**	**0.0%**
TOTAL BUDGET BALANCES & EXPENSES	**10,666,888**	**11,560,400**	**14,177,200**	**5,040,700**	**-64.4%**

RESERVE BALANCES	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	POLICY
CAPITAL ASSET RESERVE-WATER	427,104	501,100	501,100	502,900	MIN $500K
CAPITAL ASSET RESERVE-WASTEWATER	473,645	501,100	501,100	501,800	MIN $500K
IMPACT FEE RESERVE - WATER	441,139	-	196,100	196,100	20% of Rev.
IMPACT FEE RESERVE - WASTEWATER	3,476,673	-	3,220,200	3,220,200	20% of Rev.

ELECTRIC REVENUE FUND SUMMARY

	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	% CHG FY14 VS FY13 REV
BEGINNING BALANCE	12,292,573	7,184,000	14,567,100	19,505,000	33.9%
BASE REVENUE:					
DIRECT SALES TO CUSTOMER	96,483,053	85,071,400	87,519,500	85,926,600	-1.8%
PURCHASE POWER ADJUSTMENT	(6,083,282)	-	-	-	0.0%
UTILITY TAX	1,548,209	1,595,200	1,498,900	1,471,600	-1.8%
MISCELLANEOUS REVENUE	1,142,471	850,700	985,700	752,000	-23.7%
RENT REVENUE	193,065	225,000	200,000	251,000	25.5%
GREEN ENERGY	127,581	129,000	129,000	135,800	5.3%
INTEREST EARNINGS	95,708	107,800	107,800	119,400	10.8%
TRANSFER FROM RATE STABILIZATION	1,000,000	5,400,000	5,400,000	-	-100.0%
INTRAFUND SERVICE RECEIPTS W/WW	156,204	130,800	130,800	98,500	-24.7%
TOTAL REVENUES	**94,663,009**	**93,509,900**	**95,971,700**	**88,754,900**	**-7.5%**
TOTAL BEGINNING BALANCE & REVENUES	**106,955,582**	**100,693,900**	**110,538,800**	**108,259,900**	**-2.1%**
EXPENSES:					
POWER SUPPLY	43,265,652	39,468,900	37,701,000	20,339,100	-46.1%
SOLAR ENERGY	-	1,414,500	1,587,600	1,565,800	-1.4%
SOLAR RENEWAL ENERGY CREDITS	-	-	351,600	300,000	-14.7%
POWER SUPPLY MANAGEMENT	996,000	996,000	996,000	996,000	0.0%
PJM CHARGES - ENERGY	10,182,061	13,752,300	5,697,700	16,139,800	183.3%
PJM CHARGES - TRANSMISSION & FEES	-	3,756,000	6,100,700	3,900,000	-36.1%
CAPACITY CHARGES	8,685,938	12,564,800	11,817,200	16,651,800	40.9%
SUB-TOTAL POWER SUPPLY	**63,129,651**	**71,952,500**	**64,251,800**	**59,892,500**	-6.8%
PLANT OPERATIONS	5,500,857	5,914,900	5,914,900	6,015,800	1.7%
GENERATIONS FUELS	1,582,984	586,000	948,800	-	-100.0%
PJM SPOT MARKET ENERGY	-	(772,700)	(1,865,600)	(230,500)	-87.6%
PJM CREDITS	(4,081,759)	(427,000)	(488,400)	(427,000)	-12.6%
CAPACITY CREDITS	(7,373,701)	(14,318,600)	(14,318,600)	(15,079,800)	5.3%
GENERATION SUBTOTAL	**(4,371,619)**	**(9,017,400)**	**(9,808,900)**	**(9,721,500)**	-0.9%
POWER SUPPLY & GENERATION SUBTOTAL	**58,758,032**	**62,935,100**	**54,442,900**	**50,171,000**	-7.8%
DIRECT EXPENDITURES					
TRANSMISSION/DISTRIBUTION	2,960,426	3,223,600	3,233,700	3,319,500	2.7%
ELECTRICAL ENGINEERING	986,042	1,163,900	1,171,300	1,203,500	2.7%
ADMINISTRATION	654,077	501,200	501,200	597,000	19.1%
METER READING	205,791	212,500	212,500	220,100	3.6%
SYSTEMS OPERATIONS	498,063	517,600	526,300	536,300	1.9%
DIRECT EXPENDITURE SUBTOTALS	**5,304,399**	**5,618,800**	**5,645,000**	**5,876,400**	4.1%
OTHER EXPENSES:					
UTILITY TAX	1,548,209	1,595,200	1,498,900	1,471,600	-1.8%
ALLOW FOR UNCOLLECTIBLES	150,000	150,000	150,000	200,000	33.3%
CONTRACTUAL SERVICES - RFP'S	5,207	190,000	190,000	-	-100.0%
RETIREES HEALTH CARE	646,510	696,500	696,500	513,300	-26.3%
OTHER EMPLOYMENT EXPENSES	-	157,900	149,200	150,000	0.5%
TRANSFER TO PENSION UNFUNDED LIABILITY	1,110,500	1,074,200	7,274,200	1,314,200	-81.9%
OPEB UNFUNDED LIABILITY	1,688,847	-	-	975,700	0.0%
GREEN ENERGY PAYMENT TO DEMEC	127,581	129,000	129,000	135,800	5.3%
INTRAFUND SERVICE FEES	3,105,015	3,224,500	3,224,500	3,261,700	1.2%
INTEREST ON DEPOSITS	21,297	35,000	35,000	27,000	-22.9%
INVENTORY WRITE OFFS	175,000	175,000	175,000	-	-100.0%
TRANSFER TO WORKER'S COMPENSATION	-	-	500,000	-	-100.0%
DEBT SERVICE	3,371,609	3,323,600	3,323,600	3,301,900	-0.7%
OTHER EXPENSES SUBTOTAL	**11,949,775**	**10,750,900**	**17,345,900**	**11,351,200**	-34.6%
TRANSFER TO:					
IMPROVEMENT & EXTENSION	3,500,000	3,500,000	3,500,000	5,298,600	51.4%
GENERAL FUND	7,876,288	8,000,000	8,000,000	8,000,000	0.0%
TRANSFER TO FUTURE CAPACITY RESERVE	-	-	2,100,000	-	-100.0%
RATE STABILIZATION RESERVE	5,000,000	-	-	-	0.0%
TRANSFER TO SUBTOTAL	**16,376,288**	**11,500,000**	**13,600,000**	**13,298,600**	-2.2%
TOTAL EXPENSES	**92,388,494**	**90,804,800**	**91,033,800**	**80,697,200**	**-11.4%**
BUDGET BALANCE - WORKING CAPITAL	**14,567,088**	**9,889,100**	**19,505,000**	**27,562,700**	41.3%
TOTAL BUDGET BALANCE & EXPENSES	**106,955,582**	**100,693,900**	**110,538,800**	**108,259,900**	-2.1%
EXCEEDS/(REMAINS)TO MEET REQUIREMENT	6,723,688	2,535,900	12,379,200	20,580,000	

RESERVE BALANCES	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	POLICY
CONTINGENCY RESERVE	1,070,814	816,200	816,200	810,200	1% of Rev.
INSURANCE RESERVE	337,265	750,000	750,000	729,400	$350K Min.
RATE STABILIZATION RESERVE	10,230,133	4,947,600	4,947,600	7,646,900	3%-10% PP

ELECTRIC IMPROVEMENT & EXTENSION FUND SUMMARY

	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	% CHG FY14 VS FY13 REV
BEGINNING BALANCE	3,175,375	2,714,600	3,534,600	2,999,900	**-15.1%**
BEGINNING BALANCE BOND	-	-	-	-	0.0%
REVENUES					
TRANSFER FROM ELECTRIC	3,500,000	3,500,000	3,500,000	5,298,600	51.4%
TRANSFER FROM DEPRECIATION RESERVE	300,000	-	-	-	0.0%
TRANSFER FROM FUTURE CAPACITY RESERVE	-	550,000	550,000	-	-100.0%
TRANSFER FROM INSURANCE STABILIZATION	70,730	-	-	-	0.0%
INCOME FROM SALE OF ASSETS	10,066	-	-	-	0.0%
INTEREST EARNINGS	25,168	40,700	40,700	25,200	-38.1%
TOTAL REVENUES	**3,905,964**	**4,090,700**	**4,090,700**	**5,323,800**	**30.1%**
TOTALS	**7,081,339**	**6,805,300**	**7,625,300**	**8,323,700**	**9.2%**
EXPENSES					
ELECTRIC GENERATION	1,455,376	1,441,300	1,786,600	1,942,800	8.7%
TRANSMISSION AND DISTRIBUTION	461,464	596,000	896,000	950,000	6.0%
ELECTRICAL ENGINEERING	1,619,603	1,932,700	1,942,800	2,405,800	23.8%
METER READING	10,280	-	-	-	0.0%
TOTAL EXPENSES	**3,546,723**	**3,970,000**	**4,625,400**	**5,298,600**	**14.6%**
BUDGET BALANCE	**3,534,616**	**2,835,300**	**2,999,900**	**3,025,100**	**0.8%**
TOTAL BUDGET BALANCE & EXPENSES	**7,081,339**	**6,805,300**	**7,625,300**	**8,323,700**	**9.2%**

	2011/12 ACTUAL	2012/13 BUDGET	2012/13 REVISED	2013/14 BUDGET	POLICY
RESERVE BALANCES					
DEPRECIATION RESERVE	9,742,058	9,864,800	9,864,800	9,806,400	$10Million
FUTURE CAPACITY RESERVE	9,805,482	9,362,000	9,362,000	7,317,400	$10Million

City of Dover
Electric Power Supply & Generation

FY12 Budget & FY13 & FY14 Forecast on 6/25/12

	2012 Budget	2013 Forecast	2014 Forecast
Power Supply	$42,047,430	$39,468,900	$20,339,100
Dover Sun Park	1,618,924	1,414,500	1,481,400
Power Supply Management	1,170,000	996,000	996,000
PJM Charges - Load	13,424,472	17,508,300	25,891,200
Capacity Charges	8,506,512	12,564,800	16,825,800
Generation Fuels	664,641	586,000	732,300
PJM Spot Mkt Energy	-	(772,700)	(856,900)
PJM Credits	(1,285,675)	(427,000)	(427,000)
Capacity Credits	(7,388,283)	(14,318,600)	(15,079,800)
Plant Operations	5,964,817	5,914,900	6,092,300
Total Purchase Power Expense ($)	$64,722,838	$62,935,100	$55,994,400

FY12 Actual, FY13 Revised & FY14 Forecast on 3/22/13

	2012 Actual	2013 Revised	2014 Forecast
Power Supply	$41,441,134	$37,701,000	$20,339,100
Dover Sun Park - Energy	1,452,509	1,587,600	1,565,800
Dover Sun Park - Solar Recs	372,009	351,600	300,000
Power Supply Management	996,000	996,000	996,000
PJM Charges - Energy	10,182,061	5,697,700	16,139,800
PJM Charges - Transmission & Fees	-	6,100,700	3,900,000
Capacity Charges	8,685,938	11,817,200	16,651,800
Generation Fuels	1,582,984	948,800	-
PJM Spot Mkt Energy	-	(1,865,600)	(230,500)
PJM Credits	(4,081,759)	(488,400)	(427,000)
Capacity Credits	(7,373,701)	(14,318,600)	(15,079,800)
Plant Operations	5,500,857	5,914,900	6,015,800
Total Purchase Power Expense ($)	$58,758,032	$54,442,900	$50,171,000
Cost Change	$ (5,964,806)	$ (8,492,200)	$ (5,823,400)

City of Dover
Fiscal 2014
Preliminary Budgets

Personnel Cost Comparison

	Fiscal Year 2014				Fiscal Year 2013			
	General	W/WW	Electric	Total	General	W/WW	Electric	Total
Base Wages	$ 15,182,200	$ 1,624,100	$ 2,797,800	$ 19,604,100	$ 14,984,900	$ 1,572,500	$ 2,666,000	$ 19,223,400
Overtime	665,900	76,300	195,500	937,700	661,300	70,300	185,500	917,100
Temporary Help	442,900	-	-	442,900	427,100	-	-	427,100
Total Wages	16,291,000	1,700,400	2,993,300	20,984,700	16,073,300	1,642,800	2,851,500	20,567,600
FICA	1,193,400	130,300	228,700	1,552,400	1,168,700	124,000	213,800	1,506,500
Medical Insurances	2,604,700	438,600	500,200	3,543,500	2,399,600	380,300	454,100	3,234,000
Life & Disability Insurances	74,700	8,800	13,000	96,500	75,300	8,800	12,700	96,800
Worker's Compensation	365,600	43,300	84,000	492,900	469,400	54,100	102,400	625,900
Education Assistance	39,200	-	18,100	57,300	17,600	5,100	-	22,700
Pension	1,392,600	80,900	133,100	1,606,600	1,338,500	78,200	128,800	1,545,500
OPEB	1,509,900	131,700	198,000	1,839,600	1,225,900	106,900	167,000	1,499,800
Total Benefits	7,180,100	833,600	1,175,100	9,188,800	6,695,000	757,400	1,078,800	8,531,200
Total Personnel	$ 23,471,100	$ 2,534,000	$ 4,168,400	$ 30,173,500	$ 22,768,300	$ 2,400,200	$ 3,930,300	$ 29,098,800
Net Increase by Element								
Wages	$ 217,700	$ 57,600	$ 141,800	$ 417,100				
FICA	24,700	6,300	14,900	45,900				
Medical Insurances	205,100	58,300	46,100	309,500 *				
Life & Disability Insurances	(600)	-	300	(300)				
Worker's Compensation	(103,800)	(10,800)	(18,400)	(133,000)				
Education Assistance	21,600	(5,100)	18,100	34,600				
Pension	54,100	2,700	4,300	61,100				
OPEB	284,000	24,800	31,000	339,800 *				
	$ 702,800	$ 133,800	$ 238,100	$ 1,074,700				

The City Manager is still reviewing personnel request for Fiscal 2014 that are not reflected in the preliminary budget estimates.

This schedule reflects changes in personnel budgets for active personnl, it does not reflect retirement health care or lump sum pension contributions for the closed pension plans.

EXHIBIT #4
Council Retreat of 03/22/2013

TAMPA POLICE DEPARTMENT

Extra Duty
Conditions of Permit

Extra Duty Office
411 N. Franklin Street
Tampa, FL 33602
(813) 276-3385
Fax (813) 276-3389

Updated April 5, 2012

A. PROCEDURES FOR APPLICATION

1. Apply in person or via Fax (813-276-3389). Requests for service must be received seven (7) days before the event at the address listed on the cover page, between the hours of 8:00 A.M. and 4:00 P.M. Monday through Friday. Any requests made less than seven (7) days in advance are only processed with the understanding that the assignment may not be filled.

2. Background check is required for establishments with Alcohol license. The background check requires 2 weeks and an additional fee applies.

B. TYPES OF PERMIT

1. A Permanent Permit is issued when service of officers in an extra-duty capacity will be needed on a regular recurring basis. Upon initiation of a permanent permit, the customer must pay a deposit equal to two (2) months estimated billing. **Upon termination of the permit, the deposit will be applied to any outstanding balance due, and any remaining deposit balance will be refunded to the customer.** The extra duty supervisor may adjust the amount of deposit required based on actual history of extra duty service.

2. A Temporary Permit is issued when service of officers in an extra-duty capacity will be needed during a period of less than two (2) weeks. A temporary customer will be required to pay for the service requested before an Officer will report to the assignment.

   NOTE: The final determination of permit type rests with the Extra Duty Supervisor.

C. PAYMENT METHODS

1. Permanent Permit: Customer will be billed monthly and must make payment upon receipt of billing, in cashier's check, cash, money order, or company check.

   The Director of Finance, or designee, is authorized to declare all fees due and payable, and may revoke the credit privileges for use of the Extra Duty services at any time, upon finding that the user's current billing for usage of the Extra Duty services is delinquent or exceeds the user's payment guarantee (deposit). A billing will be declared delinquent when payment in full has not been received by the City by the last calendar day of the month in which the bill is dated, or twenty (20) calendar days after the initial billing date, whichever is greater.

A late fee of $25.00 will be charged on any delinquent account beginning the forty-fifth (45th) calendar day following the initial billing date, and each subsequent 30 day interval from such date until the account is no longer delinquent.

2. Temporary Permit: Customer must pay for services before the assignment. The acceptable forms of payment are a cashier's check, cash, or money order. Officers can work additional hours with permission granted by the shift commander or extra duty staff. If this should occur, the customer must pay the additional charges the next business day at the Extra Duty Office. To prevent this, the customer can pay for extra hours and if unused will be reimbursed. **NO OFFICER IS ALLOWED TO ACCEPT MONIES FROM A CUSTOMER.**

D. UNSCHEDULED HOURS

1. If an officer works additional hours (i.e. makes an arrest while working extra-duty) on an extra duty assignment, the customer is responsible for prompt payment of the additional costs.

2. If this occurs on a Permanent Permit assignment, the customer's regular billing will reflect the additional costs and the officer will be compensated.

E. OFFICER'S PAY VOUCHER

1. The customer or designee must sign the officer's pay voucher **UPON COMPLETION** of the assignment.

2. For large assignments, the customer or designee must sign the master voucher that covers all officers on that assignment.

F. REFUNDS

1. Permanent Permits - In cases where refunds are due, a credit or refund will be processed as requested by the customer and approved by the Extra Duty Supervisor.

2. Temporary Permits - The customer's refund will be processed within 15 days once requested by the customer.

G. RATE SCHEDULE

1. Routine assignments: "Normal" extra-duty assignments other than Special Events.
2. "Special Event" extra-duty assignment to include but not limited to events:

a. That require a City of Tampa Permit
b. Involve temporary road closures
c. Require right – of – way closures
d. Temporary wet zones
e. Runs and walks
f. Active traffic control – officer actively / physically engaged in directory vehicular / pedestrian traffic
g. Other special events

3. Alcohol Establishments – Refer to Appendix "B"
4. "Specialty Teams" area available – call for additional information
   a. K-9 Team
   b. Dive
   c. Marine
   d. Mounted
   e. Motorcycle
5. Refer to appendix "A" for current hourly rates.
6. Application for Background Check: $100.00
7. Specific Planning Administration required $ 41.00 per hour
8. Holiday Rate: Additional $6 per hour for Routine assignments

NOTE: The City of Tampa will pay the Officer's salary as well as pay for worker's compensation and general liability insurance, administrative resource costs, automobile fuel, maintenance and insurance. THE $7.00 PER HOUR IS INCLUDED IN ABOVE RATES!

H. STAFFING REQUIREMENTS

1. One (1) Sergeant for every 5-10 Officers

2. One (1) Lieutenant for every 2-5 Sergeants

3. One (1) Captain for every two (2) or more Lieutenants

4. Two (2) Officers minimum per 500 with alcohol

5. Three (3) Officers minimum for Beer Tents

If the Extra-Duty Supervisor determines that the size of the event warrants, the customer will work with special events planning officer to determine the number of officers needed for the assignment.

In cases where the customer underestimated the attendance, the On-Site Supervisor may at his/her discretion notify the customer that additional officers are

needed. Whether or not the customer was able to be notified, the additional officers may be called in and the customer will be billed accordingly.

I. CANCELLATION PROCEDURES

1. Cancellations by the Customer

   Cancellations by the customer should be made at least 48 hours before the time the assignment begins, we must receive this in writing.

   If the Extra Duty Office receives less than 48 hours notice from the customer, (with exception of a natural disaster) the customer will be charged and the assigned officer(s) will be paid the minimum number of hours as indicated on the permit.

   Call (**813) 276-3385** for cancellations during business hours, you will also need to provide this request in writing.

   Unavoidable cancellations of an impending assignment during non-business hours will be directed to the Shift Commander at **D1 (813) 354-6698, D2 (813) 931-6598 or D3 (813) 242-3819.**

   NOTE: It is the responsibility of the customer to notify the Extra Duty Office if the business or organization will be closed for a holiday or for any other purpose when extra duty officers are normally scheduled. If customer fails to notify the Extra Duty Office that officers are not needed that day, the normal minimum charges for the assignment will apply.

2. Cancellations by the Tampa Police Department

   Cancellations by the Shift Commander or the Extra Duty Office

   Under extraordinary circumstances, if an assigned officer is unable to fulfill the assignment due to illness or injury and the Shift Commander or Extra Duty Office is unable to obtain a substitute, the permit assignment may be cancelled.

   Note: If this is a Temporary Permit, the hours scheduled and not worked will be refunded. On a Permanent Permit, only the hours worked will be billed.

   Cancellations by the Chief of Police

   In the case of a departmental need or community emergency, the Chief or designee may cancel extra-duty permit assignments. The extra-duty officers would then be immediately available for service to the department.

Note: If this is a Temporary Permit, the hours scheduled and not worked will be refunded. On a Permanent Permit, only the hours worked will be billed.

J. WORKERS' COMPENSATION/LIABILITY

The City of Tampa is self-insured for general liability and statutory workers' compensation coverage. Police officers assigned to extra duty work are afforded worker's compensation coverage.

K. OFFICER NOT REPORTING FOR EXTRA DUTY JOB

If an officer was scheduled to work and did not report, the customer should notify the extra duty office at **(813) 276-3385** immediately and also call the Shift Commander at **D1 (813) 354-6698, D2 (813) 931-6598 or D3 (813) 242-3819**.

L. DISCONTINUE SERVICE

If the Chief of Police or designee, the Extra Duty Supervisor, determines that it is in the best interest of the department to discontinue extra duty services, the customer will be notified immediately.

M. HOLIDAY RATE SCHEDULE

The rate schedule will be increased to holiday rates on the following holidays and certain special events:

New Years Day	1/1
Memorial Day	Date Observed
July 4th	7/4
Labor Day	First Monday In September
Thanksgiving Day	Fourth Thursday In November
Christmas Day	12/25
New Years Eve	12/31

N. SCHEDULED HOURS CHANGED

The Extra Duty Office will try to accommodate schedule change requests if made 48 hours prior to the time of the event, we must receive this request in writing.

O. SPECIAL EVENTS

It is the Police Department's responsibility to determine what is the adequate number of security personnel and traffic personnel to staff an event. When applicable, the City of Tampa Traffic Engineering Department will be responsible for developing a Maintenance of Traffic (MOT) plan which will identify mandatory traffic assignments. "Special Event" extra-duty assignments include, but not limited to, events:

1. That require a City of Tampa permit
2. Involve temporary road closures
3. Require right-of-way closures
4. Temporary wet zones
5. Runs and walks
6. Active traffic control – officer actively / physically engaged in directing vehicular pedestrian traffic
7. Other special events

City Co-Sponsored events – The cost of police personnel to maintain safety for the actual event, those Officers assigned to traffic and/or crowd control, will be absorbed by the City of Tampa.

Temporary Wet Zones – All officers required pursuant to a temporary wet zone permit will be at the expense of the event organizers. The Extra Duty Office will provide current rates and coordinate scheduling of the officers. The holiday rate of pay will be applicable.

The Extra Duty Office may, also arrange additional requests for police services, such as money escorts or over night security.

Non-City Co-sponsored events – The Extra Duty Office will schedule officers to work non-city co-sponsored events. The expense will be the responsibility of the event organizers.

> If the event requires additional planning by the police department prior to the day of event, the administrative time will be billed at the current extra duty rate of pay.
>
> The Extra-Duty office may also arrange additional requests for police services, such as money escorts or over night security.

Alcohol Establishments – Refer to Appendix "B"

Appendix "A"

Duty	Base Hourly Rate	Sgt. Hourly Rate	Lt. Hourly Rate	Capt. Hourly Rate	Major Hourly Rate
Routine	$35	$41	$51	$55	$57
Holiday	$41	$49	$53	$59	$63
Special Event	$41	$49	$53	$59	$63

Specialty Team	Base Hourly Rate	Special Event Rate	Hourly Fee for Vehicle/ Animal	Total Regular Event	Total Special Event
Marine	$35	$41	$18	$53	$59
Motors	$35	$41	$8	$43	$49
TRT	$35	$41	$18	$53	$59
Bomb	$35	$41	$18	$53	$59
Mounted	$35	$41	$18	$53	$59
K-9	$35	$41	$18	$53	$59

Command Post will have a charge of $50

Appendix "B"
Alcohol Establishments
Conditions of Permit

A) A business establishment, possessing State of Florida consumption on premises licensing, and being addressed throughout this direct, is described as follows:

1) If, at any time, the property for which the alcoholic beverage zoning classification is sought is operated as a bar / lounge or club, as said terms are defined in City of Tampa Code section 27-523 (**Bar and lounge: Commercial establishment whose principal business is the sale of drinks,** especially alcoholic drinks, and sometimes food which is served to the customer in a ready to consume state for consumption on premises)... Applicability and conditions. Whenever the subject property of a petition is... determined by city council that an alcoholic beverage zoning classification for 1-COP, 2-COP, 4-COP, 1-COPOO-R, 2-COP-R, 4-COP-r, 1-COP-X, 2-COP-X and 4-COP-X...

B) Officer Safety / Staffing Requirements

1) While efforts will be made to comply with the assignment duties as defined by business representatives, the Tampa Police Department maintains exclusive rights in determining the number of officers required in order to maintain a safe environment for all and dictate placement / duties of officers working a particular assignment.
2) Normally, a minimum of two (2) officers will be scheduled to work at an alcohol establishment for officer safety reasons. However, a bureau or division commander may waive this requirement if conditions warrant only one officer. Officers are required to maintain contact with other officers assigned to the detail.
3) On occasion, specific staffing levels and officer placement are influenced by City of Tampa Ordinances / Code and unique circumstances identified by the City of Tampa Council regarding zoning approval for individual establishments / land parcels.
4) Officers are prohibited from working assignments within the confines of the alcohol establishment. Officers shall remain on the outside of the building, patrolling the exterior areas of the business and parking lots.

C. Officer Duties

1) Officers working extra duty assignments at alcohol establishments are responsible for generating reports associated with police activity at the location.
2) Officers shall enter the establishment only in response to an incident requiring official police action. Once concluded, they will return outside.

3) Under no circumstances will officers assume a role, or participate with business representatives, in any activity that is engaged in determining the age of patrons desiring entry into the establishment. Officers shall not "card" (check identification cards or driver's licenses) any customers / patrons of any business. Officers do have the responsibility to investigate situations, identified by the business representatives wherein individuals proffer counterfeit or false identification.
4) Officers shall not work as a "bouncer" and prohibited from collecting or handling money for the business.
5) Officers will not conduct any activity associate with the business while working on-duty for the department.
6) Officers shall not work in plain clothes, are not permitted to wear any type of department "Police" or "RAID" jackets, and will never wear any clothing other than the Tampa Police department uniforms.

NOTICE TO CUSTOMERS

The officers are at all times subject to the policies of the City of Tampa and the rules and regulations governing employees of the Tampa Police Department (TPD). A Customer has no authority over police personnel and is restricted to providing only a general assignment of duties to be performed by the officer. Those rules never supersede TPD policy or procedures and employers of the extra-duty officers should be so advised. Extra-Duty officers remain under the exclusive control of the department and accountable for strict adherence to department rules and regulations. Any conflicting rules of employers of extra-duty officers will be disregarded. The officer shall refuse to perform any duties deemed to be in conflict with the guidelines established by the Tampa Police Department. As determined by the Department, officers may be recalled from extra-duty to on-duty status.

This permit is for law enforcement work only and does not exempt Customers from obtaining other necessary permits for this event.

The City of Tampa Police Department is NOT obligated to provide extra-duty services. A permit will not be issued to any person, firm, or organization whose offices, members, business, or operations are questionable or for any event of a potentially compromising nature.

Tampa Police Department officers are NOT permitted to receive cash from Customers for any reason whatsoever.

The undersigned customer agrees, individually and on behalf of the named applicant, to promptly pay for extra duty services rendered. Further, the undersigned agrees, individually and on behalf of the named applicant to pay all costs, expenses and attorneys fees incurred in the collection of any sums due hereunder.

Jane Castor
Chief of Police

I have read and understand the "Extra Duty Conditions of Permit" and "Notice to Customers"

_____ _____

Customer - Individually and as Authorized Representative Date

_____

Federal ID #

TAMPA POLICE DEPARTMENT EXTRA DUTY PERMIT APPLICATION

Please Print

☐ Permanent
☐ Temporary Permit No._____ Grid No._____ District_____ Beverage License: ☐ Yes ☐ No

NAME OF APPLICANT (Business, Organization, Function, Customer)	DESIGNATED REPRESENTATIVE	PHONE (Day)	PHONE (Fax/Pager)

ADDRESS OF EVENT	ZIP CODE	BILLING ADDRESS (Permanent Address)	CITY, STATE	ZIP CODE

PERMITTED SERVICE DATE(S), DAYS AND HOURS TO BE WORKED	OFFICERS REPORT TO:	PREDICTED ATTENDANCE

DESCRIPTION OF SERVICES NEEDED	**E-Mail Address**

STAFFING REQUIREMENTS AND RATES

CAPTAIN(S) _____ AT $ _____ PER HOUR LIEUTENANT(S) _____ AT $ _____ PER HOUR
SERGEANT(S) _____ AT $ _____ PER HOUR PATROL OFFICER(S) _____ AT $ _____ PER HOUR

SPECIAL EVENTS AT PREVAILING HOLIDAY RATE OF PAY (REFER TO CONDITION OF PERMIT)

NOTE: ALL OFFICERS WORKING A PERMIT ASSIGNMENT WILL RECEIVE A MINIMUM NUMBER OF HOURS PAY, AS DUE THEIR RANK. THE ABOVE RATES ARE SUBJECT TO CHANGE. FOLLOWING SUCH CHANGE, THE DEPARTMENT SHALL GIVE NOTICE TO THE CUSTOMER WITHIN 14 DAYS.

MINIMUM NUMBER OF HOURS __3__(hours)

PERMIT CANCELLATION

A. ***THE POLICE DEPARTMENT CAN CANCEL A PERMIT ANYTIME, WITH OR WITHOUT CAUSE***

THE CUSTOMER MAY CANCEL A PERMIT BY CONTACTING THE COORDINATOR AT 813-276-3385 48 HOURS PRIOR TO EVENT DURING BUSINESS HOURS, OR NON-BUSINESS HOURS BY CONTACTING THE SHIFT COMMANDER – **D-I 813-354-6600 or D-II 813-931-6500 or D-III 813-242-3819**. IF THIS CANCELLATION IS NOT MADE AT LEAST 48 HOURS PRIOR TO THE DATE AND TIME OF THE PERMIT ASSIGNMENT, THE CUSTOMER MUST COMPENSATE THE DEPARTMENT AT THE MINIMUM NUMBER OF HOURS PAY FOR EACH OFFICER SCHEDULED. THIS MINIMUM VARIES ACCORDING TO THE RANK OF THE SCHEDULED OFFICERS.

I _____, INDIVIDUALLY AND AS AUTHORIZED REPRESENTATIVE OF AFOREMENTIONED CUSTOMER, HEREBY ACKNOWLEDGE THAT I HAVE READ AND UNDERSTAND THIS PERMIT APPLICATION, AND THE "CONDITIONS OR PERMIT", AND FURTHER AGREE THAT I WILL ABIDE BY AND BE SUBJECT TO THESE CONDITIONS IN ALL RESPECTS, AND BE RESPONSIBLE FOR PAYMENT OF ALL SUMS DUE FOR EXTRA DUTY SERVICES PROVIDED.

_____ _____
SIGNATURE OF CUSTOMER OR AUTHORIZED REPRESENTATIVE DATE

OFFICE USE ONLY

☐ *GRANTED* *THE ABOVE APPLICATION FOR PERMIT IS HEREBY GRANTED, AND THE ABOVE APPLICATION, TOGETHER WITH THE AFOREMENTIONED "CONDITIONS OF PERMIT" ARE HEREBY ADOPTED, BY REFERENCE, AND ARE MADE A PART OF AND CONSTITUTE THE TERMS AND CONDITIONS OF THIS PERMIT.*

_____ _____
AUTHORIZED SIGNATURE DATE

City of Dover

Analysis of Police Extra Duty - Updated for FY13 through February 28, 2013 (67% of Year)

	2007/08 ACTUAL	2008/09 ACTUAL	2009/10 ACTUAL	2010/11 ACTUAL	2011/12 ACTUAL	2012/13 ACT FYTD	2010/11 BUDGET	2011/12 BUDGET	2012/13 BUDGET	FY 13 '% of BUDGET
POLICE EXTRA DUTY (369-16) (351-17 = FY13)	$ 370,379	$ 386,770	$ 418,479	$ 334,023	$ 679,295	$ 453,320	$ 300,000	$ 300,000	$ 494,400	91.7%
Prior year (FY11) receivables included in FY12 actual shown above				87,539	(87,539)					
LESS CAPITAL SCHOOL DISTRICT REIMB	(110,054)	(73,496)	(73,496)	(73,496)	-	-	0	0	0	
POLICE E.D. RELATED GRANTS (362.71 = FY13)	59,103	97,894	146,784	113,880	96,219	68,837	138,350	60,000	85,000	81.0%
TOTAL RELATED REVENUES	319,428	411,168	491,767	461,946	687,975	522,157	438,350	360,000	579,400	
POLICE EXTRA DUTY (Division 544)	(355,661)	(455,031)	(544,450)	(562,488)	(684,103)	(549,376)	(449,516)	(430,600)	(579,400)	94.8%
NET EXTRA DUTY REVENUE/(EXPENSE)	$ (36,233)	$ (43,863)	$ (52,683)	$ (100,542)	$ 3,872	$ (27,219)	$ (11,166)	$ (70,600)	$ -	
CUMULATIVE		$ (80,096)	$ (132,779)	$ (233,321)	$ (193,216)	$ (176,571)				
Outstanding Receivables - June 30	$ 88,424	$ 162,360	$ 172,577	$ 52,499	$ 218,667	$ 52,012				

*Extra Duty customer charges do not include Administrative Overhead or Vehicle fuel/maintenance

Receivable collections/balances may be impacted by the timing of the customer being billed;

Law Enforcement Revenues - Non-Extra Duty as of February 28, 2013 (67% of Year)

	2007/08 ACTUAL	2008/09 ACTUAL	2009/10 ACTUAL	2010/11 ACTUAL	2011/12 ACTUAL	2012/13 ACTUAL YTD	2010/11 BUDGET	2011/12 BUDGET	2012/13 BUDGET	FY 13 '% of BUDGET
COURT OF COMMON PLEAS FINES (351-11)	$ 96,264	$ 79,206	$ 95,758	$ 75,957	$ 100,902	$ 41,822	$ 80,000	$ 55,000	$ 65,000	64.3%
J P COURT FINES (351-12)	229,551	201,717	185,120	243,725	177,047	99,503	215,000	220,000	200,000	49.8%
DOVER POLICE DEPARTMENT FINES (351-13)	226,948	175,101	162,095	185,485	173,191	93,270	160,000	190,000	150,000	62.2%
TOTAL FINES	$ 552,763	$ 456,024	$ 442,973	$ 505,167	$ 451,140	$ 234,595	$ 455,000	$ 465,000	$ 415,000	56.5%
POLICE DONATIONS (351-14)	-	-	16,287	2,005	2,060	50	-	15,000	-	0.0%
CAPITAL SCHOOL DISTRICT REIMB (351-16)	110,054	73,496	73,496	73,496	73,496	-	73,500	73,500	100,000	0.0%
POLICE REPORTS (351-21)	42,425	37,005	37,345	35,385	34,180	26,170	35,000	35,000	35,000	74.8%
BOAT LICENSES(351-23)	6,373	6,553	6,139	4,853	6,085	1,070	6,500	6,000	5,000	21.4%
MISC (351-26)	44,823	23,362	19,857	29,278	15,134	4,978	5,000	18,000	10,000	49.8%
DEA OT REVENUE (351.27)	45,362	38,972	43,884	45,223	38,580	15,796	35,000	40,000	40,000	39.5%
911 FEES (351-28)	55,712	67,010	60,347	76,611	63,337	42,224	45,000	60,000	63,000	67.0%
TOTAL OTHER LAW ENFORCEMENT REVENUES	$ 857,512	$ 702,422	$ 700,328	$ 772,018	$ 684,012	$ 324,883	$ 655,000	$ 712,500	$ 668,000	48.6%

Council Retreat of 03/22/2013 EXHIBIT #6

EXHIBIT #7
Council Retreat of 03/22/2013

CITY OF DOVER FISCAL YEAR
2013 BUDGET PERSONNEL
TABLE

DEPT/DIVISION	2010-2011 BUDGET	2011-2012 BUDGET	2012-2013 BUDGET	FY-14
CENTRAL SERVICES	6.0	6.0	4.0	4.
CITY CLERK	4.0	4.0	4.0	4.
CITY MANAGER	5.0	5.0	3.0	3.
CODE ENFORCEMENT	4.0	4.0	4.0	5.
COMMUNITY DEVELOPMENT (GRANT FUND)	1.0	1.0	0.5	0.5
CUSTOMER SERVICES	15.0	14.0	14.0	14.
ECONOMIC DEVELOPMENT	3.0	3.0	3.0	3.
FACILITIES MANAGEMENT	13.0	12.0	9.0	7.
FINANCE	8.0	8.0	8.0	8.
FIRE	6.0	6.0	6.0	6.
FLEET MAINTENANCE	6.0	6.0	6.0	6.
GROUNDS	16.0	14.0	14.0	13.
HUMAN RESOURCES	3.0	3.0	3.0	3.
INFORMATION TECHNOLOGY	7.0	5.0	5.0	5.
INSPECTIONS	7.0	7.0	7.0	6.
LIBRARY	13.0	12.0	13.0	13.
LIFE SAFETY	4.0	3.0	3.0	3.
MAYOR	1.0	1.0	1.0	1.
PARKS AND RECREATION	6.0	6.0	5.0	5.
PLANNING	5.0	5.0	4.5	4.5
POLICE – TOTAL*	120.0	122.0	122.0	122.
PUBLIC WORKS ADMINISTRATION	4.0	5.0	6.0	5.
SANITATION	12.0	13.0	11.0	11.
STREETS	11.0	11.0	10.0	8.
TAX ASSESSOR	3.0	3.0	3.0	3.
GENERAL FUND & CDBG TOTAL	**283.0**	**279.0**	**269.0**	263
ELETRIC ADMINISTRATION	4.0	4.0	3.0	3.
ELECTRIC SYSTEM OPERATIONS	5.0	5.0	5.0	5.
ELECTRIC ENGINEERING	11.0	10.0	10.0	10.
ELECTRIC T & D	25.0	25.0	24.0	24.
METER READING - CUSTOMER SERVICE	3.0	3.0	3.0	3.
ELECTRIC FUND TOTAL	**48.0**	**47.0**	**45.0**	45
WATER/WASTEWATER ENGINEERING	7.0	6.0	6.0	7.
WATER CONSTRUCTION	6.0	6.0	5.0	5.
WATER MANAGEMENT	5.0	4.0	5.0	4.
WASTEWATER MANAGEMENT	10.0	10.0	10.0	11.
WATER TREATMENT PLANT	10.0	10.0	10.0	10.
WATER/WASTEWATER FUND TOTAL	**38.0**	**36.0**	**36.0**	37
TOTAL FULL-TIME PERSONNEL	**369.0**	**362.0**	**350.0**	* 345

** 93 Officers; 29 Civilians = 122 Total Employees*

DEPT/DIVISION	2010-2011 BUDGET	2011-2012 BUDGET	2012-2013 PROPOSED	
PART-TIME PERSONNEL				
FIRE	n/a	1.0	1.0	1.
PARKS AND RECREATION	n/a	10.0	10.0	10.
LIBRARY	n/a	10.0	13.0	13.
FINANCE	n/a	1.0	0.0	
~~FACILITIES MANAGEMENT~~	n/a	1.0	~~0.0~~	
SUBSTANCE ABUSE GRANT	n/a	12.0	12.0	
TOTAL PART-TIME PERSONNEL		**35.0**	**36.0**	
TOTAL PERSONNEL	**369.0**	**397.0**	**386.0**	
CITY COUNCIL COMMITTEES	n/a	17.0	17.0	
PLANNING COMMISSION	n/a	14.0	14.0	

Staffing Levels & Recommendations

EXHIBIT #8
Council Retreat of 03/22/2013

Recruitments and Open Positions

- Currently, ten (10) active recruitments.
- There are an additional nine (9) pending resignations or retirements.
- There are an additional seventeen (17) positions that have been vacated and recruitments are being considered.

Pension Plan Participants

- Defined Benefit Plan – 130 Active Employees
- 401A – 88 Active Employees

Staffing Requests

- Library – Adjust to needs of the new facility.
  - Add two (2) new PT Library Assistants
  - (Grade 14) @ 29 hours/week.
  - Upgrade one (1) current FT Library Clerk II (Grade 13) to FT Library Assistant (Grade 14).
  - Estimated Cost - $42,750.

Staffing Request

- Information Technology Department
  - Add one (1) LAN Analyst (Grade 120)
  - Supporting over 350 computers across COD (except for Police Department).
  - Supporting Cisco VoIP system.
  - Salary estimate is $40,471 - $48,187 plus benefit load

Staffing Request

- Police Department
  - #1 priority is computer support – LAN Analyst
  - Technology demands of the department are critical to daily function.
  - Salary estimate is $40,471 - $48,187 plus benefit load
  - #2 priority is dispatch support – Communications Operator – would increase total from 11 to 12. Willing to consider use of part-time in place of full-time.
  - #3 priority is Accreditation Manager – Not a current position in the pay scale.

Staffing Requests

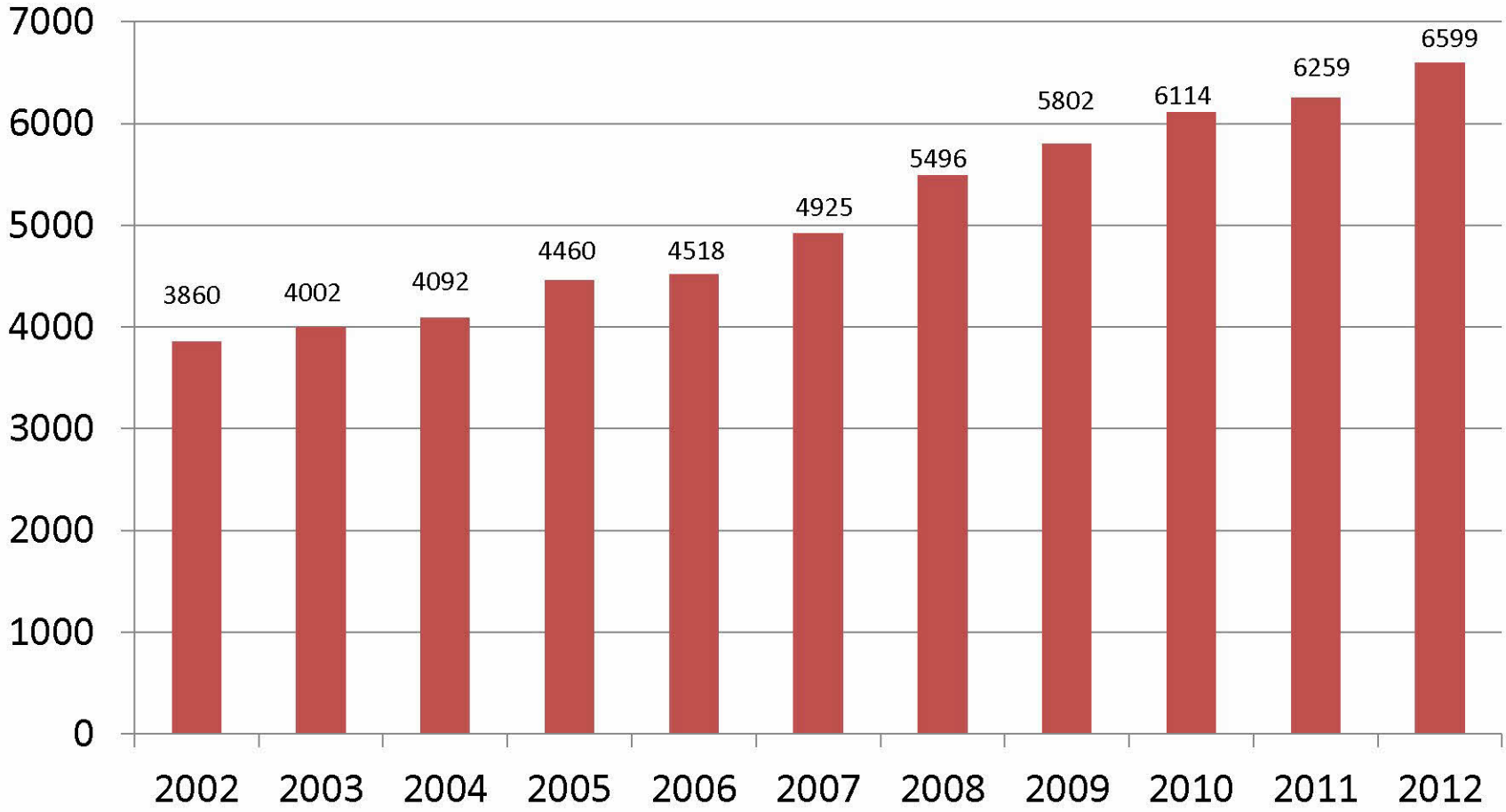
- Customer Service
  - Original Request was one (1) FT Customer Service Clerk and one (1) PT Customer Service Clerk
  - Current Request is one (1) PT Customer Service Clerk to focus on Collections.

Ambulance Service for Robbins Hose Fire District

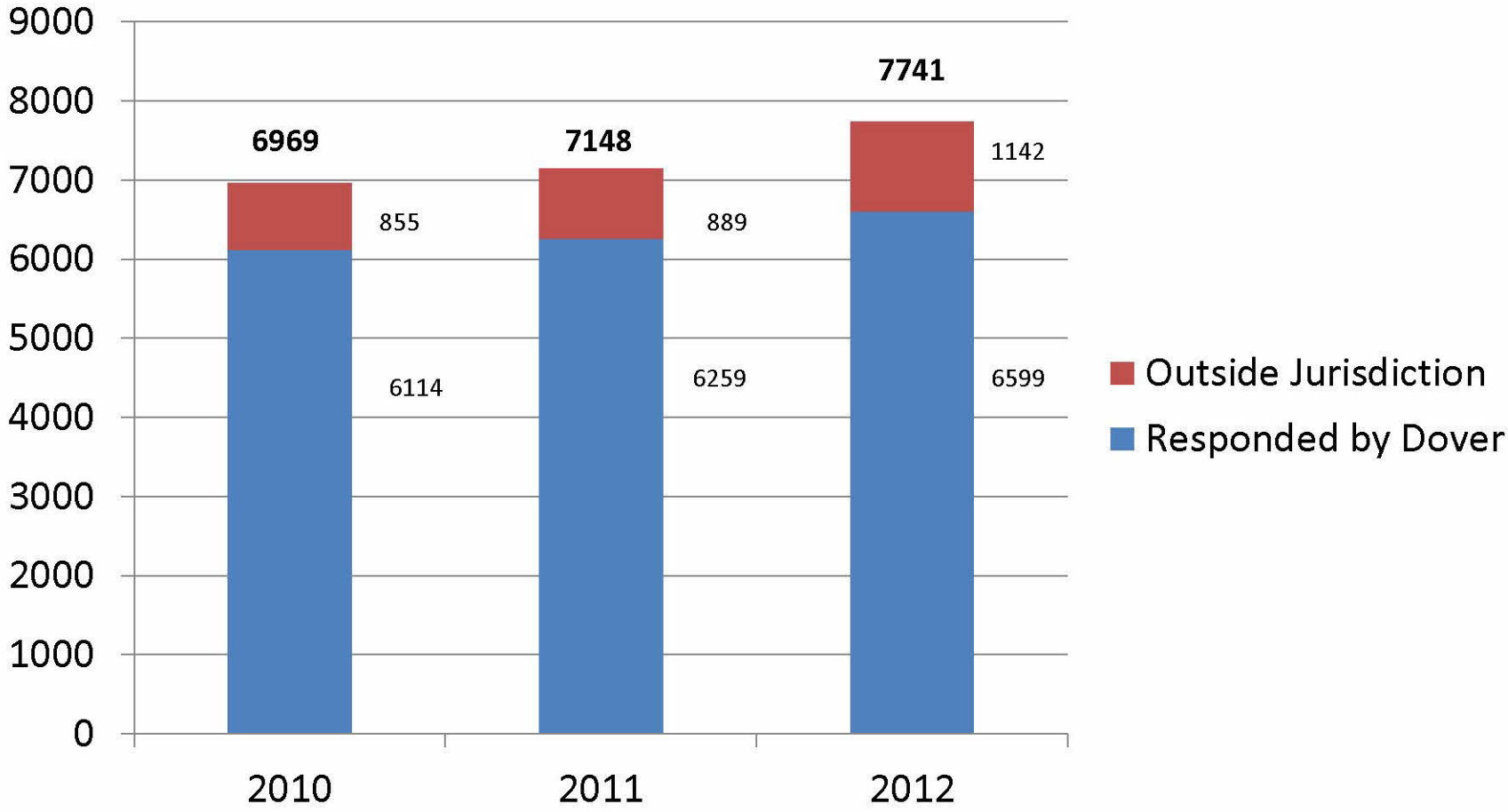


EXHIBIT #9
Council Retreat of 03/22/2013

Growth; Since 2002



Continued Growth and Outside Coverage



Ambulance Departments - 2012 Totals

Department	Yearly Totals
American Legion (Smyrna)	3,109
Bowers	373
Camden	2,508
Carlisle	2,785
Cheswold	1,743
Dover	6,599
Dover AFB	127
Felton	1,245
Frederica	461
Harrington	1,904
Hartly	766
Leipsic	302
Magnolia	966
Marydel	487

- Total # of dispatched calls to Dover serviced by outside agencies for 2012 is 1,142 of the 1,142
- Total # of dispatched calls serviced by Prime Care for Dover in 2012 is 6,599 bringing total calls for Dover to 7,741
- Total # of calls Dover was dispatched to other districts in 2012 is 95

2012 Outside Agency Responses to Dover

AGENCY	# Of Calls Responded To
American Legion (Smyrna)	79
Bowers	14
Camden	403
Carlisle	2
Cheswold	416
Felton	16
Frederica	1
Harrington	2
Hartly	94
Leipsic	55
Magnolia	45
Marydel	15
Total Calls	1,142

- By these area agencies being pulled from their own district it is leaving them with inadequate staffing to reply to calls from their own jurisdiction. (Billing concerns for those with ambulance clubs, etc.)
- Now we are seeing a domino effect up and down the state as other areas are in Dover responding they are pulling from even further away to now have to cover the districts that are out assisting Dover. (North and South)

2013 Stats

- Total # of calls Dover has responded to so far this year – 1,038
- Responses for 7 districts starting with highest number of calls

Other Districts	2013 YTD
Dover	1,038
Carlisle	499
American Legion (Smyrna)	478
Camden	471
Cheswold	242
Magnolia	146
Hartly	104