SPECIAL COUNCIL MEETING - BUDGET REVIEW
A G E N D A S
REVISED

May 17, 18, 19, and 24, 2011

Council Chambers - City Hall - City of Dover

AGENDA ADDITIONS/DELETIONS

TUESDAY, MAY 17, 2011 - 4:00 P.M. (Adjourn by 7:00 P.M.)
The first twenty (20) minutes of each meeting will be set aside to allow for public comment. If the public comment time is utilized, the agendas will be adjusted accordingly.

1. Introduction and Presentation. . . . . (4:00 - 4:15 p.m.)

2. Revenue. . . . . (4:15 - 5:00 p.m.)

3. Personnel and Salary Changes. . . . . (5:00 - 5:15 p.m.)

4. Salary Review. . . . . (5:15 - 5:30 p.m.)

   Break - 15 Minutes.. . . . . (5:30 - 5:45 p.m.)

5. Review of 2011/2012 Draft Budget - Selected General Fund Divisions. . . . (5:45 - 7:00 p.m.)
   A. Mayor
   B. Council
   C. City Manager
   D. Central Services
      d-1. Facilities Management
      d-2. Central Service
      d-3. Fleet Maintenance
   E. City Clerk
   F. Customer Services
      f-1. Customer Service
      f-2. Meter Reading
   G. Finance
   H. Human Resources
   I. Information Technology
   J. Tax Assessor

WEDNESDAY, MAY 18, 2011 - 6:00 P.M. (Adjourn by 9:00 P.M.)

The first twenty (20) minutes of each meeting will be set aside to allow for public comment. If the public comment time is utilized, the agendas will be adjusted accordingly.

1. Review of 2011/2012 Draft Budget - General Fund
   - A. Parks, Recreation, and Library. . . . . (6:00 - 6:30 p.m.)
   - B. Public Services. . . . . (6:30 - 7:30 p.m.)
     - b-1. Life Safety
     - b-2. Economic Development
     - b-3. Inspections and Permitting
     - b-4. Grounds
     - b-5. Sanitation
     - b-6. Streets
     - b-7. Public Services Administration

1. Review of 2011/2012 Draft Budget - General Fund (Continued)

   Break - 15 Minutes.. . . . . (7:30 - 7:45 p.m.)

   - C. Planning and Community Enhancement Services. . . . . (7:45 - 8:30 p.m.)
     - c-1. Planning
     - c-2. Code Enforcement
     - c-3. Community Development
   - D. Fire. . . . . (8:30 - 9:00 p.m.)

THURSDAY, MAY 19, 2011 - 6:00 P.M. (Adjourn by 9:00 P.M.)

The first twenty (20) minutes of each meeting will be set aside to allow for public comment. If the public comment time is utilized, the agendas will be adjusted accordingly.

1. Review of 2011/2012 Draft Budget - General Fund. . . . . (6:00 - 6:15 p.m.)
   - A. Police

2. Review of 2011/2012 Draft Budget - Water/Wastewater Fund.. . . . . (6:15 - 9:00 p.m.)
   - A. Wastewater Management
   - B. Water Construction

   Break - 15 minutes - (7:30 - 7:45 p.m.)

   - C. Water Management
   - D. Water Treatment Plant
   - E. Water/Wastewater Engineering

TUESDAY, MAY 24, 2011 - 6:00 P.M. (Adjourn by 9:00 P.M.)

The first twenty (20) minutes of each meeting will be set aside to allow for public comment. If the public comment time is utilized, the agendas will be adjusted accordingly.

1. Review of 2011/2012 Draft Budget - Electric Fund
   - A. Electric Model Presentation. . . . . (6:00 - 6:30 p.m.)
   - B. Review of Division Budgets. . . . . (6:30 - 7:30 p.m.)
     - b-1. Public Utilities Administration
     - b-2. Systems Operations
     - b-3. Electric Engineering
     - b-4. Electric Transmission and Distribution (T&D)
     - b-5. Power Plant Operations
     - b-6. Power Supply

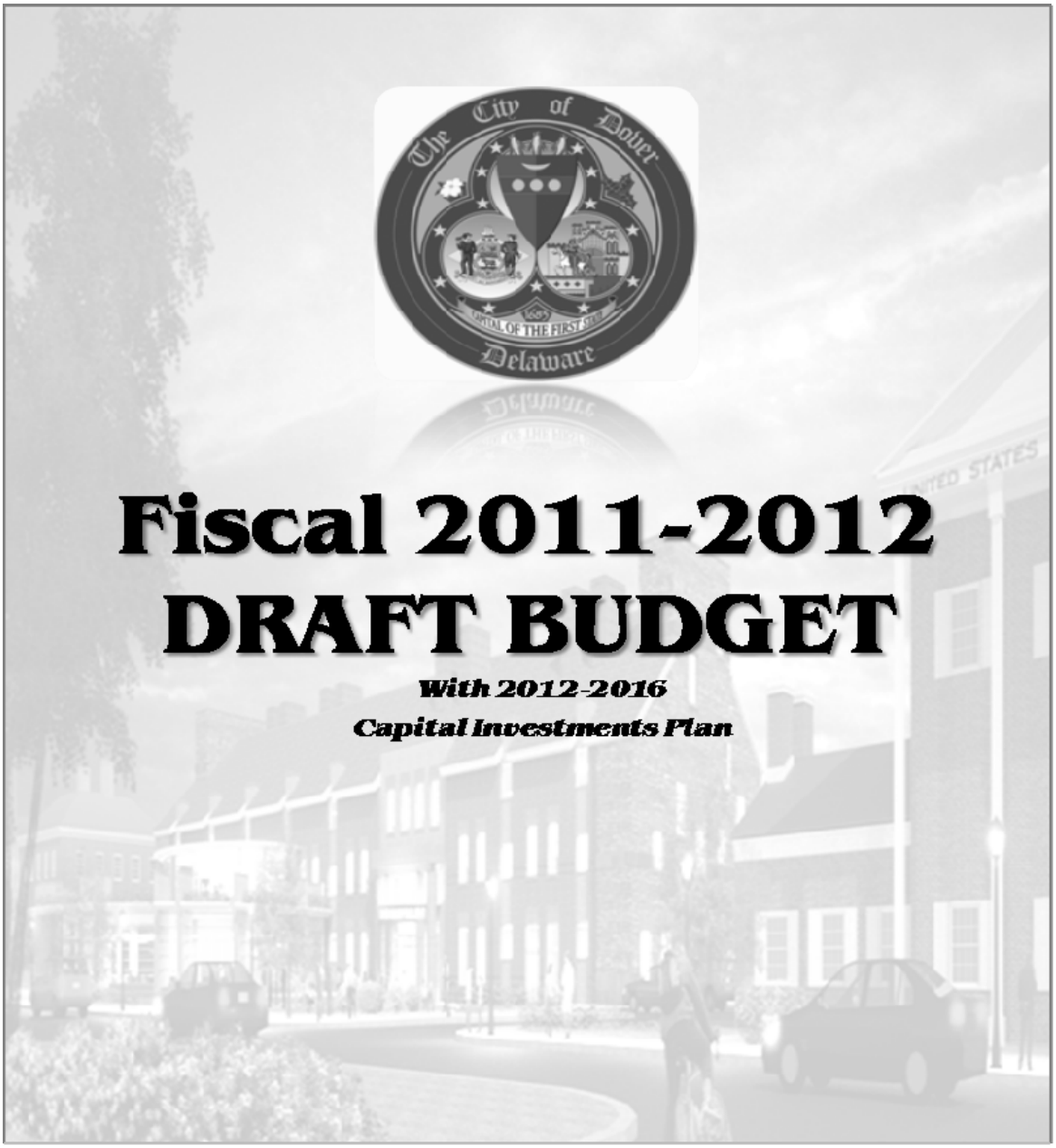
   Break - 15 Minutes. . . . . (7:30 - 7:45 p.m.)

2. Final Discussion/Action and Wrap-Up of All Budgets. . . . . (7:45 - 9:00 p.m.)

Revised 05-13-2011
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Fiscal 2011-2012
DRAFT BUDGET

With 2012-2016
Capital Investments Plan



Artist Rendering of the new Dover Public Library
Holzman Moss Bottino Architecture, LLP

Published by:
Teresa A. Tieman, Senior City Administrator


GOVERNMENT FINANCE OFFICERS ASSOCIATION
Distinguished
Budget Presentation
Award
PRESENTED TO
City of Dover
Delaware
For the Fiscal Year Beginning
July 1, 2010
President
Executive Director

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FISCAL 2011-2012
BUDGET CALENDAR

10/4/2010	Budget kick-off meeting
10/4/2010 – 1/1/2010	Departments' budget preparation
10/25/2010	New position proposals/revised classification requests due to HR
10/25/2010 - 11/1/2010	Human Resources returns position requests to depts.; meeting with Tony, Terry, and Kim to discuss and review all requests
11/8 – 11/12/2010	Salary budget packets distributed
12/3/2010	– Salary budgets returned to City Manager's Office, including revised classifications and new positions – Estimated PFP scores for non-bargaining employees due to City Manager's Office
1/3/2011	Entry lockout on ALL years
1/17/2011 – 1/21/2011	Revenue review by Revenue Committee
11/17/2011 – 2/18/2011	Work on mid-year review (Terry, Donna)
1/31/2011	Council Retreat/Budget Goals
2/7/2011	Review Council Retreat budget revisions with departments
2/1/2011 – 2/11/2011	Draft budget adjusted as per Council Retreat
2/11/2011 – 4/1/2011	Review draft budget with departments; assemble final draft budget
3/14/2011	Present mid-year review, revenue forecasts, Retreat and budget input review to Council and LF&A.
3/14/2011 - 4/1/2011	Budget team balances budget; makes adjustments w/dept. heads as needed
4/4/2011 – 4/29/2011	Printing of draft budget
5/2/2011 – 5/6/2011	Final draft budget and CD to Council; news conference
5/16/2011 – 5/27/2011	Budget review meetings as needed (members of LF&A Committee invited).
6/13/2011	Electric public hearing; first reading of draft budget
6/27/2011	Second reading of draft budget
7/1/2011	Fiscal Year 2011-2012 budget goes into effect
8/31/2011	Budget Post-Mortem meeting

FISCAL 2011-2011
CAPITAL INVESTMENT PLAN (CIP) CALENDAR

9/15/2010	CIP instruction packet to department heads
9/25 – 11/15/2010	Departments' CIP development
11/15/2010	Departments' CIP information due to City Manager's Office
11/5 – 11/30/2010	Draft CIP prepared for review
12/1 – 12/10/2010	Budget team reviews CIP
12/13– 12/17/2010	Draft CIP final review
1/3 – 1/14/2011	Final changes made to CIP
1/31 – 2/18/2011	CIP adjusted as per Council Retreat
3/14/2011 – 3/28/2011	Draft CIP presented to Committees

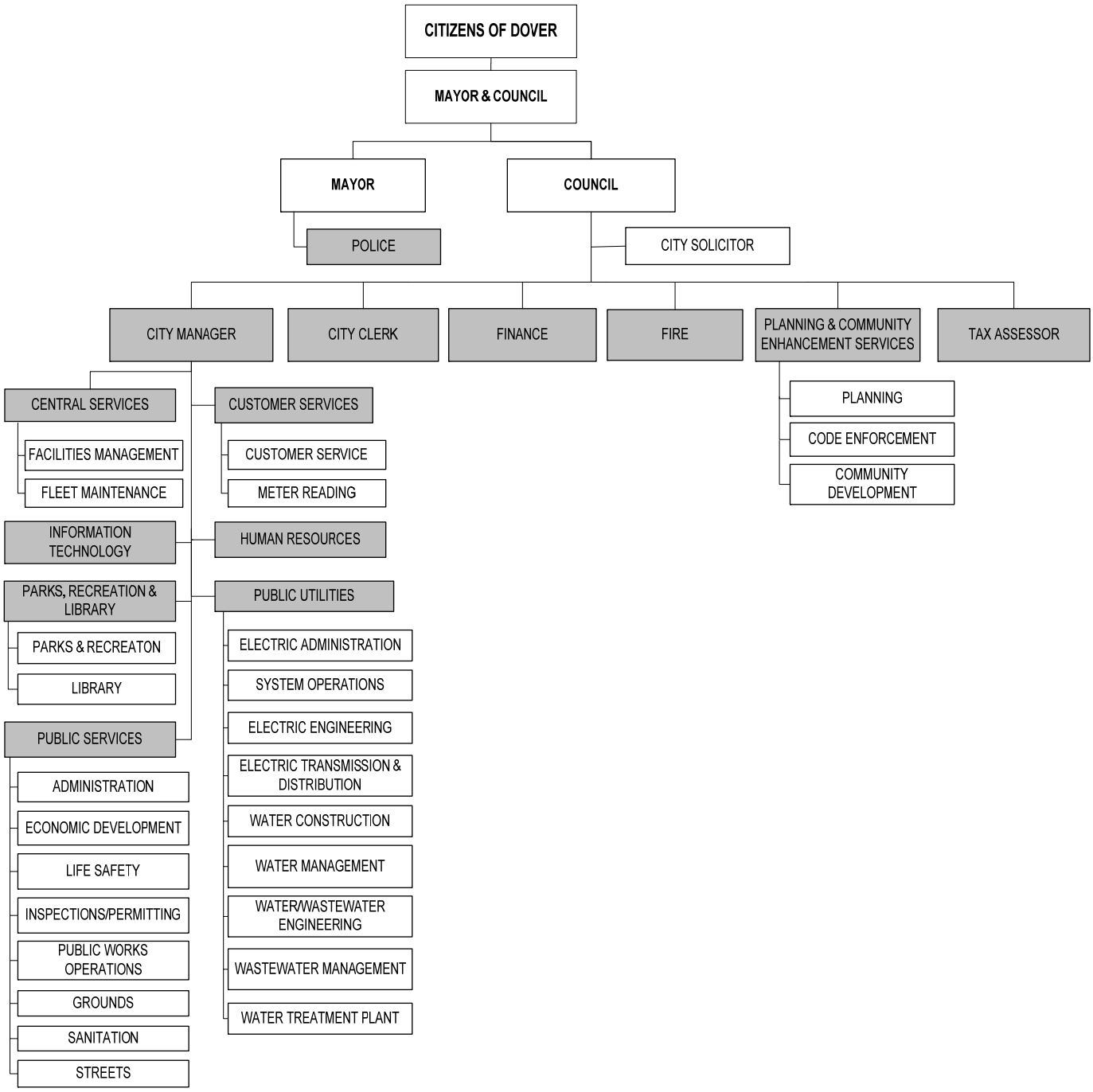
FISCAL 2011-2012
STRATEGIC PLANNING CALENDAR

7/5/2010 – 7/30/2010	I/T Technology Plan Update
8/2/2010 - 8/13/2010	Dept. submissions for I/T Plan due to TAC
9/6/2010 – 9/24/2010	Department heads training on objectives/CIP formulation
9/7/2010 – 9/10/2010	Tech. Planning meeting to review, rank
9/6/2010 – 9/24/2010	– Department heads develop new strategic objectives
	– Make changes to department Vision, Major Programs if needed
9/27/2010 – 10/29/2010	Department heads strategic planning meeting with Terry
11/1/2010	NEW strategic performance objectives and changes to Vision, Major Programs due to City Manager's Office
11/3/2010 – 11/12/2010	Budget Team reviews revised strategic plan and I/T plan
11/15/2010 – 11/26/2010	Final review of strategic performance objectives by Budget Team
11/29/2010 – 12/10/2010	Budget Team assembles strategic plans from departments
1/31/2011	Council Retreat
1/24/2011 – 2/4/2011	Strategic plan adjusted as per Council Retreat
4/18/2011 – 4/2/2011	New Council members orientation (strategic planning, CIP, budget, PFP)

FISCAL 2011-2012
PERFORMANCE REVIEW CALENDAR

9/7 – 9/10/2010	Optional quarterly review to adjust employees' planned goals
10/1/2010	Quarterly review due to Human Resources
10/25/2010	New position proposals, revised classification requests due to Human Resources
11/8 – 11/19/2010	Employees and supervisor individually review job descriptions
11/29 – 12/3/2010	Human Resources returns position requests to department heads.; meeting with Tony, Terry, and Kim re: requests
12/3/2010	Estimated scores due to City Manager's Office, including revised classifications and new positions
12/6 – 12/23/2010	Optional quarterly review to adjust employees' planned goals
12/27/2010	Quarterly review due to Human Resources
3/1 – 3/18/2011	Optional quarterly review to adjust employees' planned goals
3/7 – 3/18/2011	Performance Review Training
3/25/2011	Quarterly review due to Human Resources
4/23 – 5/27/2011	Departments to conduct annual evaluations
5/30/2011	Performance reviews due to Human Resources

FISCAL YEAR 2011-2012
ORGANIZATIONAL CHART



CITY OF DOVER
FULL-TIME EQUIVALENT PERMANENT PERSONNEL BY DIVISION

DIVISION	2009-2010	2010-2011	PROPOSED	ALTERNATIVE BALANCING PLANS		
	BUDGET	REVISED	FY12 BUDGET	2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
MAYOR	1	1	1	1	1	1
CITY MANAGER	5	5	5	5	5	5
CENTRAL SERVICES	8	6	6	6	6	6
FACILITIES MANAGEMENT	13	13	13	11	13	12
FLEET MAINTENANCE	6	6	6	5	6	5
CITY CLERK	4	4	4	3	4	4
CUSTOMER SERVICES	15	15	14	14	14	14
FINANCE	8	8	8	7	8	7
FIRE	6	6	6	5	6	6
HUMAN RESOURCES	4	3	3	3	3	3
INFORMATION TECHNOLOGY	8	7	6	6	6	6
PARKS AND RECREATION	8	8	8	6	8	7
LIBRARY	18	17.5	19	14.5	19	17.5
POLICE – TOTAL*	119	120	122	110	122	121
TAX ASSESSOR	3	3	3	2	3	3
PLANNING	5	5	5	4	5	4
COMMUNITY DEVELOPMENT	1	1	1	1	1	1
CODE ENFORCEMENT	5	4.5	4.5	4	4.5	4
PUBLIC SERVICES, ADMINISTRATION	4	5	5	5	5	5
PUBLIC SERVICES, LIFE SAFETY	4	4	4	3	4	3
PUBLIC SERVICES, INSPECTIONS	7	7	7	5	7	6
PUBLIC SERVICES,ECONOMIC DEVELOPMENT	3	3	3	1	3	2
PUBLIC SERVICES, GROUNDS MAINTENANCE	16	15	15	14	15	14
PUBLIC SERVICES, SANITATION	13	13	13	13	13	13
PUBLIC SERVICES, STREETS	11	12	12	12	12	12
GENERAL FUND TOTAL	**295**	**292**	**293.5**	**260.5**	**293.5**	**281.5**
PUBLIC UTILITIES, ELETRIC ADMINISTRATION	4	4	4	4	4	4
PUBLIC UTILITIES, ELECTRIC SYSTEM OPS	5	5	5	5	5	5
PUBLIC UTILITIES, ELECTRIC ENGINEERING	12.5	10	10	10	10	10
PUBLIC UTILITIES, ELECTRIC T & D	27	25	25	25	25	25
ELECTRIC METER READING	4	3	3	3	3	3
ELECTRIC FUND TOTAL	**52.5**	**47**	**47**	**47**	**47**	**47**
PUBLIC UTILITIES, WATER/WASTEWATER ENGINEERING	8	6	6	6	6	6
PUBLIC UTILITIES, WATER CONSTRUCTION	7	6	6	6	6	6
PUBLIC UTILITIES, WATER T & D	11	4	4	4	4	4
PUBLIC UTILITIES, WASTEWATER T & D	4	9	9	9	9	9
PUBLIC UTILITIES, WATER TREATMENT PLANT	10	10	10	10	10	10
WATER METER READING	1	0	0	0	0	0
WATER/WASTEWATER FUND TOTAL	**41**	**35**	**35**	**35**	**35**	**35**
TOTAL FULL-TIME PERSONNEL	**388.5**	**374**	**375.5**	**342.5**	**375.5**	**363.5**

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GENERAL FUND
FISCAL YEAR 2011- 2012

ORIGIN, PURPOSE, AND ISSUES

The General Fund is the operating fund of the City and is used to account for all revenues and expenditures accounted for in the designated funds. This fund contains those City departments that provide traditional municipal services but do not generate sufficient fee-for-service revenues to be self-supporting and are, therefore, financed principally by various tax liens and non-specific fund transfers. The variety and diversity of the departments included in the fund results in the title "General". The General Fund receives fees under Intrafund Service Receipts. Allocations are based on documented calculations for services rendered.

- With existing revenues and expenses the fund balance would be a negative $980,022. The City would need to raise $3,595,666 through revenues or expense cuts to balance the budget according to policy. Alternative balancing plans have been included in this budget. Under each alternative the budget is balanced according to the eight percent fund balance policy.

The alternative budget options are as follows:

- Option A balances the budget through cutting expenses only.
- Option B balances the budget through raising revenues only.
- Option C balances the budget through a combination of cutting expenses and revenue increases.

These options are designed to give City Council maximum flexibility to choose components from various options to build a balancing plan that best suits the citizens of Dover. Please see the pages following this section for more information on the alternative balancing strategies.

REVENUE HIGHLIGHTS

The existing General Fund revenues, as a whole, are projected to decrease $-2.1 million from those same revenues in the Fiscal Year 2011 original budget and decrease $-2.3 million from those same revenues in the Fiscal Year 2011 revised estimate. A decrease in grants of 25 percent, transfer tax of 35.7 percent and the return to policy compliant levels of the Electric Fund transfer (a decrease of 28.4 percent) appear to be the driving forces in the decline of revenue as a whole. Existing revenue sources are highlighted below. They do not include the alternative balancing plan strategies. For more information regarding the balancing plan strategies please see Exhibit A, B & C immediately following this section.

- Property taxes are valued at 100% of appraised value. The tax rate used for Fiscal Year 2012 is $.3378 per $100 dollars of assessed value. The revaluation project was completed at the end of Fiscal Year 2010 and Fiscal Year 2011 billings were based on those valuations. The total assessed value as of December 31, 2010 was projected to be $3.138 billion.

- Transfer tax revenues for Fiscal Year 2011 have been revised upward by $400,000. This increase can be attributed to a receipt of a large transfer for an apartment complex sold in November 2010. Fiscal Year 2012 revenue has been estimated at $900,000, with anticipation of receipts normalizing with little or no growth.

- Fines and Police revenue are projected to remain the same for Fiscal Year 2012.

- Business license revenue is projected down in Fiscal Year 2011, revised due to current receipts. Permits and other licenses are also projected downward from the original budget. In Fiscal Year 2012, business license revenue is projected to return to Fiscal Year 2011 budgeted levels or $1,523,675. Permits and other licenses are projected to increase from the Fiscal Year 2011 original budget. Building permits are revised upward $50,000 based on planning applications.

- Trash fee revenue is expected to decrease from Fiscal Year 2011. This is due to the end of the Delaware Solid Waste Authority Trash fee rebate. The rebate is now calculated into the per ton charge.

- Civil Traffic Penalties have been revised upward $70,000 to $1 million for Fiscal Year 2011 and they are expected to remain at $1 million for Fiscal Year 2012.

- Police related grants are decreasing due to the COPS grant for one additional officer ending. This grant began in October 2009.

- Transfers from the Water/Wastewater Fund ($424,508) represent 4.5 percent of Water/Wastewater Fund revenues. The Electric transfer ($6,338,000) represents approximately 6.5 percent of Electric Fund revenues. This returns the transfer from the Electric Fund to compliance with the policy. The transfer is down by 28.4 percent. In Fiscal Year 2011, the transfer was increased to avoid any unnecessary rate increases. This year the transfer was returned to policy levels. These transfers are viewed as returns on our taxpayers' investment in the utilities and serve to keep taxes low.

- The Fiscal Year 2011 revised carry-forward balance exceeds the eight percent minimum balance requirement by $455,708. In the Fiscal Year 2012 proposed budget, the carry-forward balance does not meet the necessary eight percent fund balance minimum.

- The Contingency Fund balance equals $748,654. This does meet the requirement of two percent of revenue under all balancing plan options.

The General Fund is financed principally by various tax liens, franchise taxes, license and permit fees, fines, fund transfers, and miscellaneous revenue sources. Taxes are the largest single source of revenue for the General Fund. Property taxes and transfer taxes are 36 percent of the General Fund's revenue. Fees and fines make up 37 percent of the revenue in the General Fund. Fees and fines consist of Police fines, business licenses and permits, and the Intrafund Service Fees. Transfers from other funds contribute 22 percent of the General Fund's revenue. These transfers are from the Electric Revenue Fund, the Water/Wastewater Fund, Municipal Street Aid, and Civil Traffic Penalties.

OPERATING EXPENSE HIGHLIGHTS

Based on the base budget does not include discussion on Alternative Balancing Options A, B, or C. Please see Exhibits A, B & C following this section for more information on the alternative balancing strategies.

- Increased costs are budgeted Citywide for Other Post Employment Benefits (OPEB). These costs are listed in a separate column for each of the three major Funds. The original base budget is $1.1 million for General Fund; $88,926 for Water/Wastewater Fund and $147,168 for Electric for OPEB costs. These costs do not represent the full amount of the City's OPEB liability for General and Water/Wastewater. These funds represent a phased approach in until our Health Care Benefits Committee formulates their recommendations for revisions to our benefits plan. The Electric Fund is funding OPEB at required amount of $1.15 million, in addition to the above amount.

- City-wide health care costs did not increase.
-
- The City's Workers Compensation fund is fully funded and above the actuarial recommendation. This will allow Workers Comp charges to be reduced to zero one time, throughout all departments. Savings to the General Fund is approximately $506,000.

- The total budgeted for unfunded pension liability is $2.88 million.

- The FOP union employees are not budgeted for increases as the contract has been reopened for negotiations on wages. Non-bargaining employees are budgeted for 1.5 percent plus one percent for pay for performance in accordance with the Pay-for-Performance guidelines. The IUE and IBEW bargaining unit employees are budgeted for two percent increases, in accordance with their contracts.

- Attrition has been budgeted in larger departments. This was accomplished by reducing salaries by one – two percent.

- Retiree Healthcare increased $77,000 for Fiscal Year 2012 planned retirements.

- There were nine requests for new positions in the Fiscal Year 2012 budget. Of those nine requests, three were approved. One full-time Librarian II position and one part-time Librarian I position are included in the budget. The estimated impact for these two positions is $50,802. The full-time position is budgeted for three quarters of the year in Fiscal Year 2012. The other position is an Administrative Assistant which replaces the current Administrative Assistant to the Chief of Police. This position is considered critical and was requested to be hired in advance of the current assistant's retirement in December. The impact to the budget for salary and benefits is estimated to be $45,935.88. Please refer to the Personnel Information section for details regarding all the position requests.

- A total of eight requests were received to upgrade existing positions. Two positions were denied upgrades. Six positions were included in the budget for upgrades. Please refer to the Personnel Information sections for details regarding these positions.

- The hiring freeze continues.

MAJOR GENERAL FUND CAPITAL PROJECTS FOR FISCAL YEAR 2012

In Fiscal Year 2007, Council approved the creation of the Governmental Capital Projects Fund. This fund was established for the purpose of Governmental Fund asset, construction and procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. All capital projects for the General Fund will be budgeted in this fund.

Appropriations for projects included in this fund are received from the General Fund and /or debt proceeds for each fiscal year's Capital Investment Plan, grants, donations and reserves. The City will also appropriate non-recurring revenues, project savings, and project reimbursements to fund this account, or if the balance is less than the $500,000 minimum, $200,000 per annum until such time the minimum is replenished. All vehicle and equipment purchases under $25,000 will be budgeted on a pay as you go basis.

- Implementation of the new library project ($11.2 million) includes $5.6 million from a State Grant, $1.2 million from Library Reserve and $4.4 million from a Library bond issue and contributions. No current General Fund monies are budgeted for use in this project.

- The Fiscal Year 2011 contribution to Robbins Hose Company includes payments for capital equipment in the amounts of $92,910 and $123,910 for Engine 2. $56,234 is also budgeted to replace current rescue equipment with Holmatro Rescue Equipment.

- The Street and Alley Program for Fiscal Year 2011 will rehabilitate a portion of the City's street and alley network at an estimated cost of $1.35 million. The City's contribution from the General Fund is budgeted at $350,000 with $1 million from the Community Transportation Fund.

- Vehicular purchases for the General Fund are budgeted at $966,300.

Fiscal Year 2011-2012 Budget Balancing Options

Balancing Plan "A"	Balancing Plan "B"	Balancing Plan "C"
Balances the budget by	*Balances the budget by*	*Balances the budget by*
- Reducing staff by **33** positions. Rolling back to Fiscal 2002 levels. (see Exhibit A)	- Maintaining the Electric Transfer at current levels of **$8.85** million or **9%** of gross revenue (same as 2010-2011)	- Eliminating **13** positions (see Exhibit A)
- Eliminating **20** capital projects (see Exhibit B)	- Increasing Tax Revenue by **11.3**% or $**0.04** per $100 of assessed value	- Eliminating **13** capital projects (see Exhibit B)
- Eliminating **9** new strategic programs (see Exhibit C)	- Increasing Rental Permits by **15**% by increasing fees	- Eliminating **5** new strategic programs (see Exhibit C)
- Reducing Materials, Supplies & Administrative Expenses **$69,500** or **0.2 %** across the board.	- Increasing Trash Revenue by **$100,000**, increasing fee from **$11.70** to **$12.40** per 90 gallon container.	- Reducing Non-Bargaining raises to **1.25%**
- Eliminating Non-Bargaining Raises		- Increasing the Electric Transfer to **$8.1 million** or **8.3%** of gross revenue
- Electric Transfer of**$6.33** million or **6.5%** as per the policy.		- Increasing Rental Licenses by **10%**
		- Increasing Trash Revenue by **$100,000**, increasing fee from **$11.70** to **$12.40** per 90 gallon container.
		- Funds Street & Library Program through Bonds
		- Reducing Police Terminal Leave Budget by **$100,000**

These options are designed to give City Council maximum flexibility to choose components from various options to build a balancing plan best suited for the citizen's of Dover.

Exhibit A
Page 1 of 2

Fiscal Year 2011-2012 PERSONNEL Budget Balancing Options

Department	Reduced FTE	Balancing Plan A - Policy Compliant, No Increase in Revenue, Reduction in Spending	Balancing Plan B - Waives Transfer & Reserve Policies, Increases Revenues, No Reduction in Spending	Balancing Plan C - Somewhere between A & B
		Reduced General Fund $	**Reduced General Fund $**	**Reduced General Fund $**
FACILITIES MANAGEMENT				
Custodian I	1	28,203	No Staff Reduction	28,203
Custodian I	1	30,282	No Staff Reduction	No Staff Reduction
FLEET MAINTENANCE				
Mechanic II	1	36,726	No Staff Reduction	36,726
CITY CLERK				
Assistant City Clerk*	1	10,672	No Staff Reduction	No Staff Reduction
Contractual Services for Minutes - $7,500		1,470		1,470
FINANCE				
Accountant I	1	26,322	No Staff Reduction	26,322
FIRE				
Fire Dispatcher	1	50,808	No Staff Reduction	No Staff Reduction
PARKS AND RECREATION				
Building Supervisor PT	0.5	18,766	No Staff Reduction	No Staff Reduction
Building Supervisor	0.5	18,797	No Staff Reduction	No Staff Reduction
Service Center Clk	0.5	13,514	No Staff Reduction	13,514
Service Center Clk	0.5	16,550	No Staff Reduction	16,550
LIBRARY				
Library Clerk II	1	37,732	No Staff Reduction	37,732
Library Clerk I (PT)	0.5	13,070	No Staff Reduction	13,070
PT Library Page	0.5	11,833	No Staff Reduction	No Staff Reduction
FT Libraian I	1	59,666	No Staff Reduction	No Staff Reduction
PT Library Clerk	0.5	8,689	No Staff Reduction	No Staff Reduction
PT Library Clerk	0.5	20,342	No Staff Reduction	No Staff Reduction
PT Library Clerk	0.5	20,342	No Staff Reduction	No Staff Reduction

Fiscal Year 2011-2012 PERSONNEL Budget Balancing Options – CONTINUED

Department	Reduced FTE	Balancing Plan A - Policy Compliant, No Increase in Revenue, Reduction in Spending	Balancing Plan B - Waives Transfer & Reserve Policies, Increases Revenues, No Reduction in Spending	Balancing Plan C - Somewhere between A & B
		Reduced General Fund $	Reduced General Fund $	Reduced General Fund $
POLICE LAW ENFORCEMENT				
Patrolman First Class	1	80,773	No Staff Reduction	No Staff Reduction
Patrolman First Class	1	80,773	No Staff Reduction	No Staff Reduction
Patrolman First Class	1	82,840	No Staff Reduction	No Staff Reduction
Patrolman First Class	1	73,579	No Staff Reduction	No Staff Reduction
Patrolman First Class	1	75,278	No Staff Reduction	No Staff Reduction
Patrolman First Class	1	72,435	No Staff Reduction	No Staff Reduction
Patrolman First Class	1	81,026	No Staff Reduction	No Staff Reduction
Patrolman First Class	1	72,071	No Staff Reduction	No Staff Reduction
Patrolman	1	77,255	No Staff Reduction	No Staff Reduction
Patrolman	1	77,255	No Staff Reduction	No Staff Reduction
Patrolman	1	77,255	No Staff Reduction	No Staff Reduction
Patrolman	1	77,255	No Staff Reduction	77,255
TAX ASSESSOR				
Res. Assesssment Tech	1	46,866	No Staff Reduction	No Staff Reduction
PLANNING				
Planner	1	58,554	No Staff Reduction	58,554
CODE ENFORCEMENT				
PT Temp	0.5	19,601	No Staff Reduction	19,601
PUBLIC SERVICES, LIFE SAFETY				
EP Coordinator	1	80,979	No Staff Reduction	80,979
PUBLIC SERVICES, INSPECTIONS				
Office Asst II	1	43,570	No Staff Reduction	43,570
Inspector I	1	58,988	No Staff Reduction	No Staff Reduction
PUBLIC SERVICES,ECONOMIC DEVELOPMENT				
Administrative Asst	1	29,736	No Staff Reduction	No Staff Reduction
Downtown Coord	1	36,558	No Staff Reduction	36,558
PUBLIC SERVICES, GROUNDS MAINTENANCE				
MEO	1	44,640	No Staff Reduction	44,640
Grand Total General Fund Reduction $		**$1,771,071**		**$534,744**
Grand Total FTE		**33**	-	**12**

Exhibit B

Fiscal Year 2011-2012 CAPITAL Budget Balancing Options

Department	Budget Item	Proposed Budget	Balancing Plan A - Policy Compliant, No Increase in Revenue, Reduction in Spending	Balancing Plan B - Waives Transfer & Reserve Policies, Increases Revenues, No Reduction in Spending	Balancing Plan C - Somewhere between A & B
			in Dollars $	in Dollars $	in Dollars $
Fire	Annual Contribution	216,820	216,820	216,820	216,820
	Holmatro Equipment	56,234	Project Removed	56,234	Removed
Grounds	1995 Ford Crew Cab Dump Truck (#552)	44,720	Vehicle Removed	44,720	Vehicle Removed
Recreation	Park & Playground Improvement Program	30,000	Project Removed	30,000	Project Removed
	Splash Pad at Schutte Park	20,000	Project Removed	20,000	Project Removed
	Dover Park Roof Replacement	30,000	Project Removed	30,000	30,000
Police	8 Crown Vics & 3 Fusions	221,234	Vehicles Removed	221,234	111,234
	Vehicle Replacement Supplemental Funds	20,000	Project Removed	20,000	20,000
	Repair Police Station Parking Lot	25,300	Project Removed	25,300	Project Removed
Streets	Concrete Construction & Replacement	60,000	Project Removed	60,000	30,000
	Salt Storage Building at Schutte Park	50,000	Project Removed	50,000	Project Removed
	Street & Alley Program	175,000	Project Removed	175,000	200,000
	Brine Manufacturing System	27,825	Project Removed	27,825	Project Removed
	Dump Truck Refurbishment	30,000	Vehicle Removed	30,000	30,000
	Dump Truck w/Snow Plow (#328)	128,000	Vehicle Removed	128,000	Project Removed
	Street Sweeper (#357)	170,027	170,027	170,027	170,027
	Graco Line Lazoer IV Model #390	5,385	Project Removed	5,385	Project Removed
Sanitation	Automated Trash Truck (#442)	232,084	Vehicle Removed	232,084	Vehicle Removed
	Bulk Trash Truck (#447)	136,500	Vehicle Removed	136,500	136,500
IT	Computer Hardware Replacement	73,000	Project Removed	73,000	Project Removed
Public Services - Admin	GIS Infrastructure & Mobile Solutions	18,000	Project Removed	18,000	Project Removed
Central Services	Purchase Used Forklift	30,670	Vehicle Removed	30,670	Vehicle Removed
Mayor	Downtown Security Cameras	33,000	Project Removed	33,000	Project Removed
	TOTALS	**1,833,799**	**386,847**	**1,833,799**	**944,581**
	DIFFERENCE		*1,446,952*		*889,218*

Exhibit C

Fiscal Year 2011-2012 STRATEGIC Budget Balancing Options

	Budget Items	Proposed Budget	Balancing Plan A - Policy Compliant, No Increase in Revenue, Reduction in Spending	Balancing Plan B - Waives Transfer & Reserve Policies, Increases Revenues, No Reduction in Spending	Balancing Plan C - Somewhere between A & B
		in Dollars $	in Dollars $	in Dollars $	in Dollars $
Tax Assessor	IAS Maintenance Agreement set up & hosting fee for publishing property card on web.	7,300	7,300	7,300	7,300
Fire	Purchased upgraded pagers. Misc station & alarm room repairs. New World Software	81,400	Removed	81,400	Removed
Life Safety	Global Connect Emergency Notication ($9,000); Police Training Academy (1 staff member - $4,000)	13,000	Removed	13,000	13,000
Code Enforcement	Air Card for one additional staff member.	480	Removed	480	Removed
Planning	Stormwater Compliance Implementation.	18,500	18,500	18,500	18,500
Police	CALEA Award Conference ($4,500); Triennial reacreditation Inspector travel expenses ($5,000)	9,500	Removed	9,500	Removed
City Manager	Union Contract Negotiations	100,000	Removed	100,000	Removed
Information Technology	Upgrades to existing Cisco VoIP phone system	13,200	13,200	13,200	13,200
Public Services Admin	Radio replacements (24 mobile, 6 portable)	42,276	42,276	42,276	42,273
Facilities Management	Energy Savings Procurement Contract - Audit	7,800	7,800	7,800	7,800
Central Services	Pitney Bose Folder, Insert Lease	15,336	15,336	15,336	15,336
Human Resources	Recruitment	2,000	Removed	2,000	Removed
Mayor	Trip to Ramstein, Germany	2,900	Removed	2,900	Removed
TOTALS		**313,692**	**78,612**	**313,692**	**117,409**
DIFFERENCE			*235,080*		*196,283*

GENERAL FUND REVENUES
FISCAL YEAR 2011 -2012

REVENUE TYPE: PROPERTY TAX

CRITICAL ASSUMPTION: Property taxes are valued at 100% of appraised value. The tax rate is $.3378 for every $100 of assessed value.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$10,029,584	$11,035,326	$11,035,326	$11,185,188	$149,862	1.36%

REVENUE TYPE: TRANSFER TAX

CRITICAL ASSUMPTION: Real estate transfer taxes are one and a half percent of real estate transfer prices. They fluctuate with the real estate market. Transfer tax revenues for Fiscal Year 2011 have been revised upward by $400,000. This increase can be attributed to a receipt for large transfer for an apartment complex sold in November 2010. Fiscal Year 2012 revenue has been estimated at $900,000 with anticipation of receipts normalizing with little or no growth.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$867,795	$1,000,000	$1,400,000	$900,000	$(500,000)	-35.71%

REVENUE TYPE: INTEREST

CRITICAL ASSUMPTION: This revenue is dependent upon working capital availability and interest rates.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$ 145,869	$224,000	$116,000	$192,800	$76,800	66.21%

REVENUE TYPE: LICENSE, PERMIT, AND FINES

CRITICAL ASSUMPTION: Business licenses are cyclical with the economy, specifically with construction activity. Business License fees were increased in July 2011. It had been six years since the last rate increase in Business License Fees. Business license revenue is projected down in Fiscal Year 2011, revised due to current receipts. In Fiscal Year 2012 business license revenue is projected to return to Fiscal Year 2011 budgeted level or $1,523,675.

Permit fees are sensitive to the economy with respect to the construction industry and individual property owners' disposable income. Also, collection is a function of enforcement. Most of the permit fees were increased in June 2004. Permits and other licenses are also projected downward from the original budget. In Fiscal Year 2012, permits and other licenses are projected to increase from Fiscal Year 2011 original budget. Building permits are revised upward $50,000 based on planning applications.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$145,869	$224,000	$116,000	$192,800	$76,800	66.21%

REVENUE TYPE: USER FEES AND OTHER

CRITICAL ASSUMPTION: These revenues are directly proportional to usage. Fiscal Year 2012 revenues are expected to decrease over revised Fiscal Year 2011 estimates by $156,024. This decrease reflects revised revenue adjustments down for Trash Fees Rebate, and Court of Chancery Fees.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$4,838,090	$5,650,952	$5,574,774	$5,418,750	$(156,024)	-2.80%

REVENUE TYPE: GRANTS

CRITICAL ASSUMPTION: Revised revenue estimates for Fiscal Year 2011 are projected to increase from original estimates, due to the Homeland Security and Recreation grants. In Fiscal Year 2012, grant revenue is expected to decrease $259,061 due to the end of the COPS grants and non-reoccurring homeland security grants.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$888,435	$831,850	$1,012,561	$753,500	$(259,061)	-25.58%

REVENUE TYPE: TRANSFERS

CRITICAL ASSUMPTION: Municipal Street Aid is expected to remain at Fiscal Year 2011 levels. In Fiscal Year 2012, transfers from the Water/Wastewater Fund ($424,508) represent 4.5 percent of Water/Wastewater Fund revenues. The Electric transfer ($6,338,000) represents 6.5 percent of Electric Fund Revenues. The transfers are projected down from the Fiscal Year 2011 as the Electric Fund Transfer returns to compliance with our transfer policy. These transfers are viewed as returns on our tax payer's investment in the utilities and serve to keep taxes low.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$7,306,120	$9,382,843	$9,382,814	$7,289,322	$(2,093,492)	-22.31%

REVENUE TYPE: FRANCHISE FEES

CRITICAL ASSUMPTION: The City collects a franchise fee from Comcast Cablevision, Verizon and Cavalier each year. Revenues are projected to remain the same for Fiscal Year 2012.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change

$520,157	$486,000	$520,000	$520,000	-	0.00%

REVENUE TYPE: INTRAFUND SERVICE RECEIPTS

CRITICAL ASSUMPTION: Beginning in Fiscal Year 2004, all previously classified Intergovernmental Service Fund divisions except Construction (classified as a Water/Wastewater division) were moved to the General Fund.

Services provided by these divisions to the Electric Fund and Water Fund will be billed monthly based on pre-determined allocation percentages. Intrafund Service Receipts is added to each account for the billed allocations. It is estimated that $1.05 million will be billed to the Water/Wastewater Fund for services and that $3.6 million will be billed to the Electric Fund in Fiscal Year 2012.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$4,059,363	$4,347,834	$4,220,963	$4,598,313	$377,350	8.94%

GENERAL FUND
CASH RECEIPT SUMMARY

	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	= 2011-12 BASE	+ 2011-12 STRATEGIC	+ OPEB	%CHANGE 2011-12	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
RECEIPTS										
PRIOR YEAR BALANCE	$ 2,816,763	$ 2,655,562	$ 3,305,663	$ 3,305,663	$ -	$ -	24.5%	$ 3,305,663	$ 3,305,663	$ 3,305,663
FINES AND POLICE REVENUE	536,502	578,889	579,000	579,000	-	-	0.0%	579,000	579,000	579,000
911 FEE	45,000	60,000	60,000	60,000	-	-	0.0%	60,000	60,000	60,000
INVESTMENT INCOME	224,000	116,000	192,800	192,800	-	-	66.2%	192,800	192,800	192,800
LIBRARY REVENUES	64,189	44,100	44,100	44,100	-	-	0.0%	44,100	44,100	44,100
KENT COUNTY BOOK REIMBURSEMENT	460,000	390,900	390,900	390,900	-	-	0.0%	390,900	390,900	390,900
BUSINESS LICENSES	1,523,675	1,470,000	1,523,675	1,523,675	-	-	3.7%	1,523,675	1,523,675	1,523,675
PERMITS AND OTHER LICENSES	934,000	892,000	934,000	934,000	-	-	4.7%	934,000	980,500	965,000
LIEN REVENUE	-	-	20,000	20,000	-	-	0.0%	20,000	20,000	20,000
MISCELLANEOUS CHARGES	54,250	65,750	45,750	45,750	-	-	-30.4%	45,750	45,750	45,750
POLICE EXTRA DUTY	300,000	300,000	300,000	300,000	-	-	0.0%	300,000	300,000	300,000
PROPERTY TAXES	10,982,634	10,982,634	11,133,367	11,133,367	-	-	1.4%	11,133,367	12,388,141	11,133,367
BID REVENUE	52,692	52,692	51,821	51,821	-	-	-1.7%	51,821	51,821	51,821
RECREATION REVENUE	141,500	141,500	152,000	152,000	-	-	7.4%	152,000	152,000	152,000
FRANCHISE FEE	486,000	520,000	520,000	520,000	-	-	0.0%	520,000	520,000	520,000
TRASH FEES	2,244,511	2,050,000	2,050,000	2,050,000	-	-	0.0%	2,050,000	2,150,000	2,150,000
DSWA TRASH FEE REBATE	143,000	141,635	-	-	-	-	-100.0%	-	-	-
RENT REVENUE - GARRISON FARM	87,000	87,000	87,000	87,000	-	-	0.0%	87,000	87,000	87,000
COURT OF CHANCERY FEES	645,000	715,000	690,000	690,000	-	-	-3.5%	690,000	690,000	690,000
RECEIPTS SUBTOTAL	**21,740,716**	**21,263,662**	**22,080,076**	**22,080,076**	**-**	**-**	**3.8%**	**22,080,076**	**23,481,350**	**22,211,076**
INTERFUND SERVICE RECEIPTS										
INTRAFUND SERVICE RECEIPTS WATER/WASTEWATI	972,889	941,641	1,042,049	1,042,049	-	-	10.7%	972,244	1,042,049	992,716
INTRAFUND SERVICE RECEIPTS ELECTRIC	3,374,945	3,279,322	3,556,264	3,556,264	-	-	8.4%	3,291,667	3,556,264	3,392,919
INTERFUND SERVICE RECEIPTS SUBTOTAL	**4,347,834**	**4,220,963**	**4,598,313**	**4,598,313**	**-**	**-**	**8.9%**	**4,263,911**	**4,598,313**	**4,385,635**
GRANTS:										
POLICE RELATED	138,350	80,000	60,000	60,000	-	-	-25.0%	60,000	60,000	60,000
CAPITAL SCHOOL DISTRICT REVENUE	73,500	73,500	73,500	73,500	-	-	0.0%	73,500	73,500	73,500
POLICE PENSION GRANT	620,000	620,000	620,000	620,000	-	-		620,000	620,000	620,000
VERIZON GRANT										
RECREATION GRANTS	-	51,000	-	-	-	-	-100.0%	-	-	-
MISC GRANT REVENUE	-	-	-	-	-	-	0.0%	-	-	-
HOMELAND SECURITY GRANT	-	188,061	-	-	-	-	-100.0%	-	-	-
SALE OF ASSETS	-	-	-	-	-	-	0.0%	-	-	-
GRANTS SUBTOTAL	**831,850**	**1,012,561**	**753,500**	**753,500**	**-**	**-**	**-25.6%**	**753,500**	**753,500**	**753,500**
TRANSFERS FROM:										
TRANSFER TAX	1,000,000	1,400,000	900,000	900,000	-	-	-35.7%	900,000	900,000	900,000
MUNICIPAL STREET AID	526,843	526,814	526,814	526,814	-	-	0.0%	526,814	526,814	526,814
CIVIL TRAFFIC PENALTIES	930,000	1,000,000	1,000,000	1,000,000	-	-	0.0%	1,000,000	1,000,000	1,000,000
WATER/WASTEWATER	-	-	424,508	424,508	-	-	0.0%	424,508	424,508	424,508
ELECTRIC	8,856,000	8,856,000	6,338,000	6,338,000	-	-	-28.4%	6,338,000	8,856,000	8,096,000
PARKLAND RESERVE	-	-	-	-	-	-	0.0%	-	-	-
LIBRARY RESERVE	-	-	-	-	-	-	0.0%	-	-	-
CAPITAL ASSET RESERVE	-	-	-	-	-	-	0.0%	-	-	-
WORKER'S COMP FUND	-	-	-	-	-	-	0.0%	-	-	-
CONTINGENCY FUND		-		-	-	-				
TRANSFERS FROM SUBTOTAL	**11,312,843**	**11,782,814**	**9,189,322**	**9,189,322**	**-**	**-**	**-22.0%**	**9,189,322**	**11,707,322**	**10,947,322**
TOTALS	**$ 38,233,243**	**$ 38,280,000**	**$ 36,621,211**	**$ 36,621,211**	**$ -**	**$ -**	**-4.3%**	**$ 36,286,809**	**$ 40,540,485**	**$ 38,297,533**

GENERAL FUND
EXPENSE SUMMARY

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	=	2011-12 BASE	+	2011-12 STRATEGIC	+	OPEB	%CHANGE 2011-12	ALTERNATIVE BALANCING PLANS 2011/12 BUDGET A	2011/12 BUDGET B	2011/12 BUDGET C
DEPARTMENT EXPENSES														
CITY CLERK	261,520	$ 287,403	$ 278,868	$ 312,624		$ 300,475		$ -		$ 12,149	12.1%	$ 248,354	$ 312,624	$ 302,928
COUNCIL	95,842	130,769	128,944	134,724		134,724		-		-	4.5%	129,424	134,724	134,724
TAX ASSESSOR	544,951	197,249	269,721	234,144		218,335		7,300		8,509	-13.2%	185,948	234,144	232,602
FIRE	670,923	709,862	665,732	768,902		668,385		81,440		19,077	15.5%	635,250	768,902	686,963
GROUNDS MAINTENANCE	1,092,347	1,055,557	1,029,824	1,034,030		993,652		-		40,378	0.4%	976,087	1,034,030	980,983
LIBRARY	1,072,719	1,126,227	1,064,547	1,237,181		1,136,557		50,802		49,822	16.2%	1,056,699	1,237,181	1,181,390
RECREATION	715,266	778,469	811,261	807,255		782,674		-		24,581	-0.5%	730,777	807,255	773,447
LIFE SAFETY	499,349	501,835	512,792	540,368		513,951		13,000		13,417	5.4%	442,507	540,368	458,049
CODE INFORCEMENT	347,049	276,481	293,540	299,980		286,237		480		13,263	2.2%	277,955	299,980	280,569
PLANNING	395,217	423,193	409,937	469,045		430,890		18,500		19,655	14.4%	405,338	469,045	409,379
INSPECTIONS	481,259	494,807	561,668	468,737		448,731		-		20,006	-16.5%	367,210	468,737	426,209
ECONOMIC DEVELOPMENT	214,591	247,488	229,938	237,030		227,853		-		9,177	3.1%	133,207	237,030	179,219
POLICE	12,209,723	12,458,373	12,245,023	13,185,890		12,624,280		9,500		552,110	7.7%	12,224,592	13,185,890	13,004,393
POLICE EXTRA DUTY	545,054	449,516	449,516	430,600		430,600		-		-	-4.2%	430,600	430,600	430,600
STREETS	869,688	802,029	837,040	792,648		765,574		-		27,074	-5.3%	785,626	792,648	791,137
SANITATION	2,024,288	2,347,344	2,253,529	2,360,413		2,326,207		-		34,206	4.7%	2,349,078	2,360,413	2,359,746
CITY MANAGER	558,515	561,572	576,782	694,023		569,758		100,000		24,265	20.3%	583,030	694,023	639,677
INFORMATION TECHNOLOGY	751,715	748,214	688,969	726,403		694,590		13,200		18,613	5.4%	726,440	726,403	732,622
FINANCE	756,916	827,169	802,269	882,992		849,864		-		33,128	10.1%	805,133	882,992	812,754
PUBLIC SERVICES - ADMINISTRATION	346,530	369,752	367,646	486,131		423,314		42,276		20,541	32.2%	478,221	486,131	483,077
FACILITIES MANAGEMENT	1,027,641	990,757	926,252	971,180		925,970		7,800		37,410	4.9%	867,826	971,180	926,698
CENTRAL SERVICES	664,433	669,977	648,859	708,329		674,493		15,336		18,500	9.2%	702,918	708,329	707,024
FLEET MAINTENANCE	701,754	761,929	730,432	716,059		698,258		-		17,801	-2.0%	647,051	716,059	649,551
CUSTOMER SERVICES	881,478	869,404	866,691	940,709		901,980		-		38,729	8.5%	931,398	940,709	937,904
HUMAN RESOURCES	378,029	358,890	336,035	396,420		379,775		2,000		14,645	18.0%	388,428	396,420	392,174
MAYOR	69,248	88,341	88,335	90,929		88,029		2,900		-	2.9%	82,829	90,929	88,029
UNEMPLOYMENT BENEFITS												216,602		94,380
DEPARTMENT SUBTOTALS	**28,176,045**	**28,532,607**	**28,074,150**	**29,926,746**		**28,495,156**		**364,534**		**1,067,056**	**6.6%**	**27,808,528**	**29,926,746**	**29,096,228**
OTHER EXPENSES														
DEBT SERVICE	328,410	331,800	331,800	327,270		-		-		-	-1.4%	327,270	327,270	327,270
TRANSFER TO CONTINGENCY	-	-	172,061	-		-		-		-	-100.0%	-	-	-
DSWA RECYCLING PROGRAM	-	-	-	-		-		-		-	0.0%	-	-	-
INSURANCE	514,904	600,000	550,000	550,000		-		-		-	0.0%	550,000	550,000	550,000
RETIREES HEALTH CARE	1,006,397	1,297,509	1,297,509	1,374,709		-		-		-	5.9%	1,374,709	1,374,709	1,374,709
RETIREES PAYMENTS	-	-	-	-		-		-		-	0.0%	-	-	-
PENSION UNFUNDED LIABILITY	-	995,000	1,449,978	1,450,000		-		-		-	0.0%	1,450,000	1,450,000	1,450,000
POLICE PENSION FUND	399,289	620,000	620,000	620,000		-		-		-		620,000	620,000	620,000
POLICE PENSION UNFUNDED LIABILITY		95,000	95,000	95,000		-		-		-		95,000	95,000	95,000
UNCOLLECTIBLES - TRASH AND OTHER	10,000	10,000	110,000	10,000		-		-		-	-90.9%	10,000	10,000	10,000
OPEB	-	-	-	-		-		-		-	0.0%	-	-	-
LOSS ON SALE OF ASSET	42,993	-	-	-		-		-		-	0.0%	-	-	-
STORM EMERGENCY	236,582		-			-		-						
STREET LIGHTS	956,860	985,000	960,000	960,000		-		-		-	0.0%	960,000	960,000	960,000
OTHER EXPENSE SUBTOTAL	**3,495,435**	**4,934,309**	**5,586,348**	**5,386,979**		-		-		-	**-3.6%**	**5,386,979**	**5,386,979**	**5,386,979**
GRANTS														
IT EMERGENCY PREPAREDNESS PLAN	-	-	-	-		-		-		-	0.0%	-	-	-
GRANTS SUBTOTAL	**-**	**-**	**-**	**-**		-		-		-	0.0%	**-**	**-**	**-**
TRANSFERS														
TRANSFER TO PENSION COLA	-	-	-	-		-		-		-	0.0%	-	-	-
TRANSFER TO CAPITAL ASSET RESERVE	-	-	-	-		-		-		-	0.0%	-	-	-
TRANSFER TO CAPITAL FUND - PROJECTS	44,802	1,307,839	1,307,839	1,802,708		-		-		-	37.8%	17,129	1,802,708	544,890
TRANSFER TO CAPITAL FUND - RESERVE	-	-	-	250,000		-		-		-	0.0%	250,000	250,000	250,000
TRANSFER TO STREET PROGRAM		-	-	-		-		-		-	0.0%			
TRANSFER TO PARKLAND/RECREATION RESERVE		-	-	-		-		-		-	0.0%			
TRANSFER TO LIBRARY RESERVE		-	-	-		-		-		-	0.0%			
TRANSFER TO CDBG FUND	-	6,000	6,000	6,000		-		-		-	0.0%	6,000	6,000	6,000
TRANSFER TO VERIZON RESERVE	47,921	-	-	-		-		-		-	0.0%			
TRANSFER TO CRIMINAL INVESTIGATION RESERVE	15,724	-	-	-		-		-		-	0.0%			
TRANSFER TO NUISANCE IMPRMT RESERVE ACCT		-	-	112,000		-		112,000		-	0.0%	112,000	112,000	112,000
TRANSFER TO INVENTORY WRITE-OFFS	37,000	-	-	116,800		-		-		-	0.0%	116,800	116,800	116,800
TRANSFERS SUBTOTAL	**145,447**	**1,313,839**	**1,313,839**	**2,287,508**		-		**-**		-	**74.1%**	**501,929**	**2,287,508**	**1,029,690**
CURRENT YEAR BALANCE	2,655,562	2,913,300	3,305,663	(980,022)		-		-		-	-129.6%	2,589,373	2,939,252	2,784,636
TOTALS	**34,472,489**	**$ 37,694,055**	**$ 38,280,000**	**$ 36,621,211**		**$ -**		**$ -**		**$ -**	**-4.3%**	**$ 36,286,809**	**$ 40,540,485**	**$ 38,297,533**

** Please see detail explanations of expenditures in each department for further information.*

GOVERNMENTAL CAPITAL PROJECTS FUND

ORIGIN AND PURPOSE

This fund was established in 2007 for the purpose of Governmental Fund asset procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. Prior to Fiscal Year 2008 all Governmental Capital Project activity was included in the General Fund Summary with each division budget.

SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the General Fund and /or debt proceeds for each fiscal year's Capital Investment Plan. The City will also appropriate non-recurring revenues, project savings, and project reimbursements to fund this account, or if the balance is less than the $500,000 minimum, $200,000 per annum until such time the minimum is replenished. This transfer has not been made in FISCAL YEAR 2010 due to the extreme hardship experienced in the General Fund as a result of the recession. All vehicle and equipment purchases under $25,000 will be budgeted on a pay as you go basis.

Cash Receipts Summary

						ALTERNATIVE BALANCING PLANS		
	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12	2011/12 BUDGET A	2011/12 BUDGET B	2011/12 BUDGET C
BEGINNING BALANCE - PROJECTS	$ 462,693	$ 65,479	$ 227,592	$ 195,191	-14.2%	$ 195,191	$ 195,191	$ 195,191
STATE GRANTS	493,846	3,343,520	4,232,348	5,597,505	32.3%	5,597,505	5,597,505	5,597,505
INTEREST EARNINGS	8,114	10,900	10,900	10,900	0.0%	10,900	10,900	10,900
INCOME FROM SALE OF ASSETS	36,437	-	-	-	0.0%	-	-	-
MISCELLANEOUS RECEIPTS - DEVELOPER CONTRIB	25,000	-	-	-	0.0%	-	-	-
RECREATION GRANTS	-	-	34,583	-	-100.0%	-	-	-
POLICE GRANTS	-	18,000	38,000	-	-100.0%	-	-	-
HOMELAND SECURITY GRANTS	-	-	-	-	0.0%	-	-	-
LIBRARY BOND ISSUE/CONTRIBUTIONS	-	1,000,000	1,000,000	4,396,566	339.7%	4,396,566	4,396,566	4,700,000
TRANSFER FROM GENERAL FUND FOR PROJECTS	44,802	1,307,839	1,307,839	1,802,708	37.8%	17,129	1,802,708	544,890
TRANSFER FROM PARKLAND RESERVE (JWP CNTR)	3,128	-	-	-	0.0%	-	-	-
TRANSFER FROM LIBRARY RESERVE	157,693	2,343,519	2,363,732	1,200,938	-49.2%	1,200,938	1,200,938	897,504
GIFTS/DONATIONS (RECREATION)	-	-	-	-	0.0%	-	-	-
PARKLAND RESERVE RECEIPT	-	-	36,872	-	-100.0%	-	-	-
BOND PROCEEDS	-	-	-	-	0.0%	-	-	2,000,000
TRANSFER FROM CAPITAL ASSET RESERVE	-	140,000	-	-	0.0%	-	-	-
TOTALS	**$ 1,231,713**	**$ 8,229,257**	**$ 9,251,866**	**$ 13,203,808**	**42.7%**	**$ 11,418,229**	**$ 13,203,808**	**$ 13,945,990**

GOVERNMENTAL CAPITAL PROJECTS FUND

Expense Summary

						ALTERNATIVE BALANCING PLANS		
	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12	2011/12 BUDGET A	2011/12 BUDGET B	2011/12 BUDGET C
DEPARTMENT EXPENSES				-				
CITY CLERK	$ -	$ -	$ -	$ -	0.0%	$ -	$ -	$ -
COUNCIL	-	-	-	-	0.0%	-	-	-
TAX ASSESSOR	-	-	-	-	0.0%	-	-	-
FIRE	228,976	288,210	223,700	273,054	22.1%	216,820	273,054	216,820
GROUNDS MAINTENANCE		63,675	46,517	44,720	-3.9%	-	44,720	-
LIBRARY	618,627	6,687,039	7,630,663	11,195,009	46.7%	11,195,009	11,195,009	11,195,009
RECREATION	31,862	45,000	81,872	80,000	-2.3%	-	80,000	30,000
LIFE SAFETY	-	-	-	-	0.0%	-	-	-
PLANNING	-	-	-	-	0.0%	-	-	-
INSPECTIONS	-	-	-	-	0.0%	-	-	-
ECONOMIC DEVELOPMENT	-	-	-	-	0.0%	-	-	-
POLICE	39,500	282,380	343,528	266,534	-22.4%	-	266,534	131,234
STREETS	50,467	481,055	454,476	821,237	80.7%	-	821,237	1,230,027
SANITATION	-	246,075	212,419	368,584	73.5%	-	368,584	136,500
CITY MANAGER	-	-	-	-	0.0%	-	-	-
INFORMATION TECHNOLOGY	-	12,000	7,000	73,000	942.9%	6,400	73,000	6,400
FINANCE	-	-	-	-	0.0%	-	-	-
PUBLIC SERVICES - ADMINISTRATION	-	-	-	18,000	0.0%	-	18,000	-
FACILITIES MANAGEMENT	-	-	-	-	0.0%	-	-	-
CENTRAL SERVICES	-	-	-	30,670	0.0%	-	30,670	-
FLEET MAINTENANCE	-	-	-	-	0.0%	-	-	-
CUSTOMER SERVICES	-	-	-	-	0.0%	-	-	-
HUMAN RESOURCES	-	-	-	-	0.0%	-	-	-
MAYOR	-	31,500	31,500	33,000	4.8%	-	33,000	-
DEPARTMENT SUBTOTAL	**969,432**	**8,136,934**	**9,031,675**	**13,203,808**	**46.2%**	**11,418,229**	**13,203,808**	**12,945,990**
TRANSFERS								
TRANSFER TO CAPITAL ASSET RESERVE	-	-	-	-	0.0%	-	-	-
TRANSFER TO PARKLAND RESERVE	106	-	-	-	0.0%	-	-	-
TRANSFER TO LIBRARY RESERVE	-	-	-	-	0.0%	-	-	-
TRANSFER TO GENERAL FUND	-	-	-	-	0.0%	-	-	-
TRANSFER TO COMMUNITY TRANS FUND 318	-	-	25,000	-	-100.0%	-	-	-
TRANSFER SUBTOTAL	106	-	25,000	-	-100.0%	-	-	-
CURRENT YEAR BALANCE - BOND PROCEEDS		-	-	-	0.0%	-	-	1,000,000
CURRENT YEAR BALANCE	262,175	92,323	195,191	-	-100.0%	-	-	-
TOTALS	**$ 1,231,713**	**$ 8,229,257**	**$ 9,251,866**	**$ 13,203,808**	**42.7%**	**$ 11,418,229**	**$ 13,203,808**	**$ 13,945,990**

GENERAL CAPITAL ASSET REPLACMENT FUND

ORIGIN AND PURPOSE

This fund was established in 2002 for the purpose of providing funds for the replacement and expansion of the City's long-term assets (i.e., infrastructure, buildings).

SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the General Fund.

Cash Receipts Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12	ALTERNATIVE BALANCING PLANS 2011/12 BUDGET A	2011/12 BUDGET B	2011/12 BUDGET C
BEGINNING BALANCE	$ 242,145	$ 248,965	$ 249,145	$ 256,645	3.0%	$ 256,645	$ 256,645	$ 256,645
INTEREST EARNINGS	7,000	7,500	7,500	7,500	0.0%	7,500	7,500	7,500
TRANSFER FROM GOVERNMENTAL CAPITAL FUND	-	-	-	-	0.0%	-	-	-
TRANSFER FROM GENERAL FUND	-	-	-	250,000	0.0%	250,000	250,000	250,000
TOTALS	**$ 249,145**	**$ 256,465**	**$ 256,645**	**$ 514,145**	**100.3%**	**$ 514,145**	**$ 514,145**	**$ 514,145**

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12	ALTERNATIVE BALANCING PLANS 2011/12 BUDGET A	2011/12 BUDGET B	2011/12 BUDGET C
TRANSFER TO GENERAL FUND	$ -	$ -	$ -	$ -	0.0%	$ -	$ -	$ -
FOR CAPITAL ITEMS	-	-	-	-	0.0%	-	-	-
TRANSFER TO GOVERNMENTAL CAPITAL FUND	-	140,000	-	-	0.0%	-	-	-
CARRY FORWARD TO NEXT YEAR	249,145	116,465	256,645	514,145	100.3%	514,145	514,145	514,145
TOTALS	**$ 249,145**	**$ 256,465**	**$ 256,645**	**$ 514,145**	**100.3%**	**$ 514,145**	**$ 514,145**	**$ 514,145**

GENERAL CONTINGENCY FUND

ORIGIN AND PURPOSE

This fund was established by Council action to serve as a "rainy day" source of funds in case of a General Fund emergency.

SOURCE OF FUNDS

Transfer from the General Fund.

COMMENTS

The General Contingency Fund must equal two percent of the current year operating revenues for the General Fund or $653,911. The Interest is retained in the fund. Only City Council can authorize expenditures from the fund.

Cash Receipts Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
BEGINNING BALANCE	$ 744,871	$ 394,871	$ 530,393	$ 725,554	36.8%
INTEREST EARNINGS		23,100	23,100	23,100	0.0%
TRANSFER FROM GENERAL FUND	-	-	172,061	-	-100.0%
TOTALS	**$ 744,871**	**$ 417,971**	**$ 725,554**	**$ 748,654**	**3.2%**

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
TRANSFER TO GENERAL FUND	$ 350,000	$ -	$ -	$ -	0.0%
TRANSFER TO OPEB	-	-	-	-	
TRANSFER TO LIBRARY FUND	-	-	-	-	
CARRY FORWARD TO NEXT YEAR	394,871	417,971	725,554	748,654	3.2%
TOTALS	**$ 744,871**	**$ 417,971**	**$ 725,554**	**$ 748,654**	**3.2%**

PROPERTY ASSESSMENT PROJECT

TAXABLE ASSESSED VALUE AS OF DECEMBER 31, 2010	**$ 3,137,758,260.00**	
Appeals from 12/1/2010 BOAA Hearing (Approved 1/10/2011)	$ (7,671,900.00)	
Valuation Changes (non-supplemental)-as of 4/12/11	$ 7,025,400.00	
Supplemental Billing (April)	$ 4,823,100.00	
Pending Appeals (Worst Case Scenario)	$ (5,000,000.00)	***Estimate Only***
TOTAL ASSESSED VALUE	**$ 3,136,934,860.00**	

PROJECTED PROPERTY TAX RECEIPTS
ACCRUAL METHOD OF ACCOUNTING
7/01/11 - 6/30/12

Using a tax of $0.3378 per $100 of assessment, the estimated gross 7/01/10 billing will be	$	10,596,565.96
Penalties	$	70,000.00
Estimated Quarterly Billing	$	35,400.00
PROJECTED PROPERTY TAX RECEIPT SUBTOTAL	**$**	**10,701,965.96**
Pay In Lieu of Taxes		
Luther Towers - $15,024; State of Delaware - $353,759; Dover Housing - $58,169; St. Andrews - $400	$	431,401.52
Delaware State Housing Authority - $4,049.52		
Farmland Roll Back Taxes		
PROJECTED PROPERTY TAX RECEIPTS FOR FISCAL YEAR 2011	**$**	**11,133,367.48**
$0.01 of tax rate equates to: $313,693.49		
Projected Dover Realty Transfer Tax Receipts	$	900,000.00

WATER/WASTEWATER FUND
FISCAL YEAR 2011 - 2012

ORIGIN, PURPOSE, AND ISSUES
This fund was established to provide production and distribution of potable water and the transmission of wastewater.

During Fiscal Year 2012, the Water/Wastewater Fund will continue to face two major issues. The first issue, and the one of which most are aware, is brown water. The City began experiencing brown water shortly after chlorination was instituted due to a mandate by the State of Delaware. The City began receiving brown water complaints in December 2002. Since Fiscal Year 2005, the Water Department has made this issue its priority. $500,000 has been budgeted for water quality work.

The second issue, inflow/infiltration, has resulted in higher volumes of wastewater being transported to Kent County for treatment. Wet weather in 2003 highlighted the fact that the City's wastewater system is aging and requires increased rehabilitation efforts as well as monitoring of illicit connections to the system such as sump pumps and roof drains. All customers are impacted by inflow/infiltration since these are costs that are not assigned to an individual customer. This higher volume is unmetered and, therefore, the City cannot recover the costs through direct billing of our customers.

It is planned that sanitary sewer mains will be inspected in conjunction with proposed water main rehabilitation areas. This is to ensure that necessary repairs to both utilities are completed systematically in the most cost efficient manner. Inflow/infiltration projects planned for Fiscal Year 2012 are estimated to cost $1 million.

REVENUE HIGHLIGHTS

- There are no rate increases planned for this Fund. Fiscal Year 2012 Water revenues are projected to be $4.6 million Wastewater revenues are expected to be $3.75 million. There is flat to slight growth expected in Water or Wastewater sales. Wastewater Adjustments fees are projected to be $3.0 million. There are no rate increases planned the Kent County Wastewater Adjustment charges in Fiscal Year 2012. Groundwater Inflow Adjustment fees are expected to be $1.4. There is no rate increase projected

OPERATING EXPENSE HIGHLIGHTS
The Water/Wastewater operating budget totals $16.3 million.

- In the aggregate, the carry forward balance for this fund is $2.4 million. The Kent County Sewer Adjustment balance currently carries a deficit. The deficit is estimated to be $1.8 million going into Fiscal Year 2012. The aggregate ending fund balance for Fiscal Year 2012 is projected to be $2.9 million.
- There are no personnel requests for this fund.
- The Contingency Fund balance equals $282,845 and does meet the required two percent of revenue.

The Water/Wastewater Fund Budget includes the following:

- The transfer to the General Fund equals 4.5 percent of the fund's revenues and is proposed to be $424,508. This transfer is viewed as returns on our tax payer's investment in the City's utilities. Transfers are based on the availability of funds in the transferring fund and a need in the General Fund.

- An appropriation of $750,000 is made to the Water/Wastewater Improvement and Extension Fund for Water capital improvements.

- An appropriation of $1 million is made to the Water/Wastewater Improvement and Extension Fund for Wastewater capital improvements.

MAJOR WASTEWATER FUND PROJECTS FOR FISCAL YEAR 2012

- The Inflow/Infiltration project will identify and correct areas in the sanitary sewer collection system that are deteriorating, allowing groundwater to enter the sanitary sewer system through cracked pipes and/or joints. Video investigations of the lines will be performed in-house to determine the condition of subject pipes which may help with the identification of sump pumps and other illicit connections to the system, which will have to be removed by individual property owners. In conjunction with the Water Quality Improvement Projects, sanitary sewer lines within the project areas will be video inspected to determine main condition. A work plan will be developed based on the results of the investigation. The project is expected to span the next five years and cost approximately $5.7 million with $1 million being spent in Fiscal Year 2012.

- A replacement of the Lepore Road pump station was identified in the 2009 Wastewater Master Plan, and the current proposal is to completely replace the aging station with a new Smith & Loveless Station, as well as address problems in the immediate upstream gravity sanitary sewer lines. This project is budgeted at $350,000.

MAJOR WATER FUND PROJECTS FOR FISCAL YEAR 2011

- The Water Quality Improvements project was first identified by staff and the 2006 Water Master Plan Update, and has since become further refined with the Fiscal Year 2006 Water Quality Evaluation. Projects to be included under this category primarily consist of replacement or relining of old unlined cast iron water main within the City's water distribution system; system upgrades to improve system control; and utilization of a consultant to provide additional design and evaluation services, as needed. Recent research and data collections have produced a Water Main Rehabilitation Priority List, based on several criterions to identify water mains that are in need of replacement or relining. Pipes will be upgraded according to the severity of the pipe condition, as well as coordination with the City of Dover's Public Services Street Rehabilitation Program.

- Between Fiscal Year 2008 and Fiscal Year 2011, the deep well contact chamber designs were completed and installed completed. Water mains have been replaced over this time frame in Washington Street, Pennsylvania Avenue, South Street, Pear Street, West Street, Hazel Road, Maryland Avenue and American Avenue. Operational efforts, such as flushing, will continue to occur on a routine basis.

- As part of the Water Main Rehabilitation Priority List, water lines were identified throughout the City that require replacement/relining. Using this as a guide, the following water line rehabilitation projects are scheduled for Fiscal Year 2012: William Street Construction, West Street East Alley Construction, Fairview East and West Alley Design, Lakewood Place Design and Governors Avenue and West Alley Design. The project is expected to last well beyond five years. In the next five years the City is expected to spend $4.7 million. In Fiscal Year 2012, the project is estimated to cost $500,000.

WATER/WASTEWATER FUND REVENUES

FISCAL YEAR 2011 - 2012

REVENUE TYPE: DIRECT USER FEES - WATER

CRITICAL ASSUMPTION: Revenues from user fees have been revised up for Fiscal Year 2011 to reflect an increase in Water Sales. This can be attributed to the increased operation of the City's power plants. Consumption for Fiscal Year 2012 is projected to decrease slightly. This reflects adjustment to more normal levels in Fiscal Year 2012 for the increased revenue from operation of the City's power plant.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$4,274,966	$4,206,700	$4,800,000	$4,603,400	$(196,600)	-4.10%

REVENUE TYPE: DIRECT USER FEES - WASTEWATER

CRITICAL ASSUMPTION: Wastewater sales are based on the water sales. Revenues from user fees have been revised for Fiscal Year 2011 to reflect an increase in Water consumption as stated above. Consumption for Fiscal Year 2012 is projected to increase slightly from revised Fiscal Year 2011 consumption.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$3,015,856	$3,308,300	$3,500,000	$3,756,700	$256,700	7.33%

REVENUE TYPE: INTEREST AND OTHER

CRITICAL ASSUMPTION: Interest revenue for Fiscal Year 2011 is revised to reflect actual revenue streams. Interest revenue for Fiscal Year 2012 is expected to increase slightly.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$353,575	$371,915	$377,200	$393,400	$16,200	4.29%

REVENUE TYPE: IMPACT FEES

CRITICAL ASSUMPTION: In Fiscal Year 2011, impact fees are projected to remain unchanged from the original budget. The cost per EDU for Wastewater remains at $1,900. The cost per EDU for Water remains at $2,100. Impact fee revenue is based on 170 EDU (equivalent dwelling units) for Fiscal Year 2012. The revenue from impact fees is used to pay debt service first, and the balance not needed is transferred to a reserve where it is used to pay for extensions of water and wastewater service.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$788,225	$680,000	$680,000	$680,000	-	0%

REVENUE TYPE: WASTEWATER ADJUSTMENT FEES

CRITICAL ASSUMPTION: The Kent County Treatment Charge is a pass-through item and relates to the charge from Kent County and the level of usage at Kent County's treatment plant. The fee for wastewater treatment remains at $2.34/per thousand gallons (tgal) in Fiscal Year 2012. Kent County Treatment Charge Fee is estimated to generate $3.1 million.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$3,100,547	$4,275,600	$3,000,000	$3,090,900	$90,900	3.03%

REVENUE TYPE: WASTEWATER ADJUSTMENT FEES

CRITICAL ASSUMPTION: In Fiscal Year 2011, a new fee was implemented to cover the cost of Inflow/Infiltration. The fee is $1.05/tgal. It is estimated that the fee will generate $1.4 million.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
-	-	$1,350,000	$1,386,900	$1,386,900	2.73%

WATER/WASTEWATER FUND

Revenues

	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC	%CHANGE 2011-12
BASE REVENUE						
PRIOR YEAR BALANCE - WATER	$ 943,545	$ 1,236,546	$ 2,385,027	$ 2,385,027	$ -	92.9%
PRIOR YEAR BALANCE - WASTEWATER	585,053	902,366	1,741,242	1,741,242	-	93.0%
PRIOR YEAR BALANCE - KCSA	(1,632,876)	(1,872,081)	(1,757,484)	(1,757,484)	-	-6.1%
WATER FEES	4,206,700	4,800,000	4,603,400	4,603,400	-	-4.1%
WASTEWATER FEES	3,308,300	3,500,000	3,756,700	3,756,700	-	7.3%
WASTEWATER ADJUSTMENT FEES	4,275,600	3,000,000	3,090,900	3,090,900	-	3.0%
GROUNDWATER INFLOW ADJUSTMENT		1,350,000	1,386,900	1,386,900		2.7%
WATER TANK SPACE LEASING	299,400	299,400	307,600	307,600	-	2.7%
SEWER IMPACT FEES	323,000	323,000	323,000	323,000	-	0.0%
WATER IMPACT FEES	357,000	357,000	357,000	357,000	-	0.0%
INTEREST - WATER	680	8,886	10,600	10,600	-	19.3%
INTEREST - WASTEWATER	835	10,914	17,200	17,200	-	57.6%
MISCELLANEOUS SERVICE FEE	71,000	58,000	58,000	58,000	-	0.0%
TOTALS	**$ 12,738,237**	**$ 13,974,031**	**$ 16,280,085**	**$ 16,280,085**	**$ -**	**16.5%**

Note: Beginning Fiscal Year 1998/99 the Water, Wastewater, and Sewer Adjustment Fund are accounted for as separate funds.

**** SEE REVENUE ESTIMATES OF THIS BOOKLET FOR FURTHER EXPLANATION.***

WATER/WASTEWATER FUND

Expense Summary

	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC	%CHANGE 2011-12
DIRECT EXPENSES						
ENGINEERING & INSPECTION	$ 642,878	$ 540,099	$ 634,347	$ 608,148	$ 4,475	17.5%
WATER CONSTRUCTION	392,561	400,439	455,849	434,365	8,350	13.8%
WATER DEPARTMENT	412,588	374,920	387,349	367,412	11,922	3.3%
WATER TREATMENT PLANT	1,499,857	1,475,704	1,555,249	1,524,097	5,771	5.4%
WASTEWATER DEPARTMENT	969,762	945,296	982,487	946,293	15,522	3.9%
METER READING	-	-	-	-	-	0.0%
KENT COUNTY TREATMENT CHARGE	4,235,403	4,235,403	4,235,400	4,235,400	-	5.9%
DIRECT EXPENDITURE SUBTOTAL	**8,153,049**	**7,971,861**	**8,250,681**	**8,115,715**	**46,040**	**3.5%**
OTHER EXPENSES						
DEBT SERVICE - WATER	246,403	244,000	320,853	-	-	31.5%
DEBT SERVICE - WASTEWATER	316,198	216,000	416,083	-	-	92.6%
RETIREES HEALTH CARE	177,427	177,427	190,830	-	-	7.6%
OPEB	-	-	-	-	-	0.0%
UNCOLLECTIBLES		71,000	5,000	-	-	
PENSION UNFUNDED LIABILITY	372,000	372,000	228,400	-	-	-38.6%
INTRAFUND SERVICE FEES	1,272,331	1,114,958	1,278,104	-	-	14.6%
INVENTORY/FIXED ASSET WRITEOFFS		-	10,000	-	-	
OTHER EXPENSES SUBTOTAL	**2,384,359**	**2,195,385**	**2,449,270**	-	-	**11.6%**
TRANSFER TO						
GENERAL FUND FROM WATER	-	-	238,842	-	-	0.0%
GENERAL FUND FROM WASTEWATER	-	-	185,666	-	-	0.0%
WATER IMP AND EXT	500,000	500,000	750,000	-	-	50.0%
WASTEWATER IMP AND EXT	500,000	500,000	1,000,000	-	-	100.0%
TRANSFER TO PENSION COLA	-	-	-	-	-	0.0%
SEWER IMPACT FEE RESERVE	6,802	107,000	-	-	-	-100.0%
WATER IMPACT FEE RESERVE	110,597	113,000	36,147	-	-	
TRANSFER TO CONTINGENCY WASTEWATER		18,000	8,000	-	-	
CAPITAL ASSET RESERVE WATER	100,000	100,000	100,000	-	-	0.0%
CAPITAL ASSET RESERVE WASTEWATER	100,000	100,000	300,000	-	-	200.0%
TRANSFER TO SUBTOTAL	**1,317,399**	**1,438,000**	**2,618,655**	-	-	**82.1%**
CURRENT YEAR BALANCES						
CURRENT YEAR BALANCE WATER	1,348,501	2,385,027	2,674,997	-	-	12.2%
CURRENT YEAR BALANCE WASTEWATER	1,127,608	1,741,242	1,801,566	-	-	3.5%
CURRENT YEAR BALANCE KCSA	(1,592,679)	(1,757,484)	(1,515,084)	-	-	-13.8%
CURRENT YEAR BALANCE SUBTOTALS	**883,430**	**2,368,785**	**2,961,479**	-	-	**25.0%**
TOTALS	**$ 12,738,237**	**$ 13,974,031**	**$ 16,280,085**	**$ -**	**$ -**	**16.5%**

**** SEE DETAIL EXPLANATION OF EXPENDITURES IN EACH DEPARTMENT FOR FURTHER INFORMATION.***

WATER/WASTEWATER IMPROVEMENT & EXTENSION FUND

ORIGIN AND PURPOSE

This fund was established in 1991 to account for all capital project activity related to the expansion and improvement of the water/wastewater system.

SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the Water/Wastewater Fund.

COMMENTS

The projects included in this fund are detailed in the Water/Wastewater Fund budget. This fund reflects only projects funded from the Water/Wastewater Operating Fund.

Cash Receipts Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE - WATER	$ 1,881,880	$ 743,431	$ 1,840,910	$ 1,139,872	-38.1%
PRIOR YEAR BALANCE - WASTEWATER	625,242	257,168	(45,575)	303,476	-765.9%
PRIOR YEAR BOND PROCEEDS WATER	-	-	2,404,017	-	-100.0%
PRIOR YEAR BOND PROCEEDS - WASTEWATER	-	286,500	3,797,956	-	-100.0%
BOND PROCEEDS - WATER	-	-	-	-	
BOND PROCEEDS - WASTEWATER	-	-	-	-	
STATE LOAN FUND - WATER		-	-	-	
STATE LOAN FUND - WASTEWATER	344,525	3,016,200	765,060	1,800,000	
TRANS FR WATER/WASTEWATER FOR WATER	500,000	500,000	500,000	750,000	50.0%
TRANS FR WATER/WASTEWATER FOR WASTEWATER	200,000	500,000	500,000	1,000,000	100.0%
TRANSFER FROM IMPACT FEE RESERVE	1,449	242,040	516,781	262,840	-49.1%
TRANSFER FROM CAPITAL ASSET RESERVE -WATER	-	-	-	-	0.0%
TRANSFER FROM CAPITAL ASSET RESERVE -WASTEWATER	-	-	-	-	0.0%
MISCELLANEOUS RECEIPTS	-	-	-	-	0.0%
INCOME FROM SALE OF ASSETS	6,202	-	-	-	
DEVELOPER CONTRIBUTIONS	-	-	-	-	0.0%
FEDERAL/STATE GRANTS	-	-	28,877	-	-100.0%
INTEREST INCOME	44,688	-	-	-	0.0%
TOTALS	**$ 3,603,986**	**$ 5,545,339**	**$ 10,308,026**	**$ 5,256,188**	**-49.0%**

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
WATER	$ 527,712	$ 620,000	$ 3,605,055	$ 766,240	-78.7%
WASTEWATER	1,242,146	1,560,700	5,259,623	3,404,900	-35.3%
WATER TREATMENT PLANT	38,793	-	-	22,900	0.0%
WATER CONSTRUCTION	-	-	-	30,100	0.0%
ENGINEERING & INSPECTION	-	-	-	-	0.0%
TRANSFER TO IMPACT FEE RESERVE	-	-	-	-	0.0%
CURRENT YEAR BALANCE - WATER BOND	-	-	-	-	
CURRENT YEAR BALANCE - WASTEWATER BOND	-	2,153,140	-	-	
CURRENT YEAR BALANCE - WATER	1,840,910	623,431	1,139,872	1,070,632	-6.1%
CURRENT YEAR BALANCE - WASTEWATER	(45,575)	588,068	303,476	(38,584)	-112.7%
TOTALS	**$ 3,603,986**	**$ 5,545,339**	**$ 10,308,026**	**$ 5,256,188**	**-49.0%**

WATER/WASTEWATER CAPITAL ASSET RESERVE ACCOUNT

ORIGIN AND PURPOSE

This fund was established in 2002 for the purpose of providing funds for the replacement and expansion of the City's long-term assets (i.e., infrastructure, buildings).

SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the Water/Wastewater Fund.

Cash Receipts Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
BEGINNING BALANCE - WATER	$ 204,721	$ 212,603	$ 211,713	$ 336,064	58.7%
BEGINNING BALANCE - WASTEWATER	64,268	66,767	66,476	168,470	58.7%
INTEREST EARNINGS - WATER	6,992	6,400	6,351	10,082	153.4%
INTEREST EARNINGS - WASTEWATER	2,208	2,000	1,994	5,054	58.7%
TRANSFER FROM WATER	-	100,000	100,000	100,000	153.5%
TRANSFER FROM WASTEWATER	-	100,000	100,000	300,000	0.0%
TRANSFER FROM WATER/WASTEWATER CONTINGENCY			18,000	6,000	200.0%
TOTALS	**$ 278,189**	**$ 487,770**	**$ 504,534**	**$ 925,670**	**83.5%**

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
TRANSFER TO WATER/WASTEWATER I &E FUND	$ -	$ -	$ -	$ -	0.0%
TRANSFER TO WASTEWATER I &E FUND TRANSFER TO WATER/WASTEWATER	-	-	-	-	0.0%
CARRY FORWARD TO NEXT YEAR WATER	211,713	319,003	336,064	452,146	34.5%
CARRY FORWARD TO NEXT YEAR WASTEWATER	66,476	168,767	168,470	473,524	181.1%
TOTALS	**$ 278,189**	**$ 487,770**	**$ 504,534**	**$ 925,670**	**83.5%**

WATER/WASTEWATER CONTINGENCY RESERVE ACCOUNT

ORIGIN AND PURPOSE

This fund was established in Fiscal Year 1985 to serve as a "rainy day" source of funds in case of a water/wastewater emergency.

SOURCE OF FUNDS

Transfer from the Water/Wastewater Fund.

COMMENTS

The Water/Wastewater Contingency Fund maintains a minimum balance of two percent of the current year operating revenues or $269,387. Interest is retained in the fund. Only the City Council can authorize expenditures from the fund.

Cash Receipts Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE	$ 251,521	$ 260,371	$ 259,067	$ 266,839	3.0%
INTEREST EARNINGS	7,546	7,811	7,772	8,006	3.0%
TRANSFER FROM WATER/WASTEWATER		-	18,000	8,000	-55.6%
TOTALS	**$ 259,067**	**$ 268,182**	**$ 284,839**	**$ 282,845**	**-0.7%**

Budget Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
TRANSFER TO WATER	$ -	$ -	$ -	$ -	0.0%
TRANSFER TO WASTEWATER	-	-	-	-	0.0%
TRANSFER TO CAPITAL ASSET RESERVE	-	-	18,000	6,000	
CURRENT YEAR BALANCE	259,067	268,182	266,839	276,845	3.7%
TOTALS	**$ 259,067**	**$ 268,182**	**$ 284,839**	**$ 282,845**	**-0.7%**

Note: The Contingency Fund balance equals $282,845 and meets the required 2% of revenue.

ELECTRIC REVENUE FUND
FISCAL YEAR 2011 - 2012

ORIGIN, PURPOSE, AND ISSUES

This fund was established to provide electric energy to the greater Dover community. The Electric Revenue Fund accounts for all operating activities necessary to provide electric service. This includes, but is not limited to, administration, energy procurement, transmission and distribution, engineering services, financing, and related debt service. The operations of the Electric Revenue Fund are financed and operated in a manner similar to private business enterprises where expenses of providing services are recovered primarily through user charges.

On May 4, 2006 the City of Dover entered into three year agreements for power supply management with PACE "PACE" Global Asset Management, LLC and plant operation services with North American Energy Services Company "NAES" effective July 1, 2006. Beginning July 1, 2011, the City of Dover will enter into a new five year contract with The Energy Authority for power supply management.

NAES will continue to operate our power plant operations.

REVENUE HIGHLIGHTS

- The Operating Budget totals $105 million representing a 7.2 percent increase from revised Fiscal Year 2011. This is the result of reduced power supply requirements and costs.

- Revenues are projected to decrease two percent. This is due to an increased power cost adjustment credit.

OPERATING EXPENSE HIGHLIGHTS

- Power supply costs and generation costs are expected to decrease six percent over Fiscal Year 2011 costs.

- The transfer to the General Fund is 6.5 percent of revenue and is budgeted at $6.34 million. This is in compliance with current financial policy.

- We propose to carry $11.9 million from the Electric Fund as a beginning balance into Fiscal Year 2012 from Fiscal Year 2011. This carry forward balance equals 12 percent of revenues and meets the requirement of the financial policy. A current year balance of $13.4 million is projected to be carried forward from the Electric Fund as a beginning balance into Fiscal Year 2012.

- The Contingency Fund balance equals $1,093,866 and meets the required minimum one percent of operating revenues minus the fund balance.

The Fiscal Year 2011 Electric Fund Budget includes the following:

- The budget transfers $3.5 million to the Electric Capital Projects Fund for capital projects.

- The IBEW bargaining unit is budgeted to receive a two percent increase as per contract.

- Two positions are budgeted for upgrades. The current Department Budget and Support Supervisor is budgeted to be upgraded from NB 119 to a NB 121. There is negligible impact to the budget. This is based on a reassignment of duties to cover a vacant position that will not be replaced. The second position is an upgrade of the Substation Relay Foreman from a NB 119 to a NB 126. There is negligible impact to the budget. The upgrade is sought to compensate for the advancement of position requirements, demonstrated skill set and retention. A third position was requested for upgrade and was denied. Please refer to the Personnel Information section of the budget for additional information.

MAJOR ELECTRIC FUND PROJECTS FOR FISCAL YEAR 2012

- McKee Run Unit 3 Boiler Air Heater project will perform the needed replacement of the boiler air heater casing, internal components, and structural members which were identified during a planned unit inspection in October 2010. These repairs are required to prevent further deterioration of the air heater structure, maintain the integrity of the air heater casing, and continued availability of the boiler to be dispatched for generation. This project will be performed concurrently with other maintenance activities scheduled during the planned maintenance outage period. Delaying this project will result in further deterioration of boiler performance and could result in the failure of the air heater and subsequent unit forced out of service with loss of generation for an extended period of time. This project will be scheduled to take place during the spring of 2012 to coincide with the planned outage of Unit 3 and is expected to cost $400,000.

- McKee Run Unit 3 Turbine Inspection project will inspect turbine, generator, and auxiliary equipment to determine repairs needed to keep the unit operational and to assess remaining life of the unit. Assess repair quotes, if repairs are needed, to determine best available options. This project will be completed in two phases, an initial limited inspection followed by an extensive detailed inspection and repair planned outage. The first phase will utilize bore scope equipment to determine condition of components that can be observed through limited access locations along the turbine casing and through turbine inlet valve(s). This inspection will provide a general condition assessment of a portion of the highly stress components of the turbine and may provide insight into the extent of replacement parts needed to successfully execute phase 2. Phase 2, to be completed one year later, will include a full disassembly and inspection of the turbine and auxiliary equipment and a limited disassembly of the Generator. This project was previously in the 5 year plan as a Fiscal Year 2014 project. The project price of $348,000 is an estimated cost based on budgetary vendor pricing and does not include the cost of any major turbine component parts**.**

- Distribution Upgrades project involves the systemic replacement of overhead lines with underground lines whenever services are being moved, wire is damaged, trees cause a high number of outages, or development is in progress, and when it is beneficial to the Utility to convert to underground. This can involve a single line section or an entire residential neighbourhood. Annual outage records are reviewed and selected areas are scheduled for upgrade to underground service. Additionally, this program funds the replacement of existing underground conductors and equipment that have reached their useful life and have started failing and require replacement. This project will be ongoing over the 12 months of the budget year. This account is used to upgrade any trouble areas during the year. The following developments are to be upgraded: Huntley Circle and Autumnwoods Apartments. The project is ongoing and the City estimates spending $500,000 per year.

- New Developments project purchases materials and equipment that are used to provide electric service to new housing developments, businesses, and industrial developments. Additionally, a portion of this expense is offset by the extension payments whereby new developers pay a $1,100 per residential lot connection fee, or business and industrial developers pay the total material expense for line extensions. This is an ongoing project. The city anticipates spending $600,000 per year.

ELECTRIC FUND
FISCAL YEAR 2011 - 2012

REVENUE TYPE: DIRECT SALES

CRITICAL ASSUMPTION System kWh sales are expected to decrease by approximately 6 percent in Fiscal Year 2012 from Fiscal Year 2011 estimates. This decrease reflects an increase in the Power Cost Adjustment credit as the expense of purchasing power is decreasing. Revenues are projected up to adjust for actual revenue streams in Fiscal Year 2011. No rate increase is expected. Utility tax is included in this revenue source. Utility tax revenue is offset by a utility tax expense. This is a tax collected from commercial entities in the State of Delaware and is paid to the State by utilities.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$98,081,439	$96,460,100	$97,588,603	$91,629,600	$(5,959,003)	-6.11%

REVENUE TYPE: INTEREST AND OTHER

CRITICAL ASSUMPTION: Interest revenue is expected to increase over original budget estimates for Fiscal Year 2011. Fiscal Year 2012 estimates are projected to be 75percent less than Fiscal Year 2011 revised estimates. This reflects the current interest rates. Rent revenue is budgeted to increase for Fiscal Year 2010. Miscellaneous revenue is revenue received for general work requested by customers, penalties for late payments, and connection fees, etc.

2009-2010 Actual	2010-2011 Budget	2010-2011 Revised	2011-2012 City Manager Budget	2011-2012 Difference	% Change
$1,859,497	$1,571,758	$2,323,233	$1,742,055	$(581,178)	-25.02%

ELECTRIC REVENUE FUND

Revenues

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC	OPEB	%CHANGE 2011-12
BASE REVENUE:								
PRIOR YEAR BALANCE	$ 11,415,737	$ 12,086,275	$ 13,537,864	$ 11,867,003	$ -	$ -	$ -	-12.3%
DIRECT SALES TO CUSTOMER	96,158,794	96,595,300	97,917,206	95,675,500	-	-	-	-2.3%
PURCHASE POWER ADJUSTMENT	-	(2,000,000)	(2,293,603)	(6,012,000)	-	-	-	162.1%
UTILITY TAX	1,922,645	1,864,800	1,965,000	1,966,100	-	-	-	0.1%
GREEN ENERGY	131,190	128,600	128,600	129,000	-	-	-	0.3%
MISCELLANEOUS REVENUE	1,314,775	891,200	891,200	919,000	-	-	-	3.1%
RENT REVENUE	217,731	186,816	186,816	225,000	-	-	-	20.4%
EMISSION CREDIT SALES		-	-	-	-	-	-	0.0%
TRANSFER FROM CONTINGENCY		-	-	-	-	-	-	0.0%
INTRAFUND SERVICE RECEIPTS WATER/WASTEWATER	179,360	299,442	173,317	236,055	-	-	-	36.2%
REIMBURSEMENT OF BOND ISSUANCE COST		-	-	-	-	-	-	
INTEREST EARNINGS	16,441	65,700	943,300	233,000	-	-	-	-75.3%
TOTALS	**$ 111,356,673**	**$ 110,118,133**	**$ 113,449,700**	**$ 105,238,658**	**$ -**	**$ -**	**$ -**	**-7.2%**

ELECTRIC REVENUE FUND

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC	OPEB	%CHANGE 2011-12
EXPENSES:								
POWER SUPPLY	$ 55,619,481	$ 48,059,699	$ 47,634,363	$ 42,047,430	$ -	$ -	$ -	-11.7%
POWER SUPPLY MANAGEMENT	3,000,000	2,280,000	2,321,562	1,170,000	-	-	-	-49.6%
PJM CHARGES - LOAD	7,247,049	11,850,876	13,363,432	15,043,396	-	-	-	12.6%
CAPACITY CHARGES	13,516,203	11,618,223	12,302,392	8,506,512	-	-	-	-30.9%
CONTRACTUAL SERVICES	-	-	-	115,000	-	-	-	0.0%
RATE STABILIZATION CREDIT	-	-	-	(1,000,000)	-	-	-	
SUB-TOTAL POWER SUPPLY	**79,382,733**	**73,808,798**	**75,621,749**	**65,882,338**	-	-	-	-12.9%
PLANT OPERATIONS	5,547,750	5,694,315	6,155,046	6,089,822	5,997,822	92,000	-	-1.1%
GENERATIONS FUELS	355,428	297,820	3,244,977	664,641	-	-	-	-79.5%
PJM CREDITS	(793,599)	(720,797)	(5,553,404)	(1,285,675)	-	-	-	-76.8%
CAPACITY CREDITS	(12,133,292)	(11,488,785)	(11,419,723)	(7,388,283)	-	-	-	-35.3%
GENERATION SUBTOTAL	**(7,023,713)**	**(6,217,447)**	**(7,573,104)**	**(1,919,495)**	**5,997,822**	**92,000**	**-**	-74.7%
POWER SUPPLY & GENERATION SUBTOTAL	**72,359,020**	**67,591,351**	**68,048,645**	**63,962,843**	**5,997,822**	**92,000**	**-**	-6.0%
DIRECT EXPENDITURES								
TRANSMISSION/DISTRIBUTION	3,072,816	3,206,515	3,035,144	3,261,972	3,114,473	68,158	79,341	7.5%
ELECTRICAL ENGINEERING	1,319,394	1,842,903	1,745,105	1,222,523	1,170,517	20,653	31,353	-29.9%
ADMINISTRATION	714,750	609,169	974,959	629,724	616,650	-	13,074	-35.4%
METER READING	301,416	222,908	205,915	222,206	215,794	-	6,412	7.9%
SYSTEMS OPERATIONS	496,195	518,053	492,493	475,895	458,907	-	16,988	-3.4%
UTILITY TAX	1,922,645	1,864,800	1,965,000	1,966,100	-	-		0.1%
DIRECT EXPENDITURE SUBTOTALS	**7,827,216**	**8,264,348**	**8,418,616**	**7,778,420**	**5,576,341**	**88,811**	**147,168**	**-7.6%**
OTHER EXPENSES:								
ALLOW FOR UNCOLLECTIBLES	135,000	135,000	310,000	150,000	-	-	-	-51.6%
RETIREES HEALTH CARE	531,843	639,110	639,110	646,510	-	-	-	1.2%
TRANSFER TO PENSION UNFUNDED LIABILITY	-	833,000	833,000	1,110,500	-	-	-	33.3%
OPEB	-	1,200,000	1,200,000	1,115,300	-	-	-	
GREEN ENERGY PAYMENT TO DEMEC	131,187	128,600	128,600	129,000	-	-	-	0.3%
INTRAFUND SERVICE FEES	3,159,199	3,374,945	3,279,322	3,556,264	-	-	-	8.4%
INTEREST ON DEPOSITS	35,675	54,500	54,500	54,500	-	-	-	0.0%
INVENTORY WRITE OFFS	175,000	175,000	175,000	175,000	-	-	-	0.0%
BOND ISSUANCE COSTS	-	-	-	-	-	-	-	0.0%
POWER SUPPLY STUDY	55,459	-	-	-	-	-	-	0.0%
DEBT SERVICE	4,067,610	4,058,700	3,589,904	3,336,800	-	-	-	-7.1%
OTHER EXPENSES SUBTOTAL	**8,290,973**	**10,598,855**	**10,209,436**	**10,273,874**	**-**	**-**	**-**	**0.6%**
TRANSFER TO								
IMPROVEMENT & EXTENSION	2,500,000	3,500,000	3,500,000	3,500,000	-	-	-	0.0%
GENERAL FUND	6,758,100	8,856,000	8,856,000	6,338,000	-	-	-	-28.4%
TRANSFER TO CONTINGENCY	83,500	-	-	-	-	-	-	0.0%
TRANSFER TO PENSION COLA	-	-	-	-	-	-	-	0.0%
TRANSFER TO DEPRECIATION RESERVE	-	1,250,000	1,250,000	-	-	-	-	
TRANSFER FUTURE CAPACITY	-	-		-	-	-	-	
RATE STABILIZATION RESERVE	-	1,300,000	1,300,000	-	-	-	-	-100.0%
TRANSFER TO SUBTOTAL	**9,341,600**	**14,906,000**	**14,906,000**	**9,838,000**	**-**	**-**	**-**	**-34.0%**
CURRENT YEAR BALANCE	**13,537,864**	**8,757,579**	**11,867,003**	**13,385,521**	**-**	**-**	**-**	**12.8%**
TOTALS	**$ 111,356,673**	**$ 110,118,133**	**$ 113,449,700**	**$ 105,238,658**	**$ 11,574,163**	**$ 180,811**	**$ 147,168**	**-7.2%**

ELECTRIC IMPROVEMENT AND EXTENSION FUND

ORIGIN AND PURPOSE

This fund is required by the Electric Bond Covenants for the purpose of providing long-term financing of the expansion and improvement of the electric system.

SOURCE OF FUNDS

Appropriations for this fund are received from the Electric Revenue, Depreciation Reserve, Insurance Stabilization, Future Capacity Funds, and reimbursements from the State of Delaware.

COMMENTS

All projects in this fund are itemized in each fund budget.

Cash Receipts Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC	%CHANGE 2011-12
PRIOR YEAR BALANCE	$2,625,760	$1,688,861	$3,429,624	$2,561,096	$ -	$ -	-25.3%
PRIOR YEAR BALANCE BOND	4,240,034	-	415,585	-	-	-	-100.0%
INTEREST EARNINGS	8,675	40,700	40,700	38,400	-	-	-5.7%
INTEREST TRUSTEE	-	-	-	-	-	-	0.0%
INCOME FROM SALE OF ASSETS	15,000	-	-	-	-	-	
ELECTRIC NEW SERVICE FEES	-	-	-	-	-	-	0.0%
RECEIPT FROM DEPRECIATION RESERVE	-	-	-	300,000	-	-	0.0%
RECEIPT FROM FUTURE CAPACITY RESERVE	-	-	-	-	-	-	0.0%
DEMA GRANT	-	-	-	-	-	-	0.0%
STATE REIMBURSEMENT FOR SR1 &SR9	-	-	-	-	-	-	0.0%
STATE REIMBURSEMENT FOR GOVS AVE	278,296	-	254,757	-	-	-	-100.0%
STATE REIMBURSEMENT FOR WYOMING MILL F	-		91,000		-	-	
STATE GRANTS	86,180	-	-	-	-	-	0.0%
FEDERAL GRANTS	-	-	151,523	-	-	-	
INSURANCE CLAIM PROCEEDS	-	-	280,000	-	-	-	-100.0%
TRANSFER FROM ELECTRIC	2,500,000	3,500,000	3,500,000	3,500,000	-	-	0.0%
TOTALS	**$9,753,945**	**$5,229,561**	**$8,163,189**	**$6,399,496**	**$ -**	**$ -**	**-21.6%**

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC	%CHANGE 2011-12
ELECTRIC GENERATION	$ 634,954	$1,480,068	$2,106,427	$1,810,410	$1,810,410	$ -	-14.1%
TRANSMISSION AND DISTRIBUTION	813,504	739,000	739,000	748,337	748,337	-	1.3%
ELECTRICAL ENGINEERING	4,354,502	1,390,429	1,756,666	1,840,716	1,840,716	-	4.8%
ADMINISTRATION	105,776	-	-	-	-	-	0.0%
METER READING	-	-	-	20,000	-	20,000	0.0%
SYSTEMS OPERATIONS	-	-	-	-	-	-	0.0%
TRANSFER TO DEPRECIATION RESERVE	-	-	1,000,000	-	-	-	
CURRENT YEAR BALANCE	3,429,624	1,620,064	2,561,096	1,980,033	-	-	-22.7%
CURRENT YEAR BALANCE -BOND	415,585	-	-	-	-	-	0.0%
TOTALS	**$9,753,945**	**$5,229,561**	**$8,163,189**	**$6,399,496**	**$4,399,463**	**$ 20,000**	**-21.6%**

ELECTRIC CONTINGENCY RESERVE ACCOUNT

ORIGIN AND PURPOSE

This fund was established by Council action to serve as a "rainy day" source of funds in case of an Electric Fund emergency.

SOURCE OF FUNDS

Transfer from the Electric Fund and Depreciation Reserve Fund.

COMMENTS

The Electric Contingency Fund is required to equal a minimum of one percent or $1,039,704 of Electric Fund operating revenue. Interest is retained in the fund. Only City Council can authorize expenditures from the fund.

The fund was initially established by transferring money from the Depreciation Reserve Fund. Future funds will come from the Electric Fund.

Cash Receipts Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
BEGINNING BALANCE	$ 928,654	$1,039,854	$1,039,766	$1,061,966	2.1%
INTEREST EARNINGS	27,700	31,200	22,200	31,900	43.7%
TRANSFER FROM INSURANCE STABILIZATIOI	-	-	-	-	0.0%
TRANSFER FROM ELECTRIC REVENUE	83,500	-	-	-	0.0%
TOTALS	**$1,039,854**	**$1,071,054**	**$1,061,966**	**$1,093,866**	**3.0%**

Budget Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
TRANSFER TO ELECTRIC FUND	$ -	$ -	$ -	$ -	0.0%
TRANSFER TO RATE STABILIZATION FUND	-	-	-	-	0.0%
CARRY FORWARD TO NEXT YEAR	1,039,854	1,071,054	1,061,966	1,093,866	3.0%
TOTALS	**$1,039,854**	**$1,071,054**	**$1,061,966**	**$1,093,866**	**3.0%**

ELECTRIC DEPRECIATION RESERVE ACCOUNT

ORIGIN AND PURPOSE

The City of Dover established this fund in 1981 to provide funds for the replenishment of assets which wear out because of time, usage, or technical reasons. The amount of depreciation less the principal paid on the debt service in a given year is the funding level goal.

SOURCE OF FUNDS

This fund receives an appropriation from the Electric Revenue Fund as a transfer. Interest earned is also credited to this fund.

Cash Receipts

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE	$ 7,731,135	$ 8,079,990	$ 8,021,155	$ 10,511,755	31.1%
RECEIPT FROM ELECTRIC REVENUE FUND	-	1,250,000	1,250,000	-	-100.0%
RECEIPT FROM ELECTRIC I&E FUND	-		1,000,000	-	
INTEREST EARNINGS	290,000	242,400	240,600	306,400	27.3%
TOTALS	**$ 8,021,135**	**$ 9,572,390**	**$ 10,511,755**	**$ 10,818,155**	**2.9%**

Expenses Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
TRANSFER TO IMPROVEMENT AND EXTENSION	$ -	$ -	$ -	$ 300,000	0.0%
TRANSFER TO FUTURE CAPACITY	-	-	-	500,000	0.0%
FOR CAPITAL ITEMS	-	-	-	-	0.0%
CURRENT YEAR BALANCE	8,021,135	9,572,390	10,511,755	10,018,155	-4.7%
TOTALS	**$ 8,021,135**	**$ 9,572,390**	**$ 10,511,755**	**$ 10,818,155**	**2.9%**

FUTURE CAPACITY RESERVE ACCOUNT

ORIGIN AND PURPOSE

The City established this fund in 1982 to provide funds for such projects as capacity supply studies, load management programs, possible purchase of an additional unit, cooperative supply alternatives, and engineering or design work for a possible new unit. It was the original goal that this fund reaches $5 million by 1990.

SOURCE OF FUNDS

Funds are received from the Electric Revenue Fund as a transfer, and interest earnings remain in the fund.

Cash Receipts

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE	$ 8,763,928	$ 9,023,863	$ 9,023,928	$ 9,294,628	3.0%
RECEIPT FROM ELECTRIC REVENUE FUND	-	-	-	-	0.0%
RECEIPT FROM DEPRECIATION RESERVE	-	-	-	500,000	
INTEREST EARNINGS	260,000	270,700	270,700	278,800	3.0%
TOTALS	**$ 9,023,928**	**$ 9,294,563**	**$ 9,294,628**	**$ 10,073,428**	**8.4%**

Budget Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
TRANSFER TO IMPROVEMENT AND EXTENSION	$ -	$ -	$ -	$ -	0.0%
CURRENT YEAR BALANCE	9,023,863	9,294,563	9,294,628	10,073,428	8.4%
TOTALS	**$ 9,023,928**	**$ 9,294,563**	**$ 9,294,628**	**$ 10,073,428**	**8.4%**

INSURANCE STABILIZATION RESERVE ACCOUNT

ORIGIN AND PURPOSE

The City of Dover Electric Utility has several specialized insurance policies. These policies are budgeted in the Electric Revenue Budget. To provide for the funding of the deductibles in case of a claim, the City established an Insurance Stabilization Fund in June 1981. The goal is to maintain a minimum of $350,000 in the fund.

SOURCE OF FUNDS

This fund receives an appropriation from the Electric Revenue Fund as needed. Interest earned is kept in the fund.

Cash Receipts

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE	$ 385,030	$ 396,603	$ 396,530	$ 408,430	3.0%
RECEIPT FROM ELECTRIC DEPRECIATION RESERVE FUND	-	-	-	-	0.0%
INTEREST EARNINGS	11,500	11,900	11,900	12,300	3.4%
TOTALS	**$ 396,530**	**$ 408,503**	**$ 408,430**	**$ 420,730**	**3.0%**

Budget Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
TRANSFER TO ELECTRIC REVENUE CONTINGENCY	$ -	$ -	$ -	$ -	0.0%
CURRENT YEAR BALANCE	396,603	408,503	408,430	420,730	3.0%
TOTALS	**$ 396,530**	**$ 408,503**	**$ 408,430**	**$ 420,730**	**3.0%**

ELECTRIC RATE STABILIZATION RESERVE ACCOUNT

ORIGIN AND PURPOSE

Beginning in Fiscal Year 2005, a rate stabilization fund is established to offset the costs of the power cost adjustment to our customers. In 2007 the purpose of the fund was re-established to provide for price fluctuations in the power markets.

SOURCE OF FUNDS

The funding source for this reserve shall consist of the following potential sources: (a) one-time non recurring operating revenues, (b) all or some of positive carry forward balance variance, (c) annual appropriations if available. The balance shall be maintained at a minimum of three percent not to exceed ten percent of the purchase power cost in any given year.

Cash Receipts

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE	$ 4,699,919	$ 4,729,127	$ 4,776,519	$ 6,219,819	30.2%
RECEIPT FROM ELECTRIC REVENUE FUND	-	1,300,000	1,300,000	-	-100.0%
RECEIPT FROM ELECTRIC CONTINGENCY	-	-	-	-	0.0%
INTEREST EARNINGS	76,600	141,900	143,300	186,600	30.2%
TOTALS	**$ 4,776,519**	**$ 6,171,027**	**$ 6,219,819**	**$ 6,406,419**	**3.0%**

Budget Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
TRANSFER TO ELECTRIC FUND	$ -	$ -	$ -	$ 1,000,000	0.0%
CURRENT YEAR BALANCE	4,776,519	6,171,027	6,219,819	5,406,419	-13.1%
TOTALS	**$ 4,776,519**	**$ 6,171,027**	**$ 6,219,819**	**$ 6,406,419**	**3.0%**

DEPARTMENT ALLOCATIONS

Beginning in Fiscal Year 2004, all previously classified Intergovernmental Service Fund divisions except Construction (classified as a Water/Wastewater division) are budgeted in the General Fund. This eliminated the Intergovernmental Service Fund.

These allocations were derived from detailed calculations and are a truer representation of services rendered and reimbursed.

FUND 110 ALLOCATIONS
Fiscal Year 2011 REVISED

DEPARTMENT	GENERAL	WATER/SEWER	ELECTRIC
CITY CLERK	19.6%	14.2%	66.2%
COUNCIL	19.6%	14.2%	66.2%
MAYOR	19.6%	14.2%	66.2%
GROUNDS	82.0%	4.0%	14.0%
CITY MANAGER	36.0%	13.6%	50.4%
INFORMATION TECHNOLOGY	55.6%	13.4%	31.0%
TREASURER/FINANCE	39.0%	12.4%	48.6%
PUBLIC SERVICES ADMIN	100.0%	0.0%	0.0%
ECONOMIC DEVELOPMENT	55.6%	13.4%	31.0%
FACILITIES MANAGEMENT	62.4%	6.2%	31.4%
CENTRAL SERVICES - WHSE	10.3%	8.3%	81.4%
FLEET MAINTENANCE	59.2%	18.9%	21.9%
CUSTOMER SERVICES	20.7%	20.0%	59.3%
HUMAN RESOURCES	76.5%	9.0%	14.5%
INSURANCE	38.4%	12.5%	49.1%
ELECTRIC ADMIN	0.0%	24.7%	75.3%
SYSTEMS OPERATIONS	0.0%	18.0%	82.0%

DEPARTMENT ALLOCATIONS

(continued)

FUND 110 ALLOCATIONS

Fiscal Year 2012 PROJECTED

DEPARTMENT	GENERAL	WATER/SEWER	ELECTRIC
CITY CLERK	19.6%	14.2%	66.2%
COUNCIL	19.6%	14.2%	66.2%
MAYOR	19.6%	14.2%	66.2%
GROUNDS	82.0%	4.0%	14.0%
CITY MANAGER	36.0%	13.6%	50.4%
INFORMATION TECHNOLOGY	55.6%	13.4%	31.0%
TREASURER/FINANCE	39.0%	12.4%	48.6%
PUBLIC SERVICES ADMIN	94.0%	6.0%	0.0%
ECONOMIC DEVELOPMENT	55.6%	13.4%	31.0%
FACILITIES MANAGEMENT	62.4%	6.2%	31.4%
CENTRAL SERVICES - WHSE	10.3%	8.3%	81.4%
FLEET MAINTENANCE	59.2%	18.9%	21.9%
CUSTOMER SERVICES	20.7%	20.0%	59.3%
HUMAN RESOURCES	76.5%	9.0%	14.5%
INSURANCE	38.4%	12.5%	49.1%
ELECTRIC ADMIN	0.0%	24.7%	75.3%
SYSTEMS OPERATIONS	0.0%	18.0%	82.0%
METER READING	0.0%	25.0%	75.0%

2012 Draft Capital Investments Plan
Revenue Source and Funds as of May 1, 2011

Project Name	Comm. Transp. Fund	Electric I & E Fund	General Fund	Library Reserve Fund	Other	State Grant	Water/Waste water Debt Financing	Water/Waste water Fund	Total
Dump Truck Refurbishment			30,000						30,000
Annual Contribution to Robbins Hose			216,820						216,820
Rescue 1 - Holmatro Equipment			56,234						56,234
Replacement Library				1,200,938	4,396,566	5,597,505			11,195,009
Downtown Security Cameras			33,000						33,000
Park and Playground Improvement Program			30,000						30,000
Splash Pad at Schutte Park			20,000						20,000
Dover Park - Roof Replacement			30,000						30,000
Repair/Micro Seal Police Station Parking Lots			25,300						25,300
GIS Infrastructure and Mobile Solutions			18,000						18,000
Street and Alley Program	1,000,000		350,000						1,350,000
Concrete Construction and Replacement Program			60,000						60,000
Brine Manufacturing System			27,825						27,825
Salt Storage Facility - Schutte Park			50,000						50,000
GENERAL FUND TOTAL	**1,000,000**	**-**	**947,179**	**1,200,938**	**4,396,566**	**5,597,505**	**-**	**-**	**13,142,188**
Substation PT & CT Replacement		267,715							267,715
Lighting Project and Rehabilitation		50,000							50,000
Equipment Replacement		40,000							40,000
Generator Replacement		50,000							50,000
Frazier Substation Reliability Upgrade		155,000							155,000
Distribution Feeder Replacement Program		277,510							277,510
Distribution Capacitors and Controls		100,000							100,000
Transmission Line Maintenance Program		75,000							75,000
SCADA Master Hardware Replacement		75,000							75,000
Distribution Upgrades		500,000							500,000
New Developments		600,000							600,000
McKee Run Unit 3 Boiler Air Heater		440,000							440,000
McKee Run Unit 3 Turbine Inspection		348,000							348,000
Units 1 & 2 Life Extension		184,000							184,000
McKee Run Unit 3 Boiler Systems		130,000							130,000
McKee Run Unit 3 Auxillary System Components		113,000							113,000
Unit 3 FD & ID Fan Control Damper Upgrade		92,000							92,000
Unit 3 DCS Computers & Software Upgrades		85,000							85,000
Miscellaneous Capital Equipment Relacements		70,000							70,000
McKee Run Unit 3 Air Heater Expansion Joint		70,000							70,000
McKee Run Demineralizer Control Replacement		65,000							65,000
Van Sant Unit 11 Component Replacements		50,000							50,000
McKee Run Switchyard Blast Walls		50,000							50,000
McKee Run Preservation of Structures		38,000							38,000
Units 1 & 2 Cooling Tower Life Extension		25,410							25,410
Unit 3 Cooling Water Line Life Extension		25,000							25,000
McKee Run Unit 3 Stack Repairs		25,000							25,000
ELECTRIC FUND TOTAL	**-**	**4,000,635**	**-**	**-**	**-**	**-**	**-**	**-**	**4,000,635**
Pay-As-You-Go Water Load Station								30,240	30,240
Inflow/Infiltration Removal							1,000,000		1,000,000
SCADA Equipment Technology Upgrade							84,900		84,900
Lepore Road Pump Station Replacement							350,000		350,000
Miscellaneous Sewer System Improvements							37,000		37,000
Wilmington College Pump Station Replacement								25,000	25,000
Dover Brook Gardens Pump Station Upgrade								15,000	15,000
Brandywine Pump Station Replacement								52,000	52,000
McKee Road Pump Station Communator Replacement								10,000	10,000
Miscellaneous Distribution System Improvements							60,000		60,000
Wellhead Redevelopment Program							65,000		65,000
Emergency Generators (Wells)								80,000	80,000
Water Quality Improvements							500,000		500,000
WATER/WASTEWATER TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**2,096,900**	**212,240**	**2,309,140**
GRAND TOTALS	**1,000,000**	**4,000,635**	**947,179**	**1,200,938**	**4,396,566**	**5,597,505**	**2,096,900**	**212,240**	**19,451,963**

Total City Summary

FY 2012 thru FY 2016

CATEGORY SUMMARY

Category	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric	4,000,635	5,003,407	4,953,612	4,503,977	4,318,220	***22,779,851***
General	13,142,188	4,730,964	2,981,371	3,181,641	6,088,470	***30,124,634***
Water/Wastewater	2,309,140	5,226,900	4,770,600	3,305,000	3,995,000	***19,606,640***
TOTAL	**19,451,963**	**14,961,271**	**12,705,583**	**10,990,618**	**14,401,690**	***72,511,125***

FUNDING SOURCE SUMMARY

Source	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Community Transportation Fund	1,000,000	1,000,000	1,000,000	1,400,000	1,000,000	***5,400,000***
Electric I & E Fund	4,000,635	5,003,407	4,953,612	4,503,977	4,318,220	***22,779,851***
General Fund	947,179	900,481	1,911,371	1,631,641	5,038,470	***10,429,142***
Library Reserve Fund	1,200,938	78,000				***1,278,938***
Other	4,396,566	700,344				***5,096,910***
Parkland Reserve Fund		145,000	10,000			***155,000***
State Grants	5,597,505	1,907,139	60,000	150,000	50,000	***7,764,644***
Water/Wastewater Debt Financing	2,096,900	4,016,900	2,776,000	2,373,000	3,313,000	***14,575,800***
Water/Wastewater Fund	212,240	1,210,000	1,994,600	932,000	682,000	***5,030,840***
GRAND TOTAL	**19,451,963**	**14,961,271**	**12,705,583**	**10,990,618**	**14,401,690**	***72,511,125***

Total City Summary with Vehicles

FY 2012 thru FY 2016

CATEGORY SUMMARY

Category	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric	4,000,635	5,003,407	4,953,612	4,503,977	4,318,220	***22,779,851***
General	13,142,188	4,730,964	2,981,371	3,181,641	6,088,470	***30,124,634***
Water/Wastewater	2,309,140	5,226,900	4,770,600	3,305,000	3,995,000	***19,606,640***
Vehicles	1,129,628	2,268,171	1,988,357	1,631,721	1,517,778	***8,535,655***
TOTAL	**20,581,591**	**17,229,442**	**14,693,940**	**12,622,339**	**15,919,468**	***81,046,780***

FUNDING SOURCE SUMMARY

Source	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Community Transportation Fund	1,000,000	1,000,000	1,000,000	1,400,000	1,000,000	***5,400,000***
Electric I & E Fund	4,048,972	5,145,144	5,331,162	4,623,977	4,610,970	***23,760,225***
General Fund	1,913,470	2,548,415	3,138,778	2,524,462	5,582,898	***15,708,023***
Library Reserve Fund	1,200,938	78,000				***1,278,938***
Other	4,396,566	700,344				***5,096,910***
Parkland Reserve Fund		145,000	10,000			***155,000***
State Grants	5,597,505	1,907,139	60,000	150,000	50,000	***7,764,644***
Water/Wastewater Debt Financing	2,096,900	4,016,900	2,776,000	2,373,000	3,313,000	***14,575,800***
Water/Wastewater Fund	327,240	1,688,500	2,378,000	1,550,900	1,362,600	***7,307,240***
GRAND TOTAL	**20,581,591**	**17,229,442**	**14,693,940**	**12,622,339**	**15,919,468**	***81,046,780***

City of Dover, Delaware

DRAFT Capital Investment Plans

FY 12 thru FY 16

PROJECTS BY DEPARTMENT

Department	Project#	Priority	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Central Services								
Space Needs Study Implementation	*13-CS1390*	2		50,000	434,890	402,446	4,165,328	*5,052,664*
Central Services Conference Room & Offices	*13-CS1391*	3		10,000	15,000			*25,000*
City Hall Fire Suppression System	*14-CS1490*	4			106,000	106,000		*212,000*
Central Services Total				**60,000**	**555,890**	**508,446**	**4,165,328**	***5,289,664***
Customer Services								
Customer Notification by E-IVR Automated Dialing	*13-CU1390*	2		30,000				*30,000*
Customer Services Total				**30,000**				***30,000***
Fire/Robbins Hose								
Annual Contribution to Robbins Hose	*12-FR1201*	1	216,820	329,481	329,481	415,195	410,142	*1,701,119*
Rescue 1 - Holmatro Equipment	*FR1290*	2	56,234					*56,234*
Fire/Robbins Hose Total			**273,054**	**329,481**	**329,481**	**415,195**	**410,142**	***1,757,353***
Information Technology								
IT Long Range Planning Process Review and Update	*13-IT1390*	1		65,000				*65,000*
CISCO VoIP Phone Server Replacement	*14-IT1490*	2			40,000			*40,000*
Information Technology Total				**65,000**	**40,000**			***105,000***
Library								
Replacement Library	*12-LB0901*	1	11,195,009	2,540,483				*13,735,492*
Library Total			**11,195,009**	**2,540,483**				***13,735,492***
Mayor								
Downtown Security Cameras	*12-MR1101*	1	33,000					*33,000*
Mayor Total			**33,000**					***33,000***
Parks and Recreation								
Park and Playground Improvement Program	*12-PR1101*	1	30,000	33,000	33,000	33,000	33,000	*162,000*
Splash Pad at Schutte Park	*12-PR1201*	2	20,000	290,000				*310,000*
Dover Park - Roof Replacement	*12-PR1202*	3	30,000					*30,000*
Skate Parks	*14-PR1490*	4			10,000	300,000		*310,000*
Schutte Park Land Improvements	*14-PR1491*	5			100,000			*100,000*
Pathway at Schutte Park	*14-PR1492*	6			120,000			*120,000*
Tennis Courts at Schutte Park	*14-PR1493*	7			160,000			*160,000*
Lighted Soccer/Multi Purpose Field	*14-PR1495*	8			195,000			*195,000*
Paving of Parking Lots at Schutte Park	*15-PR1590*	9				300,000		*300,000*

Department	Project#	Priority	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Parks and Recreation Total			**80,000**	**323,000**	**618,000**	**633,000**	**33,000**	***1,687,000***
Police								
Repair/Micro Seal Police Station Parking Lots	*12-PD1201*	2	25,300					*25,300*
Police Total			**25,300**					***25,300***
Public Services-Admin								
GIS Infrastructure and Mobile Solutions	*12-PA1201*	4	18,000	18,000	18,000			*54,000*
Public Services-Admin Total			**18,000**	**18,000**	**18,000**			***54,000***
Public Services-Streets								
Street and Alley Program	*12-ST1201*	1	1,350,000	1,300,000	1,300,000	1,300,000	1,300,000	*6,550,000*
Concrete Construction and Replacement Program	*12-ST1202*	2	60,000	65,000	70,000	75,000	80,000	*350,000*
Salt Storage Facility - Schutte Park	*12-ST1203*	3	50,000					*50,000*
Brine Manufacturing System	*12-ST1204*	4	27,825					*27,825*
Dump Truck Refurbishment	*12-ST1205*	1	30,000					*30,000*
Silver Lake Revitalization Project	*14-ST1490*	5			50,000	250,000	100,000	*400,000*
Public Services-Streets Total			**1,517,825**	**1,365,000**	**1,420,000**	**1,625,000**	**1,480,000**	***7,407,825***
GRAND TOTAL			**13,142,188**	**4,730,964**	**2,981,371**	**3,181,641**	**6,088,470**	***30,124,634***

City of Dover, Delaware

DRAFT Capital Investment Plans

FY 12 thru **FY 16**

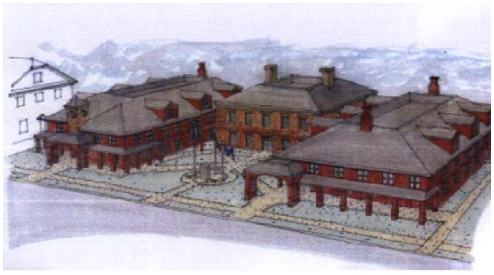
FUNDING SOURCE SUMMARY

Source	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Community Transportation Fund	1,000,000	1,000,000	1,000,000	1,400,000	1,000,000	*5,400,000*
General Fund	947,179	900,481	1,911,371	1,631,641	5,038,470	*10,429,142*
Library Reserve Fund	1,200,938	78,000				*1,278,938*
Other	4,396,566	700,344				*5,096,910*
Parkland Reserve Fund		145,000	10,000			*155,000*
State Grant	5,597,505	1,907,139	60,000	150,000	50,000	*7,764,644*
GRAND TOTAL	**13,142,188**	**4,730,964**	**2,981,371**	**3,181,641**	**6,088,470**	***30,124,634***

DRAFT Capital Investments Plan

FY 12 thru FY 16

City of Dover, Delaware



Project #: **13-CS1390**

Project Name: **Space Needs Study Implementation**

Type:	Improvement	**Department:**	Central Services
Useful Life:	50+ Years	**Contact:**	Central Services Director
Category:	General	**Priority:**	N/A
New Project:	No	**Account No:**	147-2500-552.-40-21
Time-Line:	FY10 thru FY16	**Total Project Cost:**	**$13, 399,622**

Description

This is a ten-year plan for City buildings that will create spaces and places for the City's elected officials and employees to provide quality services to the citizens. The Facility Space Committee toured all City buildings, interviewed all department heads, conducted a needs assessment and proximity matrix, created measured drawings of buildings, and consulted with an architect as needed. We will continue to face all the problems associated with a lack of space, lack of security, poor locations, and substandard space.

Justification

We will continue to face all the problems associated with a lack of space, lack of security, poor locations, and substandard space. The Space Needs Study revealed (1) a lack of space for public and customers, (2) a lack of working space, (3) poor locations, (4) substandard space, (5) a lack of storage space, and (6) a lack of security.

Expenditure	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Construction		50,000	434,890	402,446	4,165,328	5,052,664	8,346,958
Total		**50,000**	**434,890**	**402,446**	**4,165,328**	**5,117,664**	**Total**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
General Fund		50,000	434,890	402,446	4,165,328	5,117,664	8,346,958
Total		**50,000**	**434,890**	**402,446**	**4,165,328**	**5,117,664**	**Total**

Budget Impact/Other

Description	Current Estimate	FY2012	FY2013	FY2014	FY2015	FY2016	After FY2016	Project Total
Public Works Addition	180,000							-
Electric Admin Addition	10,000							-
Parks & Recreation	100,000							-
Police 2nd Floor	123,000				153,992			**153,992**
Council Chambers	338,000		50,000	392,824				**442,824**
A/V Communication	32,000			42,066				**42,066**
Relocate Grounds	180,000				248,454			**248,454**
City Hall East Wing	2,566,000					3,718,939		**3,718,939**
City Hall West Wing	4,860,000						7,395,846	**7,395,846**
Connectors	616,000					446,389	476,317	**922,706**
City Hall	312,000						474,795	**474,795**
Total	9,317,000		50,000	434,890	402,446	4,165,328	8,346,958	**13,399,622**

Budget Items	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Total						

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **13-CS1391**

Project Name **Central Services Conference Room & Offices**



Type Improvement
Useful Life 10-15 years
Category General
New Project: Yes
Time-Line:

Department Central Services
Contact Central Services Director
Priority 3
Account Number: 110-2700-571.40-31

Description

Total Project Cost: **$25,000**

This project will be divided into three parts. Part one for design, framing and electrical installation and will begin in Fiscal 2012. Part two for construction and finishing of the offices will begin in Fiscal 2013. Part three for furnishing, carpeting and equipping of the conference room and offices will begin in Fiscal 2014.

Justification

There is no conference room available within Central Services to conduct bid openings, Pre-bid meetings, contract negotiations or conduct other meetings/training. This conference will be made available to all city offices, especially the Sanitation Department, Street Department and the Water Department. The Central Services Department also needs more space for staffing needs.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance		10,000				10,000
Equip/Vehicle/Furnishings			15,000			15,000
Total		**10,000**	**15,000**			**25,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund		10,000	15,000			25,000
Total		**10,000**	**15,000**			**25,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-CS1490**

Project Name **City Hall Fire Suppression System**



Type Improvement
Useful Life 20-25 years
Category General
New Project:
Time-Line:

Department Central Services
Contact Central Services Director
Priority 4
Account Number:

Description

Total Project Cost: **$212,000**

This project will be divided into two parts. Part one is for the City Hall, single story, Administrative will and will begin in Fiscal 2012. The second part is for the City Hall, two story, Executive wing and will begin in Fiscal 2013.

Justification

This is a workplace safety requirement mandated by the Fire Marshalls Office.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Other			106,000	106,000		212,000
Total			**106,000**	**106,000**		**212,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund			106,000	106,000		212,000
Total			**106,000**	**106,000**		**212,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **13-CU1390**

Project Name **Customer Notification by E-IVR Automated Dialing**



Type Improvement
Useful Life 5-10 years
Category General
New Project:
Time-Line:

Department Customer Services
Contact Customer Service Manager
Priority 2
Account Number:

Description

Total Project Cost: **$30,000**

One of the most popular and cost effective uses of IVR Technology involves automating the out-dialing process Another use is to add the feature of customer alerts and notifications. This automation can take a variety of forms and functionality. E-IVR automated features include the ability to broadcasting a huge number of calls to deliver a pre-recorded message or alert, targeting a specific list to be called to relay individualized information, and to automate the dialing process as an efficient and management tool for staff. It is critical to maximize the use of communication resources, advance with technology and offer features similar to local utilities and municipalities. Our existing phone system provides the foundation to add beneficial enhancements.

Justification

The E-IVR notification system gets the word out fast for emergency notification, road closures, power outages, alerts customer of electric and water disconnections that are scheduled due to nonpayment of utility account, upcoming events. The Customer Service department is submitting the request for consideration. This system should benefit City departments and Officials city wide. The phone system broadcasts from our data base, when answered the IVR plays a prerecorded message. Unsuccessful calls are noted and can be broadcast again. The benefit to the customer is to receive critical notifications and become better informed. Since the calls are automated staff, may be utilized in other functions.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Other		30,000				30,000
Total		**30,000**				**30,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund		30,000				30,000
Total		**30,000**				**30,000**

Budget Impact/Other

Estimated annual maintenance fees. This type of notification system is already used by other utilities and municipalities in Delaware. In conjunction with electric disconnects for nonpayment, the customer would receive an automated call two days prior to the scheduled disconnection date. This serves as a reminder to remit the payment and allows the customer to prepare for the interruption of service in the event payment is not received. A customer may chose to expedite payment by using the recently implemented credit card online processing system.

DRAFT Capital Investments Plan

FY 12 thru FY 16

City of Dover, Delaware



Project #: **12-FR1201**

Project Name: **Annual Contribution to Robbins Hose**

Type:	Equipment	**Department:**	Fire/Robbins Hose
Useful Life:	15-20 years	**Contact:**	Fire Chief
Category:	General	**Priority:**	1
New Project:	No	**Account No:**	
Time-Line:		**Total Project Cost:**	**$3,619,761**

Description

This contribution covers payments to the Robbins Hose Company to cover the Major Fire Apparatus Replacement Plan. The Major Fire Apparatus Replacement Plan ensures loan payments for replacement according to a schedule which guarantees equipment will not be outdated and unserviceable. This plan is based on replacing one of the Company's five engines and one rescue vehicle every three years which would put the average replacement age at 18 years. The two ladder trucks would be replaced every 15 years depending on condition and current needs. This schedule reduces overall maintenance costs because fire apparatus would be replaced before major problems occur.

Justification

By providing the Robbins Hose Company with the needed payments for the Major Fire Apparatus Replacement Plan, Robbins Hose will be able to pay for a $2.5 million door rehabilitation of the Headquarters on Governors Avenue. This renovation is designed to handle 25 years of growth and would preclude any need for an additional fire station in Dover. Robbins Hose Company will also cover costs associated with miscellaneous apparatus and equipment, such as command units, utility vehicles, and large hose replacement. Consequences of delaying or eliminating this project could result in increased maintenance costs and the possibility of not meeting ISO requirements and NFPA standards.

Prior (5 years)	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
751,216	Equip/Vehicle/Furnishings	216,820	329,481	329,481	415,195	410,142	1,701,119	1,167,426
	Total	**216,820**	**329,481**	**329,481**	**415,195**	**410,142**	**1,701,119**	

Prior (5 years)	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
751,216	General Fund	216,820	329,481	329,481	415,195	410,142	1,701,119	1,167,426
	Total	**216,820**	**329,481**	**329,481**	**415,195**	**410,142**	**1,701,119**	

Budget Impact/Other

Fiscal Year	2012	2013	2014	2015	2016	Total
Ladder 2	92,910	92,910	92,910	92,910	-	650,370
Engine 2 ($555,000)	123,910	-	-	-	-	596,396
Engine 7 ($585,000)	-	83,571	83,571	83,571	83,571	584,997
Ladder 1 ($920,000)		153,000	153,000	153,000	153,000	918,000
Engine 3 ($600,000)	-	-	-	85,714	85,714	428,570
Engine 6 ($615,000)	-	-	-	-	87,857	351,428
Engine 4 ($630,000)	-	-	-	-	-	90,000
TOTALS	**216,820**	**329,481**	**329,481**	**415,195**	**410,142**	**3,619,761**

Budget Items	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Total						

DRAFT Capital Investment Plans

FY 12 *thru* FY 16

City of Dover, Delaware

Project # FR1290
Project Name Rescue 1 - Holmatro Equipment



Type Equipment
Useful Life 15-20 years
Category General
New Project: Yes
Time-Line:

Department Fire/Robbins Hose
Contact Fire Chief
Priority 2
Account Number:

Description

Total Project Cost: **$56,234**

Currently all Fire apparatus are equipped with Holmatro equipment with the exception of Resue Unit #1. This project will bring uniformity to all the hydraulic tools used in rescue situations. The equipment will replace the outdated Hurst equipment on Rescue Unit 1.

Justification

Resue Unit #1 is the only piece of apparatus not equipped with Holmatro eqiupment. The purchase of the equipment will make it possible to interchange equipment with others during and incident where two or more aparatus are on scene. Rescue Unit 1 is currently equipped with Hurst equipment which is outdated with some the equipment being more than 20 years old. In light of current economic times, the fire department has decided to delay the purchase of Engine #7 scheduled for fiscal year 2012-2013. The delay creates a savings to the City (594,997)

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Equip/Vehicle/Furnishings	56,234					56,234
Total	56,234					56,234

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund	56,234					56,234
Total	56,234					56,234

Budget Impact/Other

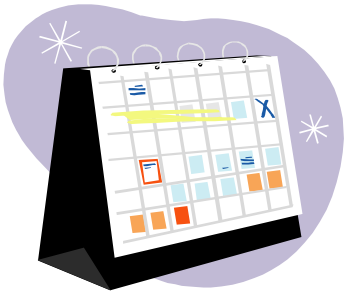
DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 13-IT1390

Project Name IT Long Range Planning Process Review and Update



Type Improvement
Useful Life Unknown
Category General
New Project: No
Time-Line: Begin Fiscal 2011

Department Information Technology
Contact IT Director
Priority 1
Account Number:

Description

Total Project Cost: **$65,000**

In 2004, the City hired a third party to help us put a framework around long-range technology planning and spending. The outcome which included a five-year plan has provided a road map and format that has allowed us to continue to move forward with technology in an organized and predictable manner. This new project is to repeat the process and update our plan. This update was presented to the TAC group and received a high number of votes October 2008.

Justification

This has been effective, the five-year plan was exhausted in fiscal year 2009 and has begun again in Fiscal 2011.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Other		65,000				65,000
Total		**65,000**				**65,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund		65,000				65,000
Total		**65,000**				**65,000**

Budget Impact/Other

Estimate is based on cost of 2004 study. Lowest bid back then was $50,000.

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-IT1490**

Project Name **CISCO VoIP Phone Server Replacement**



Type Equipment
Useful Life 5-10 years
Category General
New Project:
Time-Line:

Department Information Technology
Contact IT Director
Priority 2
Account Number:

Description

Total Project Cost: **$40,000**

In 2006, the CISCO VoIP telephone system was installed. The three Call Manager servers that operate the system and the Call Center server used by Customer Service will reach the end of its life cycle. After consulting with CISCO and their local service provider, MTM, it is anticipated that the existing equipment could continue to operate for another two years, until Fiscal 2014.

Justification

After Fiscal 2014, it is likely that the servers would no longer be able to be covered by a service contract. Additionally, ther servers would not support any software upgrades.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Equip/Vehicle/Furnishings			40,000			40,000
Total			**40,000**			**40,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund			40,000			40,000
Total			**40,000**			**40,000**

Budget Impact/Other

City of Dover, Delaware

Project # 12-LB0901
Project Name Replacement Library



Type Improvement
Useful Life 25+ years
Category General
New Project: No
Time-Line:

Department Library
Contact Library Director
Priority 1
Account Number:

Description

Total Project Cost: **$20,314,917**

The Dover Public Library, built in 1961, can no longer meet the needs of the current population of the greater Dover service area. A new 46,000 square foot library facility will be built on Loockerman Street between City Hall and the Dover Post Office in downtown Dover. The consequences of delaying or eliminating this project are that members of the community will continue to receive very limited library services due to space and other deficiencies in the current facility. State funding, already committed, will be lost if the project is delayed. This project is related to the Delaware Division of Libraries' Statewide Master Plan.

Justification

In 2004, library facilities planners, Robert H. Rohlf Associates conducted a library facilities plan and recommended that the City of Dover build a 39,000-50,000 square foot library in the downtown area because the current library is insufficient to meet the needs of citizens. The study concluded that the current library does not provide enough parking, shelving, programming areas, quiet study rooms, sufficient office space; and that there are ADA issues throughout the building. The study compared the Dover Public Library to libraries in similar-sized communities and services are lacking in many areas, including collection and reference. The benefit of replacing the current library is that the community will have access to a library with sufficient space for collections and computers, lighting, parking, quiet study areas, and programming space.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
6,579,425	Planning/Design	143,156	15,789				158,945
Total	Construction/Maintenance	9,130,209	2,282,533				11,412,742
	Other	1,921,644	242,161				2,163,805
	Total	**11,195,009**	**2,540,483**				**13,735,492**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
6,579,425	Library Reserve Fund	1,200,938	78,000				1,278,938
Total	Other	4,396,566	700,344				5,096,910
	State Grant	5,597,505	1,762,139				7,359,644
	Total	**11,195,009**	**2,540,483**				**13,735,492**

Budget Impact/Other

A larger library will require more maintenance, increased operational funding for heating and cooling, increased janitorial services, and at least 2.5 additional full-time library staff.

Budget Items	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Other (Insurance, Utilities)		169,579	174,666			344,245
Total		**169,579**	**174,666**			**344,245**

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-MR1101**

Project Name **Downtown Security Cameras**



Type	Equipment	**Department**	Mayor
Useful Life	5-10 years	**Contact**	Mayor Carey
Category	General	**Priority**	1
New Project:	No	**Account Number:**	147-3200-519-40-25
Time-Line:			

Description

Total Project Cost: **$64,500**

Installing surveillance cameras, one on Loockerman and State Street, one on State and North Street at the Schwartz center and South Bradford Street on the Minor Street Alley. These are areas that have had the most complaints from, so the first three should be installed in these locations. Eventually we can cover the Business District either by adding so many per year of if a grant should become available, adding more. 2nd Phase add Governor's Avenue Parking Lot.

Justification

Reduction in crime in the specified areas. These Cameras would cooperate off the current fiber optic System, so there would be no telephone line charges. Monitors would be at the police station with dispatchers being able to monitor the locations for illegal actions in the area and to solve crimes that have occurred

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
31,500	Other	33,000					33,000
Total	**Total**	**33,000**					**33,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
31,500	General Fund	33,000					33,000
Total	**Total**	**33,000**					**33,000**

Budget Impact/Other

Phase I completed with Grant Funds, this portion of the project includes Phase II (63,000) and Expansion (63,000).

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-PR1101

Project Name Park and Playground Improvement Program



Type Improvement
Useful Life 10-15 years
Category General
New Project:
Time-Line:

Department Parks and Recreation
Contact Parks & Recreation Director
Priority 1
Account Number:

Description

Total Project Cost: **$444,000**

This project will resurface the basketball court at William Park & replace playground swings at Dover Park in additional to other repairs at existing park facilities. The consequences of delaying or elminating this project are that the courts may need to be closed for public use due to safety concerns. This project meets Consumer Product Safety Commission Playground Safety Guidelines.

Justification

The existing basketball court has cracks throughout the court and this has created safety issues and playground swings are over 22 years old.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
282,000	Construction/Maintenance	30,000	33,000	33,000	33,000	33,000	162,000
Total	**Total**	**30,000**	**33,000**	**33,000**	**33,000**	**33,000**	**162,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
282,000	General Fund	30,000	33,000	33,000	33,000	33,000	162,000
Total	**Total**	**30,000**	**33,000**	**33,000**	**33,000**	**33,000**	**162,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-PR1201**
Project Name **Splash Pad at Schutte Park**



Type Equipment
Useful Life 15-20 years
Category General
New Project: Yes
Time-Line: April - June 2011

Department Parks and Recreation
Contact Parks & Recreation Director
Priority 2
Account Number:

Description

Total Project Cost: **$310,000**

This project will construct a ground-level splash pad at Schutte Park. Consquences of delaying or eliminating this project include not meeting the needs our residents who depend on Silver Lake for outdoor recreation.

Justification

This project would improve the quality of life for families in Dover. It would be an enhancement to our summer outdoor camp and sport activities and provide outdoor water activities during the summer months.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design	20,000					20,000
Construction/Maintenance		290,000				290,000
Total	**20,000**	**290,000**				**310,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund	20,000					20,000
Parkland Reserve Fund		145,000				145,000
State Grant		145,000				145,000
Total	**20,000**	**290,000**				**310,000**

Budget Impact/Other

Increased Water Usage

Budget Items	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Other (Insurance, Utilities)		17,000	18,000	19,000	20,000	74,000
Total		**17,000**	**18,000**	**19,000**	**20,000**	**74,000**

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-PR1202**

Project Name **Dover Park - Roof Replacement**



Type	Maintenance	**Department**	Parks and Recreation
Useful Life	15-20 years	**Contact**	Parks & Recreation Director
Category	General	**Priority**	3
New Project:	Yes	**Account Number:**	
Time-Line:	August - September 2010		

Description

Total Project Cost: **$30,000**

This project will see the replacement of the roof at the Dover Park Administration Building. Consequences of delaying or elminating this project will result in the continued repair of the interior ceiling of the Dover Park Administrative Building due to water leakage.

Justification

Heavy rain or snow has caused water to leak into the building.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	30,000					30,000
Total	**30,000**					**30,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund	30,000					30,000
Total	**30,000**					**30,000**

Budget Impact/Other

The roof on the Dover Park Adminstration Building was replaced in 1990. The present roof is 19 years old and in need of replacement.

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-PR1490**
Project Name **Skate Parks**



Type Equipment
Useful Life 10-15 years
Category General
New Project: No
Time-Line:

Department Parks and Recreation
Contact Parks & Recreation Director
Priority 4
Account Number:

Description

Total Project Cost: **$340,000**

This project will construct a skating area at Schutte Park. Consequences of delaying or elminating this project will result in the continual lack of meeting the needs of youth population, more destruction and problems with business property.

Justification

Many youth and their parents have approached the City to build a skateboard park. Area business owners have complained about skateboarders damaging their property. This park woud give the youth a designated area to use their skakeboards.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
30,000	Planning/Design			10,000			10,000
Total	Construction/Maintenance				300,000		300,000
	Total			**10,000**	**300,000**		**310,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
30,000	General Fund				150,000		150,000
Total	Parkland Reserve Fund			10,000			10,000
	State Grant				150,000		150,000
	Total			**10,000**	**300,000**		**310,000**

Budget Impact/Other

To meet the need for a designated skating area at Schutte Park. In addition, while working with the Skate Park Committee and Kent County Levy Court, develop plans and construct a Skate Park in Fiscal 2015 for area youth.

Budget Items	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Maintenance			2,500	2,500	3,000	8,000
Total			**2,500**	**2,500**	**3,000**	**8,000**

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-PR1491**

Project Name **Schutte Park Land Improvements**

Type Improvement
Useful Life 50 years
Category General
New Project:
Time-Line:

Department Parks and Recreation
Contact Parks & Recreation Director
Priority 5
Account Number:

Description

Total Project Cost: **$100,000**

This project involves the probable land donation from a local developer. Wyoming Mill Road will be reconfigured to intersect the Villiage of Westover entrance. The price listed is for grading and seeding the donated land, which will become athletic fields. The consequences of delaying or elminating this project will be the lack of outdoor athletic field space.

Justification

Increased acreage for outdoor athletic fields.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance			100,000			100,000
Total			**100,000**			**100,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund			100,000			100,000
Total			**100,000**			**100,000**

Budget Impact/Other

Construction to be complete in the same time frame as the new Boys & Girls Club.

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-PR1492**
Project Name **Pathway at Schutte Park**



Type Improvement
Useful Life 20-25 years
Category General
New Project:
Time-Line:

Department Parks and Recreation
Contact Parks & Recreation Director
Priority 6 --
Account Number:

Description

Total Project Cost: **$120,000**

This project would involve the continuation of the 10-foot wide multi-use pathway at Schuttee Park. Consequences of delaying or eliminating this project are that park users will not have a trail system that connects from beginning to end. Applications for State Grants from the Delaware Land, Water & Trust Fund will be completed to pay for 50% of the project costs.

Justification

The completion of the path will create a loop for path users. The existing path begins at the parking lot and ends at Wyoming Mills Road.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance			120,000			120,000
Total			**120,000**			**120,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund			60,000			60,000
State Grant			60,000			60,000
Total			**120,000**			**120,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-PR1493**
Project Name **Tennis Courts at Schutte Park**



Type Improvement
Useful Life 10-15 years
Category General
New Project: No
Time-Line: Mar. 2014 - May 2014

Department Parks and Recreation
Contact Parks & Recreation Director
Priority 7 --
Account Number:

Description

Total Project Cost: **$160,000**

This project will construct tennis courts at Schutte Park. Consequences of delaying or eliminating this project are that there are no tennis courts on the west side of Dover for resident use.

Justification

There are no public tennis courts on the West side of Route 13 in Dover. The Parks and Recreation department has received several requests for the addition of tennis courts at Schutte Park. This project is a part of the master plan for Schutte Park that was developed by Sasaki Associates, Inc in 1991.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance			160,000			160,000
Total			**160,000**			**160,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund			160,000			160,000
Total			**160,000**			**160,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-PR1495**
Project Name **Lighted Soccer/Multi Purpose Field**



Type Improvement
Useful Life 10-15 years
Category General
New Project: No
Time-Line: Nov. 2013 - Mar. 2014

Department Parks and Recreation
Contact Parks & Recreation Director
Priority 8 --
Account Number:

Description

Total Project Cost: **$195,000**

This project will provide one lighted, multipurpose field at Schutte Park. Consequences of delaying or eliminating this project will be that the City will not be able to provide field space for the outdoor sport leagues.

Justification

Due to the construction of the Pitts Center and the loss of field space, the demand for field space for soccer, lacrosse, flag football and field hockey has grown. We can increase usage of existing fields by lighting one field while will enable teams to play at night.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance			195,000			195,000
Total			**195,000**			**195,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund			195,000			195,000
Total			**195,000**			**195,000**

Budget Impact/Other

The cost of electricity for lights will be charged to the teams using the fields.

Budget Items	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Other (Insurance, Utilities)			8,000	16,000		24,000
Total			**8,000**	**16,000**		**24,000**

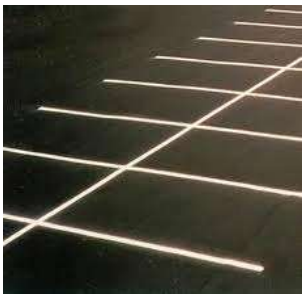
DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **15-PR1590**

Project Name **Paving of Parking Lots at Schutte Park**



Type Improvement
Useful Life 20-30 years
Category General
New Project: Yes
Time-Line:

Department Parks and Recreation
Contact Parks & Recreation Director
Priority 9 --
Account Number:

Description

Total Project Cost: **$300,000**

Pave, stripe and install lighting for two existing parking areas. There is inadequate parking for events at Schutte Park.

Justification

Existing parking doesn't have marked parking spaces and is not lighted. By paving these areas we can increase parking spaces and increase safety for park users after dark.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance				300,000		300,000
Total				**300,000**		**300,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Community Transportation Fun				150,000		150,000
General Fund				150,000		150,000
Total				**300,000**		**300,000**

Budget Impact/Other

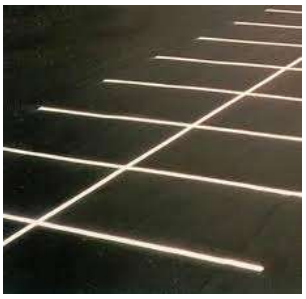
DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-PD1201**

Project Name **Repair/Micro Seal Police Station Parking Lots**



Type Maintenance
Useful Life Unknown
Category General
New Project:
Time-Line:

Department Police
Contact Police Chief
Priority 2
Account Number:

Description

Total Project Cost: **$25,300**

Currently, the southeast and southwest lots have several cracks that need to be filled and micro-sealed. If this is done during FY12, there should be no need to completely redo the station lots (milling down, repaving, and restriping of the parking lots) for another five to ten years. The city crews came over and put cold patches down on the southwest side during FY08, but the current cracks need to be addressed to prevent further damage to department vehicles as well as the vehicles owned by department personnel and visitors who use those lots.

Justification

If the repair isn't completed, the additional cracks & potholes that develop over the winter could cause damage to department and personal vehicles and become a liability issue to the city.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	25,300					25,300
Total	**25,300**					**25,300**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund	25,300					25,300
Total	**25,300**					**25,300**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-PA1201**

Project Name **GIS Infrastructure and Mobile Solutions**



Type Equipment
Useful Life 3-5 years
Category General
New Project: No
Time-Line:

Department Public Services-Admin
Contact Public Services Director
Priority 4
Account Number:

Description

Total Project Cost: **$54,000**

This project will be used to expand mobile data terminals (MDT's) to building inspectors and the Public Works inspector. The ability will be given to access all networked files and programs (HTE, Fortis, Outlook, etc.) along with utilization of many GIS capabilities. The Fire Marshal's office along with Code Enforcememt staff have this capability and it has been beneficial for both departments.

Justification

This strategy would procure hardware and software as well as perform pilot projects that would test the ability of the City to expand in such areas of technology. The types of hardware to be purchased are GPS receivers, patch antennas, laptops, vehicle mounts, and lightweight clients. Software would be extensions used in conjunction with ESRI's ArcGIS software to perform specific tasks. Types of extensions are spatial analyst, network analyst, etc. ESRI Services may be purchased for help with advancement in the City's use of ArcGIS Server Mobile.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Other	8,000	8,000	8,000			24,000
Miscellaneous	10,000	10,000	10,000			30,000
Total	**18,000**	**18,000**	**18,000**			**54,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund	18,000	18,000	18,000			54,000
Total	**18,000**	**18,000**	**18,000**			**54,000**

Budget Impact/Other

As pilot projects are preformed and found to be successful, budgets will grow as the pilots are implemented department or City-wide. Future software maintenance and hardware replacement (sustainability). The City is using two NASCAR races a year to implement new technologies. Along with training employees in these technologies, we are utilizing techniques used in damage assessment and emergency recovery during daily race weekend operations. To continue expanding on such pilot projects, we would need additional hardware and software. Other below represents ESRI services and support. Miscellaneous below represents mostly hardware and some software.

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-ST1201
Project Name Street and Alley Program

Type Improvement
Useful Life 20-25 years
Category General
New Project:
Time-Line:

Department Public Services-Streets
Contact Public Services Director
Priority 1
Account Number:



Description

Total Project Cost: **$9,200,000**

This project will rehabilitate approximately three to five percent (3-5%) of the street and alley network each year. The estimated capital maintenance costs are $33.7 million over a 20-year planning horizon in Fiscal Year 2005 dollars. This estimate is based on the needs survey conducted by Public Services in Fiscal year 2004. Continuous maintenance on these assets will prevent more costly reconstruction in the future. This project combines the former Street Resurfacing Program, the Alley Program and the Barrier Free Access Ramp Program

Justification

The program identifies maintenance costs for 84.79 miles of streets and 15.24 miles of alleys as of June 30, 2010. Replacement of deteriorated curbs, gutters, and sidewalks provides improved use, drainage, and the appearance of the pavement section. The Street and Alley Program schedule is driven by funding and road ratings. Total street mileage is growing each as more roads and alleys are dedicated for public maintenance due to growth.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
2,650,000	Construction/Maintenance	1,350,000	1,300,000	1,300,000	1,300,000	1,300,000	6,550,000
Total	**Total**	**1,350,000**	**1,300,000**	**1,300,000**	**1,300,000**	**1,300,000**	**6,550,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
2,650,000	Community Transportation Fun	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total	General Fund	350,000	300,000	300,000	300,000	300,000	1,550,000
	Total	**1,350,000**	**1,300,000**	**1,300,000**	**1,300,000**	**1,300,000**	**6,550,000**

Budget Impact/Other

The improvement schedule is based on the Fiscal Year 2004 ratings and Community Transportation Funds committed by area legislators. The annual funding split is proposed to be $700,000 from the General Fund and $1,000,000 from Community Transportation Funds in Fiscal year 2012.

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-ST1202

Project Name Concrete Construction and Replacement Program



Type	Maintenance	**Department**	Public Services-Streets
Useful Life	30+ years	**Contact**	Public Services Director
Category	General	**Priority**	2
New Project:	No	**Account Number:**	
Time-Line:	Continuous		

Description

Total Project Cost: **$400,000**

This program replaces and rehabilitates deteriorated sidewalks and curbs throughout the City using in-house labor and private contractors. This is in accordance with the ADA. Delaying or eliminating the project will result in continued complaints and insurance claims from citizens and visitors. In addition, further deterioration of the sidewalk network will occur.

Justification

This program promotes the interconnection of the sidewalk network to conform to ISTEA (Intermodal Surface Transportation Efficiency Act) and rehabilitates sidewalks that have root damage from City street trees. This program also facilitates compliance with the Americans with Disabilities Act as it relates to the pedestrian network as well as improving localized drainage issues.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
50,000	Construction/Maintenance	60,000	65,000	70,000	75,000	80,000	350,000
Total	**Total**	**60,000**	**65,000**	**70,000**	**75,000**	**80,000**	**350,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
50,000	General Fund	60,000	65,000	70,000	75,000	80,000	350,000
Total	**Total**	**60,000**	**65,000**	**70,000**	**75,000**	**80,000**	**350,000**

Budget Impact/Other

There is no impact on the operating budget as reduction in insurance claims and improved pedestrian mobility is difficult to financially quantify. The Department of Public Services maintains a prioritization list that outlines the categories of replacement. Complaints are entered on the list as they are received and prioritized by City staff.

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-ST1203**

Project Name **Salt Storage Facility - Schutte Park**



Type Equipment
Useful Life 20-25 years
Category General
New Project: Yes
Time-Line:

Department Public Services-Streets
Contact Public Services Director
Priority 3
Account Number:

Description

Total Project Cost: **$50,000**

This project proposes the construction of a 50' long x 50' wide x 20' high salt storage building at the rear of Schutte Park. The proposed construction will allow city staff to store salt indoors, greatly reducing the environmental impact of this operation. Salt is only used during winter months; however, we typically have this material on hand in varying quantities all year long.

Justification

Salt is currently stored down at Old PW II under a tarp within the concrete area. The current method of covering this material is inadequate and has potential environmental impacts on the St. Jones River. All runoff from this storage area goes directly into the St. Jones River. This project will likely be a requirement in our NPDES MS4 permit renewal scheduled for July 1, 2011. Moving this material indoors and under roof will reduce the environmental impact and allow this resource to be used in a more efficient manner.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	50,000					50,000
Total	**50,000**					**50,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund	50,000					50,000
Total	**50,000**					**50,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-ST1204**

Project Name **Brine Manufacturing System**



Type Equipment
Useful Life 10-15 years
Category General
New Project:
Time-Line:

Department Public Services-Streets
Contact Public Services Director
Priority 4
Account Number:

Description

Total Project Cost: **$27,825**

The ABS-1500 automatic batch system is designed for the manufacturing of a brine solution continuously. The brine solution is produced from a mixture of granular salt and standard tap water. The system can produce up to 4,000 gal of brine per hour.
The ABS-1500 - $11,550; a 5,000 gallon heavy duty storage tank - $3,675 and the Single lane EZ load applicator system - $12,600

Justification

Waiting to receive updated information from Scott Koenig. (hf 2/23/2011)

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Equip/Vehicle/Furnishings	27,825					27,825
Total	**27,825**					**27,825**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund	27,825					27,825
Total	**27,825**					**27,825**

Budget Impact/Other

City of Dover, Delaware

Project # 12-ST1205
Project Name Dump Truck Refurbishment



Type Maintenance
Useful Life 5-10 years
Category General
New Project: Yes
Time-Line:

Department Public Services-Streets
Contact Central Services Director
Priority 1
Account Number: 147-1800-554-40-23

Description

Total Project Cost: **$30,000**

The City has three, model year 2001, five ton dump trucks purchased in 2002. These trucks have severaly deteriorated dump bodies. Each truck chassis requires minor repair. The diesel engines reflect less than 35K miles on the odometers. The averages miles drives equals approximately 4,300 per year. These diesal engines should last for 75k miles. The rusted dump bodies will be removed, sandblasted, and the frames will be repainted. New brakes, hydraulic hoses and exhaust systems will be installed. In addition, all belts and hoses will be replaced and new stainless bodies will be installed.

Justification

The most expensive part of the dump trucks are their engines, chassis' and drive trains. Once repaired, the vehicles could last 10 years or more. At current usage, they will only have approximately 78k miles on the odometers. The replacement costs for 3 new dump trucks is $104,476 each. Having the repairs completed on-site will save the City approximately $283,000

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	30,000					30,000
Total	**30,000**					**30,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
General Fund	30,000					30,000
Total	**30,000**					**30,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-ST1490**

Project Name **Silver Lake Revitalization Project**

Type Improvement
Useful Life 20-25 years
Category General
New Project: Yes
Time-Line:

Department Public Services-Streets
Contact Public Services Director
Priority 5
Account Number:

Description

Total Project Cost: **$600,000**

The proposed project will remove all of the old pavement and parking areas and construct a new central parking lot and access to the boat ramp area as well as access from Kings Highway. The existing pavement condition is in poor quality, and the parking pods create a public perception problem. This project will plant trees, flowers, and shrubs below the dam on Silver Lake to Court Street along the St. Jones River in order to improve water quality and protect the stream bank. This will be a multi-year project. The department continues to receive complaints regarding the parking pods, the further deterioration of the existing pavement sections and parking areas, lack of stormwater management practices, bank erosion related to stormwater runoff and, poor site lighting.

Justification

Currently there are no stormwater management practices being implemented on this site, and the location adjacent to the St. Jones River causes direct stormwater discharge to an environmentally sensitive area. The proposed reconstruction and relocation of the loaded parking lot will allow for best management practices regarding stormwater management to be implemented at this site.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Planning/Design			50,000			50,000	200,000
Construction/Maintenance				250,000		250,000	Total
Miscellaneous					100,000	100,000	
Total			**50,000**	**250,000**	**100,000**	**400,000**	

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Community Transportation Fun				250,000		250,000	200,000
General Fund			50,000		50,000	100,000	Total
State Grant					50,000	50,000	
Total			**50,000**	**250,000**	**100,000**	**400,000**	

Budget Impact/Other

The proposed project includes parking reconstruction, planning and design, and ultimately landscaping for this section of the St. Jones River.

City of Dover, Delaware

DRAFT Capital Investments Plan

FY 12 thru FY 16

PROJECTS BY DEPARTMENT

Department	Project#	Priority	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Customer Services								
Pay-As-You-Go Water Load Station	*12-CU1201*	1	30,240					*30,240*
Customer Services Total			**30,240**					***30,240***
Public Utilities-Wastewater Mg								
Inflow/Infiltration Removal	*12-WW1101*	4	1,000,000	1,000,000	1,250,000	1,175,000	1,250,000	*5,675,000*
SCADA Equipment Technology Upgrade	*12-WW1102*	2	84,900	87,900				*172,800*
Lepore Road Pump Station Replacement	*12-WW1104*	3	350,000					*350,000*
Miscellaneous Sewer System Improvements	*12-WW1105*	1	37,000	39,000	41,000	43,000	45,000	*205,000*
Wilmington College Pump Station Replacement	*12-WW1290*	6	25,000	100,000				*125,000*
Dover Brook Gardens Pump Station Upgrade	*12-WW1291*	7	15,000	50,000				*65,000*
Brandywine Pump Station Replacement	*12-WW1292*	8	52,000	350,000				*402,000*
McKee Road Pump Station Communator Replacement	*12-WW1293*	5	10,000	45,000				*55,000*
Hazlettville Road Interceptor	*13-WW1390*	n/a		30,000	740,000			*770,000*
Westover Pump Station and Force Main Upgrade	*13-WW1392*	n/a		65,000	703,800			*768,800*
Dover East Pump Station Abandonment & Sewer Line	*13-WW1393*	n/a		40,000	213,800			*253,800*
Lakeview Drive Pump Station Replacement	*14-WW1580*	n/a			52,000	450,000		*502,000*
Retreat Pump Station Replacement	*15-WW1595*	n/a				52,000	360,500	*412,500*
Rolling Acres Pump Station Replacement	*16-WW1590*	n/a					52,000	*52,000*
Public Utilities-Wastewater Mg Total			**1,573,900**	**1,806,900**	**3,000,600**	**1,720,000**	**1,707,500**	***9,808,900***
Public Utilities-Water Mgmnt								
Miscellaneous Distribution System Improvements	*12-WD1101*	1	60,000	70,000	75,000	75,000	75,000	*355,000*
Wellhead Redevelopment Program	*12-WD1102*	2	65,000	70,000	75,000	80,000	82,500	*372,500*
Emergency Generators (Wells)	*12-WD1292*	4	80,000	80,000	80,000			*240,000*
Water Quality Improvements	*12-WQ1101*	3	500,000	750,000	945,000	1,000,000	1,500,000	*4,695,000*
1.0 MG Elevated Water Storage Tower	*13-WD1290*	n/a		2,000,000	390,000			*2,390,000*
Piney Point Well	*13-WD1390*	n/a		450,000				*450,000*
Future Columbia Well Installation	*14-WD1490*	n/a			55,000			*55,000*
Water Treatment Plant Process Improvements	*14-WQ1390*	n/a			150,000	350,000	550,000	*1,050,000*
SCADA Equipment Technology Upgrade	*15-WD1590*	n/a				80,000	80,000	*160,000*
Public Utilities-Water Mgmnt Total			**705,000**	**3,420,000**	**1,770,000**	**1,585,000**	**2,287,500**	***9,767,500***
GRAND TOTAL			**2,309,140**	**5,226,900**	**4,770,600**	**3,305,000**	**3,995,000**	***19,606,640***

City of Dover, Delaware

DRAFT Capital Investments Plan

FY 12 thru **FY 16**

FUNDING SOURCE SUMMARY

Source	FY 12	FY 13	FY 14	FY 15	FY 16	Total
W/WW Debt Financing	2,096,900	4,016,900	2,776,000	2,373,000	3,313,000	*14,575,800*
Water/Wastewater Fund	212,240	1,210,000	1,994,600	932,000	682,000	*5,030,840*
GRAND TOTAL	**2,309,140**	**5,226,900**	**4,770,600**	**3,305,000**	**3,995,000**	***19,606,640***

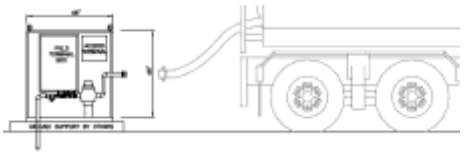
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FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-CU1201**

Project Name **Pay-As-You-Go Water Load Station**



Type Improvement
Useful Life 15-20 years
Category Water/Wastewater
New Project:
Time-Line:

Department Customer Services
Contact Customer Service Manager
Priority 1
Account Number:

Description

Total Project Cost: **$30,240**

The City of Dover provides local contractors the ability to fill water trucks from a water dispensing connection, located at the William Street warehouse. The connection is not in a secure area and operates on the honor system. Contractors are required to purchase a water ticket from the Customer Service Department. However, there are contractors that circumvent the process and fill the water trucks without purchasing a ticket. The water tickets are sold to contractors for $5.00, per truck fill. The capacities of the trucks vary with the amount of the ticket remaining at $5.00. Consumption is monitored by obtaining a meter reading each month and charging a designated department for the usage. When the amount of tickets purchased is compared to the metered consumption there is a loss of revenue.

Justification

This project will prevent direct access to the City of Dover water supply from the warehouse and allow the City to collect revenue for water usage. The $5.00 charge is obsolete; contractors should pay fairly for water based on truck size and gallons consumed. The new system, the Mini General, is an economical solution for low volume bulk water dispensing applications.After the customer pre-pays for water, they will be given a temporary access number and pin number. The system will only dispense the amount of water that is paid for in advance. Each transaction is date and time stamped and recorded by Water+ software.
City departments may also obtain water from this location. Each department will be required to follow the same process.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Equip/Vehicle/Furnishings	30,240					30,240
Total	**30,240**					**30,240**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund	30,240					30,240
Total	**30,240**					**30,240**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-WW1101**
Project Name **Inflow/Infiltration Removal**

Type Improvement
Useful Life 50 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority 4
Account Number: 417-6900-569.40-31


SANITARY SEWER INFLOW AND INFILTRATION (I & I) PROBLEMS

Description

Total Project Cost: **$5,675,000**

This project will identify and correct areas in the sanitary sewer collection system that are deteriorating and allowing groundwater to enter the sanitary sewer system through cracked pipes and/or joints. Video investigations of the lines will be performed in-house to determine the condition of subject pipes which may help with the identification of sump pumps and other illicit connections to the system which will have to be removed by individual property owners. In conjunction with the Water Quality Improvement Projects, sanitary sewer lines within the project areas will be video inspected to determine main condition. A work plan will be developed based on the results of the investigation.

Justification

The wet weather experienced in both 2003 and 2009/2010, highlighted the fact that we have an aging wastewater system that requires more attention to the condition of the old pipe network and more monitoring of illicit connections to the system. Inflow and infiltration are problems that all customers pay for since they are costs that are not assigned to an individual customer. Therefore, all customers are affected by expenses related to inflow and infiltration.
Delaying or eliminating this project will result in continued higher treatment charges for wastewater flow to Kent County than is necessary. In addition, the reduction in available capacity in the City and county systems due to inflow and infiltration will reduce the capacity available for future growth.
The wet weather which was experienced in both 2003 and 2009/2010, exemplified the fact that the aging and deteriorating sanitary sewer system allows groundwater and rain water to enter the system. This in turn results in higher treatment charges from Kent County. In FY 2011 a new groundwater inflow adjustment charge was established as a result. It is critical to continue making improvements on a regular and planned basis to improve the integrity of the wastewater system. Weather occurs in a cyclical fashion and discrepancies between fees collected and charges received will likely happen again when groundwater and precipitation levels rise.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	1,000,000	1,000,000	1,250,000	1,175,000	1,250,000	5,675,000
Total	**1,000,000**	**1,000,000**	**1,250,000**	**1,175,000**	**1,250,000**	**5,675,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
W/WW Debt Financing	1,000,000	1,000,000	1,250,000	1,175,000	1,250,000	5,675,000
Total	**1,000,000**	**1,000,000**	**1,250,000**	**1,175,000**	**1,250,000**	**5,675,000**

Budget Impact/Other

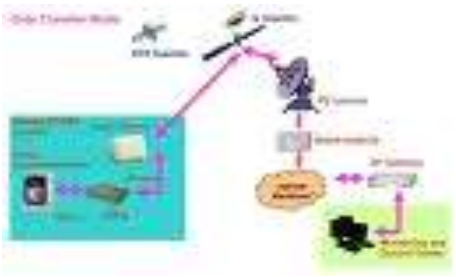
The project will reduce the operating budget over time due to the reduction in costs for sewage treatment paid to Kent County. All savings are cumulative.

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-WW1102
Project Name SCADA Equipment Technology Upgrade



Type Improvement
Useful Life 10-12 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority 2
Account Number: 417-6900-569.40-31

Description

Total Project Cost: **$484,800**

This project involves the replacement of antiquated and/or obsolete remote terminal units (RTUs) at sewage pumping stations with new up-to-date serviceable SCADA equipment. Microwave radios, antennas, and enclosures would be upgraded as needed. The RTU and radio are the reporting equipment for the SCADA system (Supervisory Control and Data Acquisition) which reports, on a constant basis, the status of alarms at the City's pumping stations. The RTUs that are being replaced are outdated and unable to be repaired. Most of the equipment is installed in two steel cabinets mounted outside and are corroding. The new equipment is installed within a single fiberglass NEMA 4 enclosure.

Justification

Replace failing antiquated equipment with completely new alarm reporting equipment to provide reliable SCADA system reporting and to prevent the need for costly non budgeted emergency repairs.
Equipment is becoming old, not supported by the manufacturer, and obsolete.
Each Year; order equipment and construct cabinets and back-plates by December; complete installation by June. Stations being completed in FY 2012: DelTech Pump Station, Turnberry Pump Station, Baltray Pump Station, Westminster Pump Station, Emerald Point Pump Station and Kurt Drive Pump Station.
This is an ongoing project that started in FY 2008, and will be completed in FY 2013.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
312,000	Construction/Maintenance	16,000	16,600				32,600
Total	Miscellaneous	68,900	71,300				140,200
	Total	**84,900**	**87,900**				**172,800**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
312,000	W/WW Debt Financing	84,900	87,900				172,800
Total	**Total**	**84,900**	**87,900**				**172,800**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-WW1104

Project Name Lepore Road Pump Station Replacement



Type	Improvement	**Department**	Public Utilities-Wastewater Mg
Useful Life	20-25 years	**Contact**	Public Utilities Director
Category	Water/Wastewater	**Priority**	3
New Project:	No	**Account Number:**	417-6900-569.40-31
Time-Line:			

Description

Total Project Cost: **$402,000**

A replacement of this station was identified in the 2009 Wastewater Master Plan, and the current proposal is to completely replace the aging station with a new Smith & Loveless Station, as well as address problems in the immediate upstream gravity sanitary sewer lines.

Justification

The existing pumps are oversized and inefficient. Therefore, new pumps will be sized for the correct capacity of the wet well. The brick wet well is subject to the groundwater infiltration. The upstream gravity line has a depression that collects grease.
Delaying or eliminating this project would result in the continued deterioration of the infrastructure necessitating the need for more extensive repairs in the future.
This project will have a slight impact on our Inflow and Infiltration problem.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
52,000	Construction/Maintenance	350,000					350,000
Total	**Total**	**350,000**					**350,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
52,000	W/WW Debt Financing	350,000					350,000
Total	**Total**	**350,000**					**350,000**

Budget Impact/Other

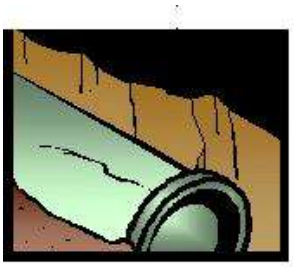
DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-WW1105

Project Name Miscellaneous Sewer System Improvements



Type Improvement
Useful Life Unknown
Category Water/Wastewater
New Project: WW1105
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority 1
Account Number: 417-6900-569.40-35

Description

Total Project Cost: **$414,500**

This project will primarily address emergency sanitary sewer infrastructure repairs including sanitary sewer mains and laterals within major roadways, major pump station and force main failures and associated appurtenances. These funds can also be used to partner with private developers to oversize future mains or to install associated improvements to meet the long term goals of the utility.

Justification

Emergency repairs are performed by private contractors or in-house crews as dictated by the scope of work. All costs for over sizing will be paid through negotiated cost and public utilities agreements.
Due to the age of the sanitary sewer system, it can be expected that system failures will occur resulting in capital expenses to repair or replace the failed component(s). In addition, missing opportunities to oversize or reroute mains will result in higher construction costs in the future.
Delaying or eliminating this project would result in reduced ability to properly address system failures and missed opportunities to expand the system.
This is an ongoing annual program. Emergency repairs are addressed as they occur.
This project will primarily address emergency sanitary sewer infrastructure repairs including sanitary sewer mains and laterals within major roadways, major pump station and force main failures and associated appurtenances. These funds can also be used to partner with private developers to oversize future mains or to install associated improvements to meet the long term goals of the utility.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
209,500	Construction/Maintenance	37,000	39,000	41,000	43,000	45,000	205,000
Total	**Total**	**37,000**	**39,000**	**41,000**	**43,000**	**45,000**	**205,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
209,500	W/WW Debt Financing	37,000	39,000	41,000	43,000	45,000	205,000
Total	**Total**	**37,000**	**39,000**	**41,000**	**43,000**	**45,000**	**205,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-WW1290**

Project Name **Wilmington College Pump Station Replacement**



Type Improvement
Useful Life 20-25 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority 6 --
Account Number: 417-6900-569.40-31

Description

Total Project Cost: **$125,000**

The proposed project includes the in kind replacement of the grinder pumping station installed with the construction of the Baltray Subdivision in 1988. The station is approaching its anticipated life expectancy of 20-25 years. The grinder pumps, rail system, and electric controls and communator will be replaced.

Justification

Replace the aging station with new components to prevent the need for costly non budgeted repairs to maintain operation. Because of the age of the pump station, certain parts are no longer obtainable, and replacement of equipment is costly.
Grinder pumps require periodic repairs and replacement to maintain efficient operation. During previous pump removal, staff has noticed leaking seals and instability in the rail system for the pumps due to corrosion. Although grinder pumps are less costly than standard pumps used elsewhere, they are only appropriate under certain conditions. As a grinder pump is still effective at this location, it will be replaced in kind.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design	25,000					25,000
Construction/Maintenance		100,000				100,000
Total	**25,000**	**100,000**				**125,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund	25,000	100,000				125,000
Total	**25,000**	**100,000**				**125,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-WW1291

Project Name Dover Brook Gardens Pump Station Upgrade



Type Improvement
Useful Life 20-25 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority 7 --
Account Number: 417-6900-569.40-31

Description

Total Project Cost: **$65,000**

This project would construct a force main priming loop to insure that adequate back pressure is provided to the check valves to maintain prime on the vacuum primed Smith & Loveless pumps and upgrade to maintain or increase capacity. The loop is to create a high point in the force main above the pumps to provide a column of water against the check valves. The existing force main was originally installed with a constant slope away from the station to the receiving gravity sewer manhole. The force main drains by gravity away from the check valves providing very little static water pressure to hold check valves closed.

Justification

Reduce maintenance time of cleaning check valves weekly and on-call or overtime pay when the pumps lose prime.
Staff has observed numerous high wet well alarms due to pump loss of prime. Construction to be provided by in-house crew.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design	15,000					15,000
Construction/Maintenance		50,000				50,000
Total	**15,000**	**50,000**				**65,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund	15,000	50,000				65,000
Total	**15,000**	**50,000**				**65,000**

Budget Impact/Other

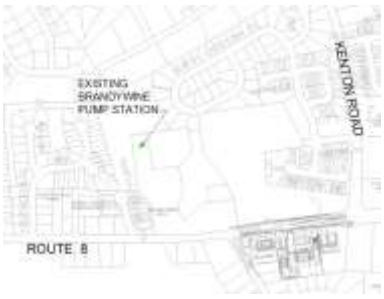
DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-WW1292

Project Name Brandywine Pump Station Replacement



Type Improvement
Useful Life 20-25 years
Category Water/Wastewater
New Project:
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority 8 --
Account Number: 417-6900-569.40-31

Description

Total Project Cost: **$402,000**

The proposed project includes the replacement of the Smith & Loveless package pumping station installed in 1977. The station has exceeded its life anticipated expectancy of 20-25 years and is in need of a capacity upgrade due to the increased growth in the basin.

Justification

Replace the aged station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation.
Due to the age of the pump station, certain parts are no longer obtainable, and replacement of equipment is costly.
This station was installed for the Dover Country Club Apartments when City sewer was made available to this area. The site was previously outside the City's service area and had its own onsite sewer treatment system. Over the life span of this station, it has seen increased flows with the construction of Mallard Pond, Marsh Creek, and Westwind Meadows, and the extension of service to Fox Hall Drive and possible infiltration. Based on the monthly runtime hours, the station is currently operating at 130 percent of desired capacity. Staff has observed numerous pump clogs and failures in the past years. The Dover Country Club and Brandywine Condo sewer lines are old and possibly influenced by infiltration.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design	52,000					52,000
Construction/Maintenance		350,000				350,000
Total	**52,000**	**350,000**				**402,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund	52,000	350,000				402,000
Total	**52,000**	**350,000**				**402,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-WW1293

Project Name McKee Road Pump Station Communator Replacement



Type Improvement
Useful Life 20-25 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority 5
Account Number: 417-6900-569.40-31

Description

Total Project Cost: **$55,000**

The proposed project includes the replacement of the communator at the influent line to the pumping station installed in 1995. This acts as a screen/grinder at the influent side of the station, cutting or stopping large debris from entering the wet well and clogging the pumps. The communator motor has run 24/7 since the initial startup of the pumping station.

Justification

Replace the aging equipment to prevent the need for costly unbudgeted repairs to maintain operation. Unbudgeted costly repairs to communator and damage to a pump when failure occurs. Due to the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design	10,000					10,000
Construction/Maintenance		45,000				45,000
Total	**10,000**	**45,000**				**55,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund	10,000	45,000				55,000
Total	**10,000**	**45,000**				**55,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **13-WW1390**
Project Name **Hazlettville Road Interceptor**



Type Improvement
Useful Life 90+ years
Category Water/Wastewater
New Project: Yes
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority n/a
Account Number: 417-6900-569.40-35

Description

Total Project Cost: **$770,000**

This project, identified in the 2009 Wastewater Master Plan, identified sections of 15" gravity wastewater main as being overloaded in peak conditions, due to a negative slope in the pipe. This project calls for the upgrade of roughly 1,320 linear feet of wastewater main. The proposed upgrade will install 21" main at proper slope to provide adequate capacity and allow for future growth in the basin.

Justification

This project has been identified by the 2009 Wastewater Master Plan that the section of pipes is flowing nearly full, due to negative slope. This project will allow for proper capacity to handle current flow as well to allow for growth.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design		30,000				30,000
Construction/Maintenance			740,000			740,000
Total		**30,000**	**740,000**			**770,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund		30,000	740,000			770,000
Total		**30,000**	**740,000**			**770,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **13-WW1392**

Project Name **Westover Pump Station and Force Main Upgrade**



Type Improvement
Useful Life 20-25 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority n/a
Account Number: 417-6900-569.40-31

Description

Total Project Cost: **$768,800**

The proposed project includes the upgrade of the Smith & Loveless pumping station and force main installed in 1994. The pump station's available capacity will be consumed with the build out of the Village of Cannon Mills and will be in need of additional capacity in order to be able receive additional flow from the west. The project will include replacement of interior six-inch suction and discharge piping with eight-inch pipe, upgrade 1,400 feet of six-inch force main to 12-inch diameter pipe from the station to Electric Avenue.

Justification

Provide adequate capacity to receive additional sewage flow from the immediate vicinity due to development and annexation.
Possible pipe rupture due to high head pressures and water hammer. A rupture could cause the station to flood causing damage to motors and controls or spilling raw sewage into the Puncheon Run stream.
This project is related to the Comprehensive Plan Update.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design		65,000				65,000
Construction/Maintenance			703,800			703,800
Total		**65,000**	**703,800**			**768,800**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund		65,000	703,800			768,800
Total		**65,000**	**703,800**			**768,800**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **13-WW1393**

Project Name **Dover East Pump Station Abandonment & Sewer Line**



Type Improvement
Useful Life 90+ years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority n/a
Account Number: 417-6900-569.40-35

Description

Total Project Cost: **$253,800**

The proposed project includes the abandonment and removal of the existing Smith & Loveless package capsular pumping station. This scope of work will also include the removal of the existing wet well. The station will be eliminated due to the construction to occur on the Rojan Meadows Subdivision site. East Dover MHP will connect to the new Rojan Meadows pump station by installing approximately 400 lf of 12" gravity sanitary sewer. The existing Dover East station has exceeded its anticipated life expectancy of 20-25 years and the removal of this station can be justified because of the pump station being constructed at the Rojan Meadows Subdivision site. The pump station at Rojan Meadows will be sized to handle the Dover East wastewater and will discharge directly into the Central Transmission Bypass.

Justification

The removal of the existing pump station will prevent the need for maintenance, and costly repairs to the system. The gravity sanitary sewer line will be beneficial to the City of Dover because of the low maintenance costs compared to the costs of maintaining and operating the existing pump station.
Maintenance and expense for operating a station is no longer required.
This station was installed with the development of the East Dover Mobile Home Park in 1973.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design		40,000				40,000
Construction/Maintenance			213,800			213,800
Total		**40,000**	**213,800**			**253,800**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund		40,000	213,800			253,800
Total		**40,000**	**213,800**			**253,800**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-WW1580**

Project Name **Lakeview Drive Pump Station Replacement**



Type Improvement
Useful Life 20-25 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority n/a
Account Number: TBD

Description

Total Project Cost: **$502,000**

This project calls for replacement of the Smith & Loveless package pumping station installed in 1971. The station has exceeded its life anticipated expectancy of 20-25 years and is need of a capacity upgrade due to high peak inflow rates.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation. Due to the age of the station, certain parts are no longer obtainable and replacement of equipment is costly. Design and bid in FY 2014; construction in FY 2015. This station is located within the roadway of Lakeview Drive. The design portion of this project is to address the relocation of this station.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design			52,000			52,000
Construction/Maintenance				450,000		450,000
Total			**52,000**	**450,000**		**502,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund			52,000	450,000		502,000
Total			**52,000**	**450,000**		**502,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **15-WW1595**

Project Name **Retreat Pump Station Replacement**



Type Improvement
Useful Life 20-25 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority n/a
Account Number: TBD

Description

Total Project Cost: **$412,500**

The proposed project includes the replacement of the Smith & Loveless package pumping station installed in 1978. The station has exceeded its life expectancy of 20-25 years and is in need of a capacity upgrade due to the increased growth in the basin.

Justification

Replace the aged station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation.
Due to the age of the pump station, certain parts are no longer obtainable and replacement of equipment is costly.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design				52,000		52,000
Construction/Maintenance					360,500	360,500
Total				**52,000**	**360,500**	**412,500**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
W/WW Debt Financing					360,500	360,500
Water/Wastewater Fund				52,000		52,000
Total				**52,000**	**360,500**	**412,500**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **16-WW1590**

Project Name **Rolling Acres Pump Station Replacement**



Type Improvement
Useful Life 20-25 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Wastewater Mg
Contact Public Utilities Director
Priority n/a
Account Number: 417-6900-569.40-31

Description

Total Project Cost: **$412,500**

This project calls for replacement of the Smith & Loveless package pumping station installed in 1973 in order to handle the commercial areas from Harrington Realty Shopping Center to the Howard Johnson Hotel. The station has exceeded its life anticipated expectancy of 20-25 years and is in need of a capacity upgrade due to the high peak inflow rates.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation.
Due to the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly.
This station experiences periods of high inflow rates due to the hotel occupancy and is susceptible to possible inflow/infiltration. Staff has observed numerous pump high wet well alarms due to high inflows and increased runtimes during wet months.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Planning/Design					52,000	52,000	360,500
Total					**52,000**	**52,000**	**Total**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Water/Wastewater Fund					52,000	52,000	360,500
Total					**52,000**	**52,000**	**Total**

Budget Impact/Other

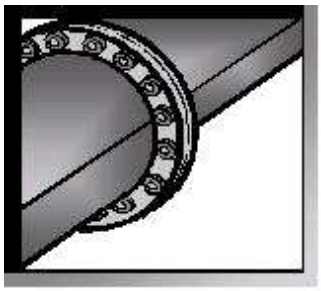
DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-WD1101

Project Name Miscellaneous Distribution System Improvements



Type Improvement
Useful Life Unknown
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Water Mgmnt
Contact Public Utilities Director
Priority 1
Account Number: 417-6800-568.40-34

Description

Total Project Cost: **$883,948**

This project will primarily address emergency distribution system infrastructure repairs including water mains and services within major roadways and associated appurtenances. This project will also install improvements identified by the flushing program such as valve insertions and hydrant installations. These funds can also be used to partner with private developers to oversize future mains or to install associated improvements to meet the long term goals of the utility.

Justification

Due to the age of the water system, it can be expected that system failures will occur resulting in capital expenses to repair or replace the failed component(s). Implementing improvements identified by the flushing program will aide in improved operational control of the system. In addition, missing opportunities to oversize or reroute mains will result in higher construction costs in the future.
Delaying or eliminating this project would result in reduced ability to properly address system failures and missed opportunities to expand the distribution system.
This is an ongoing annual program. Emergency repairs are addressed as they occur.
Emergency repairs are performed by private contractors or in-house crews as dictated by the scope of work. All costs for over sizing will be paid through negotiated cost and public utilities agreements.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
528,948	Construction/Maintenance	60,000	70,000	75,000	75,000	75,000	355,000
Total	**Total**	**60,000**	**70,000**	**75,000**	**75,000**	**75,000**	**355,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
528,948	W/WW Debt Financing	60,000	70,000	75,000	75,000	75,000	355,000
Total	**Total**	**60,000**	**70,000**	**75,000**	**75,000**	**75,000**	**355,000**

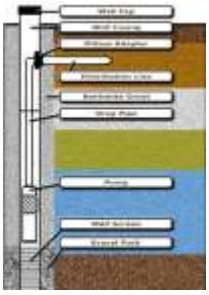
Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-WD1102**
Project Name **Wellhead Redevelopment Program**



Type Improvement
Useful Life 20-25 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Water Mgmnt
Contact Public Utilities Director
Priority 2
Account Number: 417-6800-568.40-34

Description

Total Project Cost: **$768,462**

This project will provide for rehabilitation and repair of each deep wellhead in an effort to maintain operations and/or increase the yield of each well as it relates to the permitted allocation.

Justification

The well screening and gravel pack requires cleaning over time due to a buildup of mineral deposits and foreign materials such as clay and silt. This maintenance effort is critical to ensure that production can continue to meet demand. It is also necessary to maintain the operational aspects of each well and provide repairs as needed to minimize downtime to maintain system capacity.
Delaying or eliminating this project would result in the continued deterioration of the well screen, gravel pack, and well yield over time. It would also result in increased well downtime, emergency repairs, and decreased capacity. These issues can lead to increased flow pattern changes and water quality concerns.
Improved operating efficiencies at the wellhead will slightly reduce power costs, but this savings has not been quantified. FY 2008; total well inspection and testing performed. FY 2009: Motors at Wells #6A and #9 were rebuilt, and wells #13R and #15 were redeveloped. FY 2010: Well #10. FY 2011: Well #4 redevelopment and well piping improvements at various well locations.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	65,000	70,000	75,000	80,000	82,500	372,500
Total	**65,000**	**70,000**	**75,000**	**80,000**	**82,500**	**372,500**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
W/WW Debt Financing	65,000	70,000	75,000	80,000	82,500	372,500
Total	**65,000**	**70,000**	**75,000**	**80,000**	**82,500**	**372,500**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-WD1292**

Project Name **Emergency Generators (Wells)**



Type Equipment
Useful Life 10-12 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Water Mgmnt
Contact Public Utilities Director
Priority 4
Account Number: 417-6800-568.40-31

Description

Total Project Cost: **$240,000**

This project, identified in the 2006 Water Master Plan Update, would provide emergency generators for large production wells.

Justification

This project will provide emergency power to wells for continued water production and reliability in the event of power disruptions or other emergencies.
Portable or fixed generators are currently not available to most of the deep wells.
All generators purchased will be permanent fixtures at each site. Generator purchased in FY 2012 will support Well #2, FY 2013 will support Well #6 and FY 2014 will support Well #10. Currently, a portable generator is stationed at Well #10, after installation of permanent generator at Well #10; the portable generator will be used at medium sized production wells as needed.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Miscellaneous	80,000	80,000	80,000			240,000
Total	**80,000**	**80,000**	**80,000**			**240,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund	80,000	80,000	80,000			240,000
Total	**80,000**	**80,000**	**80,000**			**240,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-WQ1101**
Project Name **Water Quality Improvements**

Type Improvement
Useful Life 90+ years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Water Mgmnt
Contact Public Utilities Director
Priority 3
Account Number: 417-6800-568.40-31

Description

Total Project Cost: **$4,695,000**

This project was first identified by staff and the 2006 Water Master Plan Update, and has since become further refined with the FY 2006 Water Quality Evaluation. Projects to be included under this category primarily consist of replacement or relining of old unlined cast iron water main within the City's water distribution system; system upgrades to improve system control; and utilization of a consultant to provide additional design and evaluation services, as needed. Recent research and data collections have produced a Water Main Rehabilitation Priority List, based on several criterions to identify water mains that are in need of replacement or relining. Pipes will be upgraded according to the severity of the pipe condition, as well as coordination with the City of Dover's Public Services Street Rehabilitation Program.
Between FY 2008 and FY 2011, the deep well contact chamber designs were completed and installed completed. Water mains have been replaced over this time frame in Washington Street, Pennsylvania Avenue, South Street, Pear Street, West Street, Hazel Road, Maryland Avenue and American Avenue. Operational efforts, such as flushing, will continue to occur on a routine basis.

Justification

Water quality complaints have eroded consumer confidence in the City's water supply as the water is perceived to be aesthetically unpleasant. In order to reduce complaints and potentially alleviate this problem, it is necessary to implement the improvements identified by staff, the 2006 Water Master Plan Update, and the FY 2006 Water Quality Evaluation.
Delaying or eliminating this project will prolong customer dissatisfaction and further erode confidence in the City's water supply. In addition, main rehabilitation and replacement, ensuring pipes do not significantly exceed the expected life cycle, is critical to provide a reliable supply of water for our customers and for fire suppression. Water leaks and breaks on older lines can have a significant impact on our ability to serve over time.
As part of the Water Main Rehabilitation Priority List, water lines were identified throughout the City that requires replacement/relining. Using this as a guide the following water line rehabilitation projects are scheduled for FY 2012: William Street Construction, West Street East Alley Construction, Fairview East & West Alley Design, Lakewood Place Design and Governors Ave. W Alley Design.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design	86,000	65,000	50,000	125,000	150,000	476,000
Construction/Maintenance	414,000	685,000	895,000	875,000	1,350,000	4,219,000
Total	**500,000**	**750,000**	**945,000**	**1,000,000**	**1,500,000**	**4,695,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
W/WW Debt Financing	500,000	750,000	945,000	1,000,000	1,500,000	4,695,000
Total	**500,000**	**750,000**	**945,000**	**1,000,000**	**1,500,000**	**4,695,000**

Budget Impact/Other

Addressing the brown water and associated water quality concerns of the City's water system will not only require capital improvements to the system but also operational changes. Some operation changes will result in no net effect on the operating budget, while others will need to be addressed in the development of future operating budgets. Such items include tools and supplies necessary to improve system sampling and monitoring as well as tools and supplies necessary to improve system-wide flushing operations.

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **13-WD1290**

Project Name **1.0 MG Elevated Water Storage Tower**



Type	Improvement	**Department**	Public Utilities-Water Mgmnt
Useful Life	90+ years	**Contact**	Public Utilities Director
Category	Water/Wastewater	**Priority**	n/a
New Project:	No	**Account Number:**	417-6800-568.40-31
Time-Line:			

Description

Total Project Cost: **$3,085,000**

The proposed project, identified by staff and confirmed by the 2006 Water Master Plan Update, will construct a new 1.0 million gallon elevated storage tank within the distribution system.

Justification

This project was determined necessary by the 2006 Water Mater Plan Update in order to meet future storage volume requirements based upon demands and to aid in reducing low pressure areas and enhance fire suppression capability. Delaying or eliminating this project will result in preventing growth within the system, particularly, fire suppression measures will be compromised.
This project is related to the Piney Point Well.
Construction is planned for FY 2013 and FY 2014
The planning, site selection and land acquisition was conducted between FY 2009 and FY 2011. For bonding purposes, the construction of the tank has been divided between two fiscal years.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
695,000	Construction/Maintenance		2,000,000	390,000			2,390,000
Total	**Total**		**2,000,000**	**390,000**			**2,390,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
695,000	W/WW Debt Financing		2,000,000	390,000			2,390,000
Total	**Total**		**2,000,000**	**390,000**			**2,390,000**

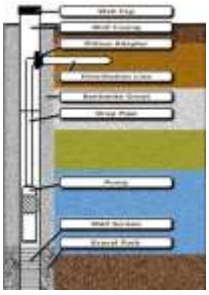
Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 13-WD1390
Project Name Piney Point Well



Type	Improvement	**Department**	Public Utilities-Water Mgmnt
Useful Life	50 years	**Contact**	Public Utilities Director
Category	Water/Wastewater	**Priority**	n/a
New Project:		**Account Number:**	
Time-Line:			

Description

Total Project Cost: **$645,000**

This project, identified by staff and confirmed by the 2006 Water Master Plan Update, proposes the drilling of a new Piney Point Aquifer Production Well to increase production capacity up to our current permitted allocation as well as increase system pressure and stabilize the chlorine residuals of the City.

Justification

A reduction in long-term yield from our Piney Point Well is causing a greater reliance on our more costly aquifers.
Delaying or eliminating this project would result in the continued reduction in our production capabilities under our permitted allocation, as well as our ability to meet projected demand increases.
This project is related to the 1.0 MG Elevated Water Storage Tank.
Planning started in FY 2009. Design continued in FY 2010 and FY 2011. Construction to be completed in FY 2013.
The proposed wellhead is planned to be located in Schutte Park. It is intended that the yield from a new production well will allow us to abandon one of our poorly performing wells.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
195,000	Construction/Maintenance		450,000				450,000
Total	**Total**		**450,000**				**450,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
195,000	Water/Wastewater Fund		450,000				450,000
Total	**Total**		**450,000**				**450,000**

Budget Impact/Other

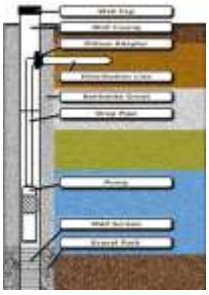
DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-WD1490**

Project Name **Future Columbia Well Installation**



Type	Improvement	**Department**	Public Utilities-Water Mgmnt
Useful Life	20-25 years	**Contact**	Public Utilities Director
Category	Water/Wastewater	**Priority**	n/a
New Project:	No	**Account Number:**	417-6800-568.40-31
Time-Line:			

Description

Total Project Cost: **$55,000**

This project, identified by staff and confirmed by the 2006 Water Master Plan Update, proposes the drilling of new shallow well to increase production capacity at the Water Treatment Plant to design levels of 5.0 Million Gallons per Day. This project is to be completed in conjunction with the Water Treatment Plant Process Improvements.

Justification

To meet increased water demand and fire suppression requirements.
Delaying or eliminating this project would result in the continued reduction in our production capabilities under our permitted allocation, as well as limiting the City's growth.
This project is related to the Water Treament Plant Process Improvements.
Planning is proposed for FY 2014. Design and site procurement are planned for FY 2017. Construction to be completed in FY 2018.
The specific location of a proposed wellhead has not been determined at this time. The location will be selected in the planning and design phase. In addition, the yield from a new production well may allow us to abandon some of our poorly performing wells. Land costs are based upon the need of 1/4 acre of land for the project. This project will be designed in FY 2014 to coincide with the Water Treatment Plant Process Improvements Design, Construction is planned for FY 18.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design			25,000			25,000
Land Acquisition			30,000			30,000
Total			**55,000**			**55,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund			55,000			55,000
Total			**55,000**			**55,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-WQ1390**

Project Name **Water Treatment Plant Process Improvements**



Type Improvement
Useful Life 20-25 years
Category Water/Wastewater
New Project: No
Time-Line:

Department Public Utilities-Water Mgmnt
Contact Public Utilities Director
Priority n/a
Account Number: TBD

Description

Total Project Cost: **$1,050,000**

This project, identified in the 2006 Water Master Plan Update, proposes process improvements to the existing Water Treatment Plant. Due to limitations with the Ozone Contactors, the capacity at the Water Treatment Plant is limited to 4.0 Million Gallons per day, as opposed to 5.0 Million Gallons per day, as originally designed. A consultant will be utilized to determine the best means and improvements necessary to increase the capacity. This project is to be performed in conjunction with the future Columbia Well installation.

Justification

Process improvements will allow for capacity enhancements as well as improved ability to meet regulatory requirements. Delaying or eliminating this project can result in production capacity decreases, which could limit growth, and/or regulatory compliance.
Planning is proposed for FY 2014. Construction to begin in FY 2015.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design			150,000			150,000
Construction/Maintenance				350,000	550,000	900,000
Total			**150,000**	**350,000**	**550,000**	**1,050,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund			150,000	350,000	550,000	1,050,000
Total			**150,000**	**350,000**	**550,000**	**1,050,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **15-WD1590**

Project Name **SCADA Equipment Technology Upgrade**



Type Equipment
Useful Life 10-12 years
Category Water/Wastewater
New Project: Yes
Time-Line:

Department Public Utilities-Water Mgmnt
Contact Public Utilities Director
Priority n/a
Account Number: 417-6800-568.40-31

Description

Total Project Cost: **$160,000**

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

Justification

Replace failing and antiquated equipment to improve monitoring ability and system control to comply with regulatory and reporting requirements and to prevent the need for costly non budgeted emergency repairs. Due to the age of some of the equipment, only used parts are available.
Lack of alarms regarding problems at water production wells and the water treatment plant. Failures would provide no advance warnings of failures in the field at water production sites.
Previous Remote Control and Monitoring Projects, Routine operational replacement of old exhausted equipment. Water Treatment Plant Process Improvements.
Each Year: order equipment for delivery by December; complete installation by June.
It is estimated that upgrades will be made at deep well sites and the Water Treatment Plant, as part of this program.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Miscellaneous				80,000	80,000	160,000
Total				**80,000**	**80,000**	**160,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Fund				80,000	80,000	160,000
Total				**80,000**	**80,000**	**160,000**

Budget Impact/Other

City of Dover, Delaware

DRAFT Capital Investment Plans

FY 12 thru FY 16

PROJECTS BY DEPARTMENT

Department	Project#	Priority	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Public Utilities- Electric Eng								
Substation PT & CT Replacement	*12-EE1101*	5	267,715					*267,715*
Lighting Project and Rehabilitation	*12-EE1103*	4	50,000	50,000	50,000	50,000	50,000	*250,000*
Equipment Replacement	*12-EE1192*	3	40,000	40,000	40,000	40,000	40,000	*200,000*
Generataor Replacement	*12-EE1290*	2	50,000					*50,000*
Frazier Substation Reliability Upgrade	*12-EE1291*	9	155,000	610,247				*765,247*
Distribution Feeder Replacement Program	*12-EE1292*	8	277,510	277,510	277,510	277,510	277,510	*1,387,550*
Distribution Capacitors and Controls	*12-EE1293*	10	100,000	100,000	100,000	100,000	100,000	*500,000*
Transmission Line Maintenance Program	*12-EE1294*	7	75,000	75,000	75,000	75,000	75,000	*375,000*
SCADA Master Hardware Replacement	*12-EE1596*	6	75,000					*75,000*
Distribution Upgrades	*12-EV1101*	1	500,000	500,000	500,000	500,000	500,000	*2,500,000*
Outage Management & Automatic Voice Reponse	*13-EE1390*	n/a		250,000				*250,000*
69 kV Substation Switch Replacement	*13-EE1391*	n/a		80,000	80,000	80,000		*240,000*
Horsepond Substation Reliability Upgrade	*13-EE1392*	n/a		170,000	591,812			*761,812*
Division Street Substation Fence	*13-EE1595*	n/a		70,000				*70,000*
General Scott Switchgear	*14-EE1490*	n/a			800,000	300,000		*1,100,000*
Horsepond to Cartanza 69 kV Rebuild	*15-EE1590*	n/a				330,467		*330,467*
System Automation	*15-EE1591*	n/a				300,000	150,000	*450,000*
69 kV Cable Replacement North Street	*15-EE1593*	n/a				85,000	480,710	*565,710*
System Operations Monitoring	*15-EE1594*	n/a				30,000		*30,000*
McKee Run Yard Rebuild	*16-EE1592*	n/a					450,000	*450,000*
Public Utilities- Electric Eng Total			**1,590,225**	**2,222,757**	**2,514,322**	**2,167,977**	**2,123,220**	***10,618,501***
Public Utilities-Electric T&D								
New Developments	*12-EE1111*	1	600,000	600,000	600,000	600,000	600,000	*3,000,000*
Public Utilities-Electric T&D Total			**600,000**	**600,000**	**600,000**	**600,000**	**600,000**	***3,000,000***
Public Utilities-Power Plant								
McKee Run Unit 3 Boiler Air Heater	*12-EG1201*	2	440,000					*440,000*
McKee Run Unit 3 Turbine Inspection	*12-EG1202*	3	348,000	673,000				*1,021,000*
Units 1 & 2 Life Extension	*12-EG1203*	n/a	184,000	52,000	182,000	149,000	22,000	*589,000*
McKee Run Unit 3 Boiler Systems	*12-EG1204*	5	130,000	163,000		97,000		*390,000*
McKee Run Unit 3 Auxillary System Components	*12-EG1205*	4	113,000	143,000	261,000	25,000		*542,000*
Unit 3 FD & ID Fan Control Damper Upgrade	*12-EG1206*	2	92,000					*92,000*
Unit 3 DCS Computers & Software Upgrades	*12-EG1207*	1	85,000					*85,000*
McKee Run Unit 3 Air Heater Expansion Joint	*12-EG1208*	n/a	70,000					*70,000*
Miscellaneous Capital Equipment Relacements	*12-EG1209*	1	70,000	70,000	70,000	70,000	55,000	*335,000*
McKee Run Demineralizer Control Replacement	*12-EG1210*	2	65,000					*65,000*
Van Sant Unit 11 Component Replacements	*12-EG1211*	9	50,000		97,000		143,000	*290,000*
McKee Run Switchyard Blast Walls	*12-EG1212*	n/a	50,000					*50,000*
McKee Run Preservation of Structures	*12-EG1213*	n/a	38,000		42,000		30,000	*110,000*
Units 1 & 2 Cooling Tower Life Extension	*12-EG1214*	2	25,410	37,260	91,000		75,000	*228,670*
Unit 3 Cooling Water Line Life Extension	*12-EG1215*	n/a	25,000		350,000			*375,000*
McKee Run Unit 3 Stack Repairs	*12-EG1216*	1	25,000			50,000		*75,000*

Department	Project#	Priority	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Van Sant Capacity Increase	*13-EG1390*	n/a		550,000				*550,000*
Unit 3 Cooling Tower Life Extension	*13-EG1391*	1		417,390	461,290			*878,680*
McKee Run Units 1 & 2 Stack Repairs	*13-EG1392*	n/a		75,000				*75,000*
Van Sant Unit 11 Major Overhaul/Inspection	*14-EG1490*	n/a			150,000	850,000	1,000,000	*2,000,000*
McKee Run Hot Water Boilers	*14-EG1491*	n/a			70,000			*70,000*
McKee Run Unit 3 High Energy Piping Inspection	*14-EG1492*	n/a			40,000	360,000		*400,000*
Metering System Upgrades	*14-EG1493*	n/a			25,000	125,000		*150,000*
Units 1 & 2 Boiler Repairs	*15-EG1590*	n/a				10,000	160,000	*170,000*
McKee Run Building Equipment Replacement	*16-EG1690*	n/a					110,000	*110,000*
Public Utilities-Power Plant Total			**1,810,410**	**2,180,650**	**1,839,290**	**1,736,000**	**1,595,000**	***9,161,350***
GRAND TOTAL			**4,000,635**	**5,003,407**	**4,953,612**	**4,503,977**	**4,318,220**	***22,779,851***

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EE1101**

Project Name **Substation PT & CT Replacement**



Type Maintenance
Useful Life 20-25 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority 5
Account Number: 487-8300-563.70-27

Description

Total Project Cost: **$784,813**

This project replaces aging metering/system protection equipment in the older substations. The equipment to be replaced measures the line voltage and current which is then interpreted by the relays for system protection. Additionally, the lightning arrestors will be replaced which protects the equipment during lightning strikes. This is the final year of a three year project.

Justification

This equipment has a normal 30-year life and has exceeded that in all of our substations except the newest substations. By replacing the equipment during normal scheduled maintenance shut downs, it will prevent larger outages due to equipment failure.
Such equipment has caused large outages by faulting due to its age. Additionally, many of the current components have not been tested for PCB's which could result in expensive cleanup charges should they fail.
Materials to be ordered in September 2011. Equipment will start arriving in the spring 2012 and be installed during the regular scheduled substation maintenance schedules until the project is completed.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
517,098	Construction/Maintenance	267,715					267,715
Total	**Total**	**267,715**					**267,715**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
517,098	Electric I & E Fund	267,715					267,715
Total	**Total**	**267,715**					**267,715**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EE1103**

Project Name **Lighting Project and Rehabilitation**



Type Maintenance
Useful Life 10-12 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority 4
Account Number: 487-8300-563.50-76

Description

Total Project Cost: **$650,000**

This fund was developed to replace and repair existing street lights or install new lights upon customer request.
This fund will remain active as long as there are improvements to be made. Private area lighting requests are a source of revenue for the City. Areas completed are Greens of Dover, Farmview, Twelve Oaks, Old Mill Acres I, White Oak Apartments, Westfield, Fairview, Cranberry Run, Millcreek, Independence Village and Governors Avenue (South 100 Block), Deerfield, Central Middle School, Fox Hall, Hidden Oaks, and a portion of North Governors Ave. Areas to be completed this budget year include The Meadows, Turnberry, Baltray, Acorn Farms, Bicentennial and some improvements to The Green.

Justification

The Electric Division receives numerous requests for lighting improvements. These requests are due to the lights aging, and as they age they put out less light and become unreliable. There are many developments that are in need of street light improvements. This fund would also provide funding for new large security light requests. Consequences of delaying or eliminating this project include constant complaints of poor street lighting and multiple failures due to antiquated lights.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
400,000	Construction/Maintenance	50,000	50,000	50,000	50,000	50,000	250,000
Total	**Total**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**250,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
400,000	Electric I & E Fund	50,000	50,000	50,000	50,000	50,000	250,000
Total	**Total**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**250,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EE1192
Project Name Equipment Replacement



Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority 3
Account Number: 487-8300-563.70-27

Description

Total Project Cost: **$280,000**

Replacement of capital equipment valued between $5,000 and $25,000.

Justification

Extended equipment and/or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges.
This project is required to fund the replacement of capital items that are expected to reach their useful life and will need to be replaced to maintain system reliability

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
80,000	Equip/Vehicle/Furnishings	40,000	40,000	40,000	40,000	40,000	200,000
Total	**Total**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**200,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
80,000	Electric I & E Fund	40,000	40,000	40,000	40,000	40,000	200,000
Total	**Total**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**200,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EE1290**

Project Name **Generataor Replacement**



Type Equipment
Useful Life 15-20 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority 2
Account Number: 487-8300-563.40-25

Description

Total Project Cost: **$50,000**

Replace the existing Public Utilities Administration Building's back-up generator.

Justification

The Public Utilities building houses the 24 hour system operations facility, for the city's electric and water/wastewater infrastructure. The existing 1975 back-up generator has reached its mechanical limits and is now requiring numerous unplanned cost, to ensure that it is operational. the Public Utilities building were to experience an electrical outage and this back-up generator were to fail, the electric and water/wastewater departments would not be able to monitor or remotely control their respective systems or communicate with customers and staff.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Equip/Vehicle/Furnishings	50,000					50,000
Total	**50,000**					**50,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	50,000					50,000
Total	**50,000**					**50,000**

Budget Impact/Other

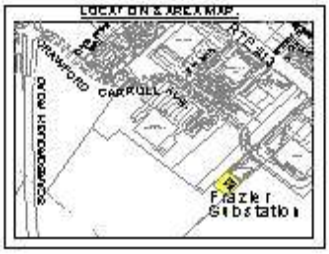
DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EE1291**

Project Name **Frazier Substation Reliability Upgrade**



Type Improvement
Useful Life 20-25 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority 9 --
Account Number: 487-8300-563.70-27

Description

Total Project Cost: **$765,247**

The high side of the substation will be upgraded to include transmission line protection breakers as well as the transformer breaker.

Justification

When the transmission line experiences a fault this substation loses power until the short circuit is found and the appropriate switching is accomplished. With the installation of the two new line breakers the faulted transmission line will be isolated from the substation and the customers will not experience an interruption of service. Consequences of delaying or eliminating thie project will be accepting the outages in the northwest section of the system during transmission line faults. The design will begin in July 2011; materials will be ordered in July 2012 and construction to be completed by June 2013.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design	155,000					155,000
Construction/Maintenance		610,247				610,247
Total	**155,000**	**610,247**				**765,247**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	155,000	610,247				765,247
Total	**155,000**	**610,247**				**765,247**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EE1292**

Project Name **Distribution Feeder Replacement Program**



Type Improvement
Useful Life 20-25 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority 8 --
Account Number: 487-8300-563.90-25

Description

Total Project Cost: **$1,387,550**

Substation feeders are defined as the three-phase lines that carry the load from the substations to the customers' neighborhood. They interconnect to other substations to provide load redundancy should there be a failure of an adjacent substation. Many of the older substation feeders have smaller conductors that cannot carry the load that is required during system peaks and emergency situations. This project would systematically upgrade these conductors to increase the capacity of the feeders as well as ultimately reducing system losses. Lastly, many of the feeder components have reached the end of their useful life and require substantial maintenance.

Justification

Due to the age and condition of the current feeders, delaying this systematic maintenance/upgrade program will result in reduced system utilization as well as detrimentally impacting future reliability.
These lines are typically older, smaller, and are reaching the end of their life. This program will provide the needed systematic maintenance to the conductors, cross arms, switches, and insulators, as well as increasing system capacity hence resulting in more efficient operations by reducing line losses.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	277,510	277,510	277,510	277,510	277,510	1,387,550
Total	**277,510**	**277,510**	**277,510**	**277,510**	**277,510**	**1,387,550**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	277,510	277,510	277,510	277,510	277,510	1,387,550
Total	**277,510**	**277,510**	**277,510**	**277,510**	**277,510**	**1,387,550**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EE1293**

Project Name **Distribution Capacitors and Controls**



Type Improvement
Useful Life 15-20 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority 10 --
Account Number: 48-8300-563.60-82

Description

Total Project Cost: **$964,995**

Install distribution capacitors throughout the system to correct poor power factor on distribution circuits. Install capacitor controllers capable of two-way communication to provide real-time monitoring and remote control operation. These controllers will be capable of switching the capacitors on and off to comply with system requirements. This project will also replace outdated substation meters with units capable of advanced metering such as power factor and harmonics to further analyze system performance. Lastly, distribution line recorders will be purchased and installed to provide power factor recordings to fine tune this operation.

Justification

Additional capacitance is required in order to meet system power factor requirements at the Delmarva Power and Light interchange point. This was substantiated through a load-flow study conducted by Shaw in early 2004 and distribution study by Wilson & Wilson in 2006. The current capacitor controls are not providing the granularity required to turn them off and on as required to meet both the power quality requirements of our customers and DP&L requirements. Additional controls are required to fine tune the systems operation. Without the additional capacitor banks and more importantly controls, the City may experience a low/high voltage problem at the customer level and/or the possibility of having to pay power factor penalties to Delmarva Power and Light.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
464,995	Construction/Maintenance	100,000	100,000	100,000	100,000	100,000	500,000
Total	**Total**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
464,995	Electric I & E Fund	100,000	100,000	100,000	100,000	100,000	500,000
Total	**Total**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EE1294**

Project Name **Transmission Line Maintenance Program**



Type Maintenance
Useful Life 20-25 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority 7 --
Account Number: 487-8300-563.70-35

Description

Total Project Cost: **$375,000**

Replace aging porcelain insulators on the transmission pole lines with new polymer insulators.

Justification

Insulators have a defined equipment life due to sun and weather conditions breaking down the porcelain and base bonding cement. Insulators installed in 1960's and 1970's are due for replacement because of this deterioration. We have experienced several transmission outages due to insulator failure. Replacing the insulators should extend the life an additional 30 years. Outages may occur if insulators are not replaced and fail due to deterioration.
Beginning in FY 2012 through FY 2017, we will replace the insulators on the older transmission lines.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Miscellaneous	75,000	75,000	75,000	75,000	75,000	375,000
Total	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**375,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	75,000	75,000	75,000	75,000	75,000	375,000
Total	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**375,000**

Budget Impact/Other

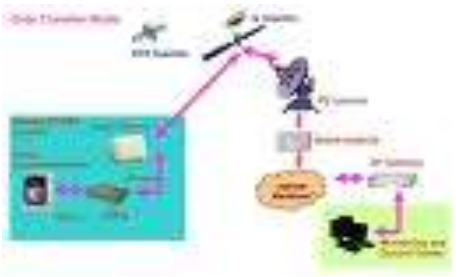
DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EE1596**

Project Name **SCADA Master Hardware Replacement**



Type Unassigned
Useful Life 5 years
Category Electric
New Project: Yes
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority 6 --
Account Number: 487-8300-563.80-38

Description

Total Project Cost: **$75,000**

This project would replace the aging Master station hardware. The Master station receives all the analog data, alarms and control for all electrical substations and wastewater lift stations. The master station in comprised of Dual Host Servers, Dual Operator consoles, paging system, web server, 2-Firewalls for DMZ and One remote access/support firewall.

Justification

The equipment has reached the end of its expected life and has already experienced a failure of one of the servers which required substantial expense to repair. It should be noted that this computer system operates 24/7; the additional firewalls are required to meet required system cyber security.
If the system fails we will not be able to monitor or control electrical substations and we will not be able to view alarms for wastewater lift stations. This failure could result in electrical outages or wastewater overflows.
The equipment will be ordered and replaced during the FY 12 budget year.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	75,000					75,000
Total	**75,000**					**75,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	75,000					75,000
Total	**75,000**					**75,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EV1101**
Project Name **Distribution Upgrades**



Type Improvement
Useful Life 20-25 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority 1
Account Number: 487-8300-563.90-25

Description

Total Project Cost: **$4,554,000**

This project involves the systemic replacement of overhead lines with underground lines whenever services are being moved, wire is damaged, trees cause a high number of outages, or development is in progress, and when it is beneficial to the Utility to convert to underground. This can involve a single line section or an entire residential neighborhood. Annual outage records are reviewed and selected areas are scheduled for upgrade to underground service. Additionally, this program funds the replacement of existing underground conductors and equipment that have reached their useful life and have started failing and require replacement. This project will be ongoing over the 12 months of the budget year. This account is used to upgrade any trouble areas during the year. The following developments are to be upgraded: Huntley Circle and Autumn woods Apts.

Justification

The number of storm and tree-related outages has been greatly reduced under this program and further improvements can be made to insure the most reliable electric service possible. Reliability has become one of most important factors to electric customers, second only to safety. The utility has responded by attempting to provide the most reliable system possible. Underground cable replacement is necessary as the useful, reliable, life of the original underground cable was 20-30 years. By proactively replacing this cable we will minimize outages and improve system reliability. In addition to cable replacement, overhead lines are replaced with underground to minimize outages caused by tree growth or animal contact. Lastly, overhead lines that have reached the end of their useful life are replaced with underground instead of rebuilding the overhead. : Continued outages lead to increased complaints from our customers and will lead to customer dissatisfaction. There will be increased costs for repairs made under outage conditions as well as loss of electric revenue.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	500,000	500,000	500,000	500,000	500,000	2,500,000
Total	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**2,500,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	500,000	500,000	500,000	500,000	500,000	2,500,000
Total	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**2,500,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **13-EE1390**

Project Name **Outage Management & Automatic Voice Reponse**



Type Improvement
Useful Life 5 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority n/a
Account Number: 487-8300-563.40-25

Description

Total Project Cost: **$250,000**

To implement an outage management system that overlays the public utilities newly installed GIS mapping system. This project will be completed in FY 2013.

Justification

This outage management system will increase the electric department's efficiency in managing outages. The system will provide the operators a precise troubleshooting algorithm, to allow for nearly immediate identification of the outage causes and quick dispatch of restoration personnel. The system will also provide an automatic voice response to manage the inrush of telephone calls, when an outage is being experienced. Therefore, additional public utilities' staff will no longer be required to postpone their work obligations, to relocate to the system operation center or assist in receiving telephone calls.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Miscellaneous		250,000				250,000
Total		**250,000**				**250,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund		250,000				250,000
Total		**250,000**				**250,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **13-EE1391**

Project Name **69 kV Substation Switch Replacement**



Type Improvement
Useful Life 20-25 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority n/a
Account Number: 487-8300-563.70-35

Description

Total Project Cost: **$240,000**

This project will be replacing obsolete 69kV switches in the substation/transmission system.

Justification

The majority of the switches are very old, making for difficult operation and frequent maintenance to ensure operation as needed. Delaying this program will result in switch failure possibly resulting in wide spread power outages. The system has experienced more frequent switch failures in recent years.
The new switches will be gang operated switches which are electrically better to operate and most importantly increase safety to the operator. The switches that are to be replaced have reached the life expectancy and have a potential of failure if not replaced.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Miscellaneous		80,000	80,000	80,000		240,000
Total		**80,000**	**80,000**	**80,000**		**240,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund		80,000	80,000	80,000		240,000
Total		**80,000**	**80,000**	**80,000**		**240,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **13-EE1392**

Project Name **Horsepond Substation Reliability Upgrade**



Type Improvement
Useful Life 20-25 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority n/a
Account Number: 487-8300-563.70-27

Description

Total Project Cost: **$761,812**

The high-side of the substation will be upgraded to include two transmission line protection breakers.

Justification

When the transmission line experiences a fault this substation loses power until the short circuit is found and the appropriate switching is accomplished. With the installation of the line breakers the faulted transmission line will be isolated from the substation and the customers will not experience an interruption of service. Consequences of delaying or eliminating this project will result in accepting the outages in the southeast section of the system during transmission line faults. The design and long lead time materials will be completed in FY 2013 and the majority of the materials will be purchased and construction completed in FY 2014.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design		70,000	60,000			130,000
Construction/Maintenance		100,000	531,812			631,812
Total		**170,000**	**591,812**			**761,812**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund		170,000	591,812			761,812
Total		**170,000**	**591,812**			**761,812**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 13-EE1595
Project Name Division Street Substation Fence



Type Improvement
Useful Life 20-25 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority n/a
Account Number:

Description

Total Project Cost: **$70,000**

This project will replace the existing fence at the Division Street Substation.

Justification

This project will replace the existing fence at Division Street Substation with a decorative fence, similar to the fence that was erected at St. Jones Substation. The existing fence no longer meets the National Electric Safety Code height requirements and is generally in poor condition. Existing structure does not meet the National Electric Safety Code (NESC).

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Other		70,000				70,000
Total		**70,000**				**70,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund		70,000				70,000
Total		**70,000**				**70,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-EE1490**
Project Name **General Scott Switchgear**



Type Improvement
Useful Life 20-25 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority n/a
Account Number:

Description

Total Project Cost: **$1,100,000**

This project will replace the metal clad switchgear and replace the distribution breakers as they have reached the end of their useful life.

Justification

This station carries the industrial and residential load on the west side of Dover. The station distribution switch gear was installed in 1985 and the replacement of the switch gear should extend the life of the equipment to 2033. Additionally, the breakers have numerous moving parts, including plastic components that tend to fail with age resulting in mis-operation of the breaker.
By replacing the General Scott's aging switchgear, it will extend the life of the switchgear, and replacing the breakers will facilitate correct fault operation.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance			800,000			800,000
Miscellaneous				300,000		300,000
Total			**800,000**	**300,000**		**1,100,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund			800,000	300,000		1,100,000
Total			**800,000**	**300,000**		**1,100,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **15-EE1590**

Project Name **Horsepond to Cartanza 69 kV Rebuild**



Type Improvement
Useful Life 20-25 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority n/a
Account Number: TBD

Description

Total Project Cost: **$330,467**

This project will replace the poles, conductor, and insulators from Horsepond Substation to Long Point Road.This project will begin and reach completion in FY 2015.

Justification

Currently, the conductor size from Horsepond substation to Long Point rd limits the capacity that can be carried on feeder 4. An upgrade from the existing 636 ACSR to 795 ACSR would lift this limit and match the conductor from Cartanza Substation to Horsepond Substation. The poles have nearly reached the life expectancy. The batch of poles from Horsepond to Long Point Road have been known to have numerous problems with woodpecker destruction. The annual pole testing program has noted deficiencies in the above ground condition of these poles. Aging poles and hardware may fail causing outage in east Dover.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design				75,000		75,000
Construction/Maintenance				225,425		225,425
Other				30,042		30,042
Total				**330,467**		**330,467**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund				330,467		330,467
Total				**330,467**		**330,467**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **15-EE1591**
Project Name **System Automation**



Type Improvement
Useful Life 5-10 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority n/a
Account Number: TBD

Description

Total Project Cost: **$450,000**

This project will engineer and install a self healing or "smart" distribution system. This project will begin in FY 2015 and reach completion in FY 2020.

Justification

This project will include an engineering study to be performed using a system model to develop a scheme that will allow the distribution system to be self healing in the event of a fault. Following the study, automation equipment will be purchased to detect problems on the system, isolate the affected area, and reenergize lines not affected. This will improve the reliability of the city's local electric grid, minimize customer outages, and increase customer satisfaction.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design				300,000	150,000	450,000
Total				**300,000**	**150,000**	**450,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund				300,000	150,000	450,000
Total				**300,000**	**150,000**	**450,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **15-EE1593**

Project Name **69 kV Cable Replacement North Street**



Type Improvement
Useful Life 30+ years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority n/a
Account Number: TBD

Description

Total Project Cost: **$565,710**

This project will replace the aging 69 KV underground cables from North Street switching yard to Kraft's and Proctor & Gamble's (customer owned) substations.

Justification

Proctor & Gamble and Kraft are two (2) of the City of Dover's 69 KV customers and it is our obligation to provide them with adequate and reliable service. The cables were installed in 1973 and have had two repairs. The first repair was in 1986 and the second repair was in 1992.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design				85,000		85,000
Construction/Maintenance					480,710	480,710
Total				**85,000**	**480,710**	**565,710**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund				85,000	480,710	565,710
Total				**85,000**	**480,710**	**565,710**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **15-EE1594**
Project Name **System Operations Monitoring**



Type Equipment
Useful Life 5 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority n/a
Account Number:

Description

Total Project Cost: **$30,000**

This project will replace the system operations monitoring screens.Completion is schedule for FY2015.

Justification

This project replaces the existing monitoring screens in system operations, with projection screens. City staff uses an array of these devices to view and operate the electric system and the lift stations. Additionally, the Public Utilities recently added 6 security cameras surrounding its facility and 2 security cameras at the interconnecting substation, which is our connection to the bulk electric system. These monitoring screens are also utilize in these security hardening measures.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Equip/Vehicle/Furnishings				30,000		30,000
Total				**30,000**		**30,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund				30,000		30,000
Total				**30,000**		**30,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **16-EE1592**
Project Name **McKee Run Yard Rebuild**

Type Improvement
Useful Life 25+ years
Category Electric
New Project: No
Time-Line:

Department Public Utilities- Electric Eng
Contact Public Utilities Director
Priority n/a
Account Number: TBD

Description

Total Project Cost: **$450,000**

The purpose of this project is to refurbish McKee Run switching yard. The engineering will be completed in FY 2015. Construction will be the following year, FY 2016.

Justification

The City of Dover's electrical system has undergone a complete conversion to a 69KV transmission network. Hence, eliminating the old 22KV transmission network. Therefore, the 22KV system located at McKee Run Generating Plant should also be eliminated and a second 12470/69 KV step-up transformer should be installed, provided that Units 1 & 2 are still in operation. The estimate is based on using the old Mid City Step up transformer.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design					250,000	250,000
Miscellaneous					200,000	200,000
Total					**450,000**	**450,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund					450,000	450,000
Total					**450,000**	**450,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EE1111**
Project Name **New Developments**



Type Improvement
Useful Life 30+ years
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Electric T&D
Contact Public Utilities Director
Priority 1
Account Number: 4878200-562.Several

Description

Total Project Cost: **$4,634,800**

This project purchases materials and equipment that are used to provide electric service to new housing developments, businesses, and industrial developments. Additionally, a portion of this expense is offset by the extension payments whereby new developers pay a $1,100 per residential lot connection fee, or business and industrial developers pay the total material expense for line extensions. This is an ongoing project and effects three separate accounts: 487-8200-562.60-31, 60-34, and 60-46.

Justification

During the course of each budget year, new developers request line extensions for new electric projects. Some are new projects, while other projects may have received plan approval previously but were not completed for any number of reasons. Consequences of delaying or eliminating this project include developers would not be able to receive electric service to new facilities.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	600,000	600,000	600,000	600,000	600,000	3,000,000
Total	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**	**3,000,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	600,000	600,000	600,000	600,000	600,000	3,000,000
Total	**600,000**	**600,000**	**600,000**	**600,000**	**600,000**	**3,000,000**

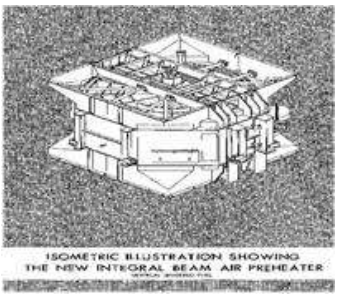
Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1201
Project Name McKee Run Unit 3 Boiler Air Heater



Type Maintenance
Useful Life Unknown
Category Electric
New Project: Yes
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority 2
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$440,000**

This project will perform the needed replacement of the boiler air heater casing, internal components, and structural members which were identified during a planned unit inspection in October 2010. These repairs are required to prevent further deterioration of the air heater structure, maintain the integrity of the air heater casing, and continued availability of the boiler to be dispatched for generation.

Justification

This project will be performed concurrently with other maintenance activities scheduled during the planned maintenance outage period. Delaying this project will result in further deterioration of boiler performance and could result in the failure of the air heater and subsequent unit forced out of service with loss of generation for an extended period of time. Would expect this project to be funded outside the normal operating budget.
This project will be scheduled to take place during the spring of 2012 to coincide with the planned outage of Unit 3.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	350,000					350,000
Miscellaneous	90,000					90,000
Total	**440,000**					**440,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	440,000					440,000
Total	**440,000**					**440,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1202
Project Name McKee Run Unit 3 Turbine Inspection



Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Services Director
Priority 3
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$1,209,000**

This project will inspect turbine, generator, and auxiliary equipment to determine repairs needed to keep the unit operational and to assess remaining life of the unit. Assess repair quotes, if repairs are needed, to determine best available options. This project will be completed in two phases, an initial limited inspection followed by an extensive detailed inspection and repair planned outage. The first phase will utilize borescope equipment to determine condition of components that can be observed through limited access locations along the turbine casing and through turbine inlet valve/s. This inspection will provide a general condition assessment of a portion of the highly stress components of the turbine and may provide insight into the extent of replacement parts needed to successfully execute phase 2. Phase 2 to be completed one year later will include a full disassembly and inspection of the turbine and auxiliary equipment and a limited disassembly of the Generator. Added scope items to 2016- minor turbine inspections-$160,000 and 2017 condenser vacuum pump refurbishments-$28,000.
Scheduled for spring of 2011 for phase 1 and spring of 2012 for phase 2. This project was previously in the 5 year plan as a 2014 project. The project price is an estimated cost based on budgetary vendor pricing and does not include the cost of any major turbine component parts.

Justification

An assessment of the unit needs to be performed to determine condition of the highly stressed turbine components to assure continued reliability. Documented condition of rotor blading during last inspection noted deterioration of 9th stage blades and temporary repairs performed. A significant probability that the blades should be replaced. Additionally, high pressure rotor bore has never been inspected and should be performed per industry standards. Consequences of delaying or eliminating this project include possible catastrophic equipment failure and indefinite loss of unit availability.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Construction/Maintenance	256,000	467,000				723,000	188,000
Other	32,000	111,000				143,000	Total
Miscellaneous	60,000	95,000				155,000	
Total	**348,000**	**673,000**				**1,021,000**	

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Electric I & E Fund	348,000	673,000				1,021,000	188,000
Total	**348,000**	**673,000**				**1,021,000**	Total

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1203
Project Name Units 1 & 2 Life Extension



Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$2,453,000**

Replace or procure capital equipment.
Equipment includes the following:
2011-Turbine valve and first stage inspection-$170k, Oil lubricating system components- $10k
2012 – ID/FD fans and motors-$114,000, Boiler feed pumps and motors- $22,000
2012 - Condensate pumps and motors-$20k, K Heater level controllers-$20k, Circulating water pump motor-$8k
2013 - Boiler Inspection -$150k, condensate pumps and motors-$20k, Circulating water pump and motor-$32k
2014 – Boiler major inspection- $150k, Circulating water pump and motor-$32k
2015 – Main steam piping inspection and pipe hanger repairs-$105k, Boiler feed pump and motors-$44k
2016 – Boiler feed pumps and motors-$22k
Beyond 2016- Major turbine/generator inspections-$1400k, Feed pump recirculation valves-$60k,
FD fan motor -$12k, Steam air heater coils- $50,000, condensate pump and motor-$80k, Circulating water pumps and motor-$82k

Justification

This project is required to fund the replace of capital items that are expected to reach their useful life in 2011 to 2014 and will need to be replaced to maintain plant system and unit reliability. Extended equipment and /or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
180,000	Construction/Maintenance	184,000	52,000	182,000	149,000	22,000	589,000	1,684,000
Total	Total	**184,000**	**52,000**	**182,000**	**149,000**	**22,000**	**589,000**	Total

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
180,000	Electric I & E Fund	184,000	52,000	182,000	149,000	22,000	589,000	1,684,000
Total	Total	**184,000**	**52,000**	**182,000**	**149,000**	**22,000**	**589,000**	Total

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EG1204**

Project Name **McKee Run Unit 3 Boiler Systems**



Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority 5
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$962,000**

This project will perform inspections of boiler systems to evaluate the remaining life of critical boiler and supporting system components. Subsequent to those inspections, repair/ replacement costs will be developed for the major boiler components. Additionally, major critical equipment of supporting systems which have already been identified as needing replacement or refurbishment will be addressed in this project. Major equipment includes the following: Boiler, ID and FD fans and motors, boosted overfire air fan and motor. Equipment repairs added to this project beyond 2016, include major boiler inspection, chemical cleaning and repairs to air heater. This is a multi-year project beginning in 2012 and continuing into 2017. In general, most work activities will require planned outages and therefore will be scheduled to coincide with planned outages.

Justification

Critical system equipment represent components that, if they fail, will result in lose of generation and or capacity. Identifying the condition of critical components will allow for proper prioritization of maintenance activities and resources. Delaying this project could result in the failure of critical unit equipment and subsequent loss of generation and or capacity. More importantly, component failure could also result in safety risk to personnel
This project will performed concurrently with several other projects intended to determine the condition of the all McKee Run Unit 3 critical equipment. Reference McKee Run Unit 3 Turbine Inspection Project and McKee Run Unit 3 Auxiliary System Component Project.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Construction/Maintenance	90,000	113,000		87,000		290,000	572,000
Other	10,000	15,000				25,000	Total
Miscellaneous	30,000	35,000		10,000		75,000	
Total	**130,000**	**163,000**		**97,000**		**390,000**	

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Electric I & E Fund	130,000	163,000		97,000		390,000	572,000
Total	**130,000**	**163,000**		**97,000**		**390,000**	Total

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1205

Project Name McKee Run Unit 3 Auxillary System Components



Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority 4
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$598,000**

This project will perform inspections and repairs of Unit auxiliary system components that have been identified as critical through the plant life assessment study. Critical auxiliary systems components are those components that could result in unit load reduction or outage with consequential loss of capacity and / or generating although they would not individually affect the long range financial viability of the unit. Components identified include Boiler feed pumps and motors, condensate pumps and motors, circulating water pumps and motors, feedwater heater #5. This project captures the costs of the replacement/ refurbishment multiple components.This is a multi-year project beginning in 2012 and continuing into 2015.

Justification

Critical system components that, if they fail, will result in loss of generation and or capacity. Addressing these assets in a systematic fashion will result in minimizing forced outages and eliminating major maintenance expenses associated with component failure. Performing work work as scheduled will also levelize maintenance expenditures. Delaying this project could result in the failure of critical unit equipment and subsequent lose of generation and or capacity.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Construction/Maintenance	75,000	80,000	130,000	24,000		309,000	56,000
Other	3,000	6,000	6,000	1,000		16,000	Total
Miscellaneous	35,000	57,000	125,000			217,000	
Total	**113,000**	**143,000**	**261,000**	**25,000**		**542,000**	

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Electric I & E Fund	113,000	143,000	261,000	25,000		542,000	56,000
Total	**113,000**	**143,000**	**261,000**	**25,000**		**542,000**	Total

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1206
Project Name Unit 3 FD & ID Fan Control Damper Upgrade



Type Improvement
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority 2
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$92,000**

Replace the 8 existing pneumatic Forced Draft (FD) & Induced Draft (ID) Fan control & isolation operators with electric drive operators.

Justification

To have a more repeatable control of the fan control damper position and a more reliable controller. Extreme weather conditions have affected the operability and repeatability of these large pneumatic controllers. Additionally, parts for the existing controllers are becoming hard to find. The electric drive operators will not be affected by weather and they will provide repeatable control with far less hysteresis than the pneumatic drives. This will provide greater capability to tune the boiler combustion process resulting in improved unit efficiency and stack emissions. Completing this project will result in a more reliable system that will improve the efficiency of the fans and boiler and will help ensure compliance with our current air permits.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Miscellaneous	92,000					92,000
Total	**92,000**					**92,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	92,000					92,000
Total	**92,000**					**92,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1207
Project Name Unit 3 DCS Computers & Software Upgrades



Type Improvement
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority 1
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$85,000**

This project will replace the 7 existing Digital Control System (DCS) computers (servers-4, clients-2 and logic developer-1) and upgrade the ABB software that is being used to control the Boiler Master/ Electro Hydraulic Control (EHC) System and the Burner Management System that are located in Unit 3 control room (clients) and in the Net 90 control room (server and logic developer). This will ensure that when Unit 3 is called upon to operate that the plants staff will be able to start on bring Unit 3 on line with no outages.
The project is estimated to be completed in 2012. The computer and ABB controls upgrade would allow the system to operate faster and be more reliable. Additionally, life cycle of these computer systems is typically 5 to 6 years.

Justification

The DCS computers were installed in March of 2003 as part of the Over-Fired Air Project. These computers are in service 24/7 and due to their run time and the life expectancy of the computers, the need to change out the computer and upgrade the ABB control system is consistent with COD IT protocol of changing out computers after five years. By upgrading the computers and the control software, the plant will have a more reliable system. Included in the software upgrade is an improvement in the redundancy of the EHC Computers. Due to the age of the computers, one of the computers could crash resulting in Unit 3 not be available to run when called upon.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Miscellaneous	85,000					85,000
Total	**85,000**					**85,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	85,000					85,000
Total	**85,000**					**85,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1208
Project Name McKee Run Unit 3 Air Heater Expansion Joint

Type Maintenance
Useful Life Unknown
Category Electric
New Project: Yes
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$205,000**

This project will replace the Unit 3 boiler air heater, hot air outlet expansion joint which has reached the end of its' useful life. During Unit 3 operations in August of 2010, a thermographic survey detected multiple cracks in this expansion joint. The work is scheduled to be completed in the spring of 2011. The added expansion joint replacements will be scheduled for 2012 (air heater hot gas inlet) and 2016 (air heater hot gas outlet).

Justification

This expansion joint has failed in multiple locations, allowing hot air to escape from the ductwork going to the boiler. This has a direct impact on the performance of the Unit, limiting capacity and reducing efficiency. Replacement of this expansion joint is necessary in order to recover unit efficiency. This project will be implemented in 2011 and be completed in 2017.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
65,000	Construction/Maintenance	70,000					70,000	70,000
Total	Total	70,000					70,000	Total

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
65,000	Electric I & E Fund	70,000					70,000	70,000
Total	Total	70,000					70,000	Total

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1209

Project Name Miscellaneous Capital Equipment Relacements



Type Equipment
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority 1
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$486,000**

Replace or procure capital equipment valued between $5,000 and $25,000.
Equipment includes the following:
Fiscal 2011- cooling water booster pumps- $20k, Control valves- $15k, Unit 1 boiler feed pump-25k, boiler safety and control valves-$16k
Fiscal 2012- Station critical pumps and motors-$40k, cooling tower fan drives- $6k, HVAC and process Equipment motors and breakers-$10k, minor boiler tube repairs-$14k
Fiscal 2013- #1 and #3 elevator mechanical components-20k, Units 1,2 and 3 Pilot gas piping and instrumentation component inspections-$50,000,
Fiscal 2014 - Station critical pumps and motors- $20k, Boiler system safety and control valves -$30,000, minor boiler tube repairs-$20
Items listed above are not inclusive of all years but represent the first several years of the project.

Justification

This project is required to fund the replace of capital items that are expected to reach their useful life in 2011 and beyond that have not been identified in other Capital projects and will need to be replaced to maintain plant system and unit reliability.
Extended equipment and /or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
71,000	Miscellaneous	70,000	70,000	70,000	70,000	55,000	335,000	80,000
Total	Total	70,000	70,000	70,000	70,000	55,000	335,000	Total

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
71,000	Electric I & E Fund	70,000	70,000	70,000	70,000	55,000	335,000	80,000
Total	Total	70,000	70,000	70,000	70,000	55,000	335,000	Total

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1210

Project Name McKee Run Demineralizer Control Replacement

Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority 2
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$65,000**

This project will replace the existing demineralizer control system with a state of the art solid state programmable controller. Replacement to be completed in 2012.
The system has been reliable over its operating life, but parts are getting harder to find, and maintenance of the system controls is increasing.
The cost identified assumes the replacement of the controls only.

Justification

The existing demineralizer system is a 1960's vintage. Replacing of the existing controls on the system would improve reliability. Replacement parts for our current system are becoming obsolete and hard to locate.
If we were to have a major problem with the demineralizer system, it could impact the unit run time and could result in a forced outage. Repairs requiring an extended outage of the demineralizer system would require having a portable demineralizer brought in and temporarily hooked up until the repairs were made and the system put back in service.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	65,000					65,000
Total	**65,000**					**65,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	65,000					65,000
Total	**65,000**					**65,000**

Budget Impact/Other

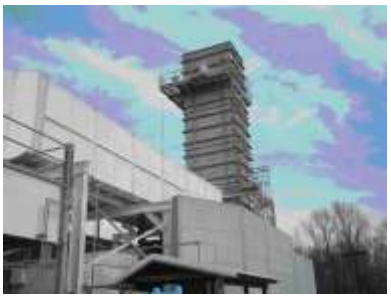
DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **12-EG1211**

Project Name **Van Sant Unit 11 Component Replacements**



Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Plant Manager
Priority 9 --
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$1,340,000**

Replace or procure capital equipment valued between $5,000 and $25,000.
Equipment includes the following:
Process equipment motors (2012) - $22k (2014) - $7k
Station critical system pumps and blowers (2012) - $15k and (2014) - $30k
Cooling/Circulating Water pumps and motors (2012) - $13k and (2014) - $10k
Rebuild of Black Start- Starting Diesel Engine (2014) - $30k
Air Intake System Filtration System (2014) - $20k
2016- Generator , stack, and lube oil pump inspections-$140k
Beyond 2016- combustion and hot gas path inspections- $1,050k

Justification

This project is required to fund the replace of capital items that are expected to reach their useful life in 2012 and beyond and will need to be replaced or refurbished to maintain plant system and unit reliability. Extended equipment and /or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges. This project will be implemented in 2012 and continue through 2016.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Construction/Maintenance	50,000		97,000		143,000	290,000	1,050,000
Total	**50,000**		**97,000**		**143,000**	**290,000**	**Total**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Electric I & E Fund	50,000		97,000		143,000	290,000	1,050,000
Total	**50,000**		**97,000**		**143,000**	**290,000**	**Total**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1212
Project Name McKee Run Switchyard Blast Walls



Type Improvement
Useful Life Unknown
Category Electric
New Project: Yes
Time-Line:

Department Public Utilities-Power Plant
Contact Plant Manager
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$50,000**

This project will install blast walls between the auxiliary transformers in the McKee Run Switchyard. There is a possibility, if the walls are built, there may be a reduction in insurance premium costs, but that cost is undetermined at this time. Recommendation from the insurance company to install blast walls between our transformers. In addition, safety of personnel working in the plant and that of the citizens living outside the plant perimeter could be affected by flying debris. There is a possibility, if the walls are built, there may be a reduction in insurance premium costs, but that cost is undetermined at this time.

Justification

Per NFPA, outdoor oil-insulated transformers should be separated from adjacent structures and from each other by firewalls, spatial separation, or other approved means for the purpose of limiting the damage and potential spread of fire from a transformer failure. There is a greater risk of damage to equipment the longer the project is delayed. If damage occurs there will be high replacement/repair costs of the affected transformers, high possibility of lost revenue from Units 1 and 2 generation, and an increase in City of Dover budget in terms of having to purchase additional capacity due to the loss of the generating capacity of Units 1 and 2.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design	10,000					10,000
Construction/Maintenance	40,000					40,000
Total	**50,000**					**50,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	50,000					50,000
Total	**50,000**					**50,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1213

Project Name McKee Run Preservation of Structures

Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Plant Manager
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$110,000**

This project includes sandblasting and painting the plant structures along with the retirement of equipment placed out of service. This work will be completed over several fiscal year budgets starting in 2012 and completing in 2014

Justification

Structural steel painting is needed in various areas throughout the plant proper as well as various outbuildings on the plant property to maintain the physical building structures and equipment in an acceptable condition and prevent further deterioration. This project represents a minimum preservation and maintenance of structures consistent with the expected life of the station. Consequences of delaying or eliminating this project will result in the acceleration of deterioration of plant structures and larger future costs associated with strutual repairs.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Construction/Maintenance	38,000		42,000		30,000	110,000
Total	**38,000**		**42,000**		**30,000**	**110,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	38,000		42,000		30,000	110,000
Total	**38,000**		**42,000**		**30,000**	**110,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1214

Project Name Units 1 & 2 Cooling Tower Life Extension



Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority 2
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$477,400**

This project will repair the cooling tower decking, mechanical and internal structure on Unit 1 and 2 Cooling Tower. This is significantly important to the upcoming discharge limit that is being proposed by the Delaware River Basin Committee (DRBC). Note: The project scope added refurbishment of fans, motors and drives in FY 2016 and 2017. This repair/replacement work will extend the service life of the tower a minimum of ten years.

Justification

The cooling tower decking has reached its serviceable life and is in need of immediate replacement in order to maintain its current thermal efficiency as well as its structural integrity. Continued deterioration of the tower will effect unit performance and will limit the unit full load capability. In order to extend the life of the plant, these repairs/ replacements will be required. Additionally this will aid in meeting the discharge temperature limitations that is being actively sought by the DRBC (Delaware river Basin Commission). The integrity of the cooling tower decking and main structure frame work has become an issue. Continued deterioration of the cooling tower wood members and fan decking could result in an employee related accident or equipment failure. Also continued deterioration of the cooling tower performance will lead to load reductions on the unit during periods of high ambient temperatures. This will occur during the time period when generation costs are at their peak.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
173,730	Miscellaneous	25,410	37,260	91,000		75,000	228,670	75,000
Total	Total	**25,410**	**37,260**	**91,000**		**75,000**	**228,670**	Total

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
173,730	Electric I & E Fund	25,410	37,260	91,000		75,000	228,670	75,000
Total	Total	**25,410**	**37,260**	**91,000**		**75,000**	**228,670**	Total

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1215
Project Name Unit 3 Cooling Water Line Life Extension



Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Plant Manager
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$375,000**

This project will inspect and repair the underground cooling water line from the Unit 3 condenser to the cooling tower. A condition assessment and life evaluation will be performed on this pipe in 2012 to develop a repair/replace action plan to address the suitability for continued operation as well as extending the life of the piping beyond 2015. The actual repairs will be completed in 2014. We would expect this project to be funded outside the normal operating budget. Completion of the project as scheduled will eliminate the need to add additional O&M funding for emergency repairs in future years. The condition assessment will be completed in 2012with the repair/construction work to be completed in 2014. The results of the condition assessment will determine what action plan will be developed. The budgeted costs assume repairs of the lines (2) from the cooling tower to the plant exterior wall.

Justification

The condition of the underground cooling water line has required numerous repairs over the life of the plant and is expected to reach its useful life in the 2012-2015 time period. It is expected that the repair frequency will accelerate over the next several years as the internal pipe coating continues to degrade. Delaying this project beyond 2014 will increase the risk of a failure causing an extended unit outage to repair or replace the failed pipe as well incur water spillage to the ground. Additional budget dollars will need to be allocated to repair/ replace sections of piping.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design	25,000					25,000
Miscellaneous			350,000			350,000
Total	**25,000**		**350,000**			**375,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	25,000		350,000			375,000
Total	**25,000**		**350,000**			**375,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 12-EG1216
Project Name McKee Run Unit 3 Stack Repairs



Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority 1
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$75,000**

An inspection will be made and assessment will be made from the inspection to determine the remaining life of the stack and also provide cost of any repairs required to extend the life of the stack for 15 to 20 yrs. Repairs to the stack lining and exterior will be made in order to allow continued operation of Unit 3. A determination for the necessity of repairs to Unit 3 stack will be performed on an annual basis. An internal and external inspection will be performed by outside consultant in 2012.

Justification

Current plans are to contract for an external and internal inspection in 2012 to develop an action plan to extend the life of the stack as well as develop costs for the repairs of the stack by outside contractors. We will perform in-house inspections of the stack on an annual basis until 2015 at which time we will contract for needed repairs as determined by the 2012 and subsequent yearly inspections. Delaying necessary repairs could lead to more costly repairs in the future, unplanned forced outage on Unit 3, fall out of internal material upon the surrounding community and potential injury to employees. Earnings from the sale of capacity may also be affected.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Miscellaneous	25,000			50,000		75,000
Total	**25,000**			**50,000**		**75,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	25,000			50,000		75,000
Total	**25,000**			**50,000**		**75,000**

Budget Impact/Other

Due to the reduced operation of Unit 3, the plan is to inspect the stack in fiscal year 2012. The repair portion of the project has been moved out to fiscal year 2014 /15. The plan is to perform regular assessments of the internal condition to the stack, then determine when repairs may be necessary. Severe damage may move the repairs to an earlier date however the reduced run time of Unit 3 may afford an ability to postpone repairs to a later date.

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 13-EG1390
Project Name Van Sant Capacity Increase

Type Maintenance
Useful Life Unknown
Category Electric
New Project: Yes
Time-Line:

Department Public Utilities-Power Plant
Contact Plant Manager
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$550,000**

This project will increase the electric generation output of the VanSant Unit 11 gas turbine generator by installing technology specifically designed to decrease the air inlet temperatures to the gas turbine during high ambient air temperature days. This project is dependent on obtaining favorable payback as determined by an evaluation of available technologies conducted as part of a strategically budgeted initiative that will determine the most cost effective technology to utilize. This initiative is contained in the 2012 Strategic level of the Power Plant O&M budget. The project is estimated to be completed in 2013. Multiple technologies to achieve the increased generator output will be evaluated in 2012

Justification

This project will provide a positive cash flow within 5 years of installation as the City of Dover will benefit through additional capacity and generation sales. Each year this project is delayed will result in lost revenue opportunity to the City of Dover.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design		75,000				75,000
Construction/Maintenance		475,000				475,000
Total		**550,000**				**550,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund		550,000				550,000
Total		**550,000**				**550,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 13-EG1391
Project Name Unit 3 Cooling Tower Life Extension



Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority 1
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$1,277,018**

This project will repair the cooling tower decking, mechanical and internal structure on Unit 3 Cooling Tower. The repairs/replacements include a new design on Unit 3 Cooling Tower to improve heat transfer and assure that the discharge temperature of the cooling tower continues to meet regulatory requirements. This is significantly important to the upcoming discharge limit that is being proposed by the Delaware River Basin Committee (DRBC). Inspection of the tower was completed in 2009. Engineering and bid cycle to be completed in 2010 within the operations budget. The installation work to be completed in 2012 and 2013. This repair / replacement work will extend the service life of the towers five to ten years.

Justification

The cooling tower is nearing the end of life its serviceable life and is expected to impact the cooling tower performance to an extent that it will also affect unit performance and will limit the unit full load capability. In order to extend the life of the plant, these repairs/ replacements will be required as well as aid in meeting the discharge temperature limitations that is being actively sought by the DRBC. The integrity of the cooling tower decking and main structure frame work has become an issue. Continued deterioration of the cooling tower wood members and fan decking could result in an employee related accident or equipment failure. Also continued deterioration of the cooling tower performance will lead to load reductions on the unit during periods of high ambient temperatures. This will occur during the time period when generation costs are at their peak.

Prior	Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
398,338	Construction/Maintenance		417,390	461,290			878,680
Total	**Total**		**417,390**	**461,290**			**878,680**

Prior	Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
398,338	Electric I & E Fund		417,390	461,290			878,680
Total	**Total**		**417,390**	**461,290**			**878,680**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **13-EG1392**

Project Name **McKee Run Units 1 & 2 Stack Repairs**



Type Maintenance
Useful Life 15-20 years
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$75,000**

Repairs to the stack lining and exterior will be made in order allow continued operation of these units. In addition, an assessment will be made to determine the remaining life of the stack and also provide cost of any repairs required to extend the life of the stack for another 15 to 20 yrs. Due to the reduced operation of Units 1 & 2, the project has been moved out to fiscal year 2013. Plans to perform regular assessments of the internal damage to the common stack will determine when future repairs may be necessary. Severe damage may move the repairs to an earlier date however the reduced run time of Units 1 & 2 may continue to afford the plant the ability to postpone repairs to a later date past the proposed. The current expectation is to perform the repairs in fiscal year 2013.
A determination for the necessity of repairs to Units 1 & 2 common stack will be performed on an annual basis. An internal and external inspection will be performed by outside consultant in 2011.

Justification

Current plans are to perform in-house inspections of the stack on an annual basis and to contract the repairs of the stack by outside contractors. Delaying necessary repairs could lead to more costly repairs in the future, simultaneous unplanned forced outages on both Units 1 & 2, fall out of internal material upon the surrounding community and potential injury to employees. Earnings from the sale of capacity may also be affected.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Miscellaneous		75,000				75,000
Total		**75,000**				**75,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund		75,000				75,000
Total		**75,000**				**75,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-EG1490**

Project Name **Van Sant Unit 11 Major Overhaul/Inspection**



Type Improvement
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$2,000,000**

This project will perform major overhaul on unit due to OEM recommended repair frequency based on factored starts of the unit from first commissioning and from last inspection/repair interval. This project will be implemented in 2014 with long lead material purchases and installation in 2016.

Justification

This project is required to fund the purchase of all parts needed to perform a major overhaul on the unit based on estimated factored starts since unit was first commissioned and since last the Hot Gas Path. This project will span the course of two years. In Year 1, the majority of the parts will be purchased and services will be lined up for the actual installation on the unit in Year 2. Extended equipment and /or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges. In addition, gradual degradation of the unit's output could occur which would have a negative effect on the capacity rating of the unit and could result in catastrophic failure of the unit.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design				100,000	50,000	150,000
Construction/Maintenance					600,000	600,000
Other					100,000	100,000
Miscellaneous			150,000	750,000	250,000	1,150,000
Total			**150,000**	**850,000**	**1,000,000**	**2,000,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund			150,000	850,000	1,000,000	2,000,000
Total			**150,000**	**850,000**	**1,000,000**	**2,000,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-EG1491**

Project Name **McKee Run Hot Water Boilers**



Type Equipment
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$70,000**

This project will replace the 2 existing hot water boilers with smaller more efficient (90 percent or better) boilers. This project will tie in the Units 1 and 2 plant heating system to the hot water system. This project was originally set up for 2011. The plant Hot water boilers would only be supplying heat to the plant. The existing hot water boilers are 36 yrs old and have an efficiency of less than 85%.

Justification

A result of the conversion from residual to distillate oil as part of the pollution remediation project, the existing hot water boilers will no longer be needed to heat oil. Therefore the only load on the hot water system will be for plant heating. The existing hot water boilers are grossly oversized for this application and not suited for this seasonal operating mode. Additionally, the boilers are 36 years old and approaching end of life. Replacing the existing boilers with properly sized boilers will reduce costs on monthly gas usage and reduced maintenance on existing boilers. Installing more efficient boilers will also result in reducing the carbon footprint of the plant. The boilers are approaching end of life and are requiring more frequent maintenance. Repalcing these in 2014 will reduce the potential for experiencing system outages and more expensive repairs. Additionally, the sooner we replace the current boilers with the more efficient units the sooner we will realize payback on investment.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Miscellaneous			70,000			70,000
Total			**70,000**			**70,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund			70,000			70,000
Total			**70,000**			**70,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-EG1492**

Project Name **McKee Run Unit 3 High Energy Piping Inspection**



Type Maintenance
Useful Life Unknown
Category Electric
New Project: No
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$400,000**

This project will develop and implement a high energy piping inspection program for the Unit 3 piping systems. Included will be the main steam, hot and cold reheat lines as well as feed water and condensate piping. This program is intended to prevent any long term stress or flow induced pipe failures from occurring. Program development will be completed in the fall of 2014. The inspections will be completed during the spring 2015 planned outage.

Justification

High energy piping systems are subject to service related structural failure due to the high temperature service under which they operate. Additionally, lower temperature piping systems are subject to accelerated corrosion rates due to flow characteristics. Identifying any such piping before failures occur will prevent extended forced outage to make emergency repairs/replacement. Delaying this project could result in the failure of critical piping systems and subsequent lose of generation and or capacity. More importantly, component failure could also result in safety risk to personnel.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design			40,000	40,000		80,000
Construction/Maintenance				280,000		280,000
Other				40,000		40,000
Total			**40,000**	**360,000**		**400,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund			40,000	360,000		400,000
Total			**40,000**	**360,000**		**400,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **14-EG1493**

Project Name **Metering System Upgrades**



Type	Maintenance	**Department**	Public Utilities-Power Plant
Useful Life	Unknown	**Contact**	Public Utilities Director
Category	Electric	**Priority**	n/a
New Project:	Yes	**Account Number:**	487-8101-591.40-31
Time-Line:			

Description

Total Project Cost: **$150,000**

: This project involves the replacement of all the meters (15) in the COD system that are currently tied to the metering computer at McKee Run Generating Station. In addition, costs associated with the replacement of the Metering computer (PC) at McKee Run and an alternate demark for the telephone line that the NRG meter uses to communicate data to the McKee Run computer is included in this project. A metering computer would also be installed at the City of Dover dispatch center for use. At the present time, there are annual maintenance costs associated with keeping the reliability of the meters and the metering software current. In addition, a software maintenance fee is included in the annual budget.

Justification

The meters are 14 years old and the metering computer is 4 years old and nearing the end of their recommended service life. The metering system provides the City of Dover, PaceGlobal, NAES, PJM, NRG and Delmarva Power with accurate data for revenue metering, cost metering, load scheduling and forecasting and for generator capacity rating verification purposes. Submission of this data/information is also an important part of compliance with various NERC standards. Non-compliance with NERC Standards could result in fines and other penalties. Delaying or eliminating this project could have a substantial effect on the City of Dover Electrical bill. Failures to the meters or computers would force the City of Dover to rely on DPL metering, NRG metering and/or other methods of determining load usage costs and generation revenues. In addition, costs associated with the manual documentation and submission of the information would be labor intensive and could become extremely costly.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Planning/Design			25,000			25,000
Construction/Maintenance				125,000		125,000
Total			**25,000**	**125,000**		**150,000**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund			25,000	125,000		150,000
Total			**25,000**	**125,000**		**150,000**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # **15-EG1590**
Project Name **Units 1 & 2 Boiler Repairs**



Type Maintenance
Useful Life Unknown
Category Electric
New Project: Yes
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$365,000**

This project will replace certain boiler components on units 1 and 2 boilers. Equipment to be addressed include the following:
FD and ID fan damper drives – 2016-$90,000
Air Heater Inlet and outlet expansion joints – 2016- $60,000
FD fan expansion joint – 2019- $60,000
Boiler exit expansion joint -2019- $60,000
Replace air heater Baskets -2020-$75,000
Air heater cleaning -2015 - $10,000, 2016 - $10,00
This project will be implemented in 2015 and continue into 2020.
This project would be funded outside of the normal O&M budget. Should result in reduced risk of increasing maintenance budget in the future.

Justification

This project is required to fund the replacement of capital items that are expected to reach their useful life in 2016 and beyond. This equipment is associated with the boiler gas flow system and the condition of these items is critical to the efficient operation of the boilers.
A continuous deterioration of unit performance, both generation output and capacity, will occur from lack of funding this project.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Construction/Maintenance				10,000	160,000	170,000	195,000
Total				**10,000**	**160,000**	**170,000**	**Total**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Electric I & E Fund				10,000	160,000	170,000	195,000
Total				**10,000**	**160,000**	**170,000**	**Total**

Budget Impact/Other

DRAFT Capital Investment Plans

FY 12 *thru* **FY 16**

City of Dover, Delaware

Project # 16-EG1690
Project Name McKee Run Building Equipment Replacement

Type Maintenance
Useful Life Unknown
Category Electric
New Project: Yes
Time-Line:

Department Public Utilities-Power Plant
Contact Public Utilities Director
Priority n/a
Account Number: 487-8101-591.40-31

Description

Total Project Cost: **$215,000**

This project includes the replacement of certain building support systems along with the paving of roadways around the cooling towers at the McKee Run Generating station. The specific building systems to be addressed include:
Supervisors Office Roof top Air Conditioners – 2016-$30,000
Control Room rooftop air Conditioning Unit – 2017 - $50,000
Administrative Building roof top Air Conditioner -2020 -$30,000
Rebuild #1 elevator – 2019-$25,000
Pave roadway around cooling towers and tank berm -2016- $80,000
This project will be implemented in 2016 and complete in 2020
This project is expected to be funding outside the normal O&M budget. It should result in reducing the risk of increased maintenance budget in the future.

Justification

This project is required to fund the replacement of roof top air conditioners that are expected to reach their useful life starting in 2016. In addition, the #1 elevator is expected to require significant rebuilding to maintain it's reliability. Major maintenance was performed last in 1999. The roadway around the cooling towers is expected to need major repair due to damage resulting from heavy vehicle and construction equipment traffic associated with the cooling tower repairs scheduled for 2011 through 2015. Continuing increase in the costs to maintain this equipment will result from the lack of funding this project. In addition, critical temperature control is necessary to keep plant instrumentation located in the control room at acceptable operating conditions. Allowing the temperature to exceed design conditions could contribute to reduced control equipment life and possible reduced unit reliability. Maintaining the roadway access to the cooling towers and oil tank area is critical to being able to respond to emergencies at those locations.

Expenditures	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Construction/Maintenance					110,000	110,000	105,000
Total					**110,000**	**110,000**	**Total**

Funding Sources	FY 12	FY 13	FY 14	FY 15	FY 16	Total	Future
Electric I & E Fund					110,000	110,000	105,000
Total					**110,000**	**110,000**	**Total**

Budget Impact/Other

City of Dover, Delaware

DRAFT Capital Investment Plans

FY 12 thru FY 16

PROJECTS BY DEPARTMENT

Department	Project#	Priority	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Central Services								
1987 Forklift	*12Veh#NEW*	3	30,670					*30,670*
Central Services Total			**30,670**					***30,670***
Facilities Management								
1996 Dodge B2500 (438)	*13Veh# 438*	n/a		16,096				*16,096*
1996 Ford E350 (436)	*14Veh# 436*	n/a			16,096			*16,096*
1999 Dodge RMV Van (435)	*15Veh# 435*	n/a				16,096		*16,096*
Facilities Management Total				**16,096**	**16,096**	**16,096**		***48,288***
Parks and Recreation								
2002 Dodge Van (590)	*13-Veh# 590*	n/a		17,400				*17,400*
Parks and Recreation Total				**17,400**				***17,400***
Police								
2007 Ford Crown Victoria (201)	*12Veh# 201*	n/a	20,698					*20,698*
1999 Ford Taurus (204)	*12Veh# 204*	n/a	18,550					*18,550*
2007 Ford Crown Victoria (228)	*12Veh# 228*	n/a	20,698					*20,698*
2006 Ford Crown Victoria (229)	*12Veh# 229*	n/a	20,698					*20,698*
2006 Ford Crown Victoria (232)	*12Veh# 232*	n/a	20,698					*20,698*
2007 Ford Crown Victoria (236)	*12Veh# 236*	n/a	20,698					*20,698*
2000 Ford Taurus (241)	*12Veh# 241*	n/a	18,550					*18,550*
2000 Ford Taurus (242)	*12Veh# 242*	n/a	18,550					*18,550*
2005 Ford Crown Victoria (288)	*12Veh# 288*	n/a	20,698					*20,698*
2007 Ford Crown Victoria (290)	*12Veh# 290*	n/a	20,698					*20,698*
2007 Ford Crown Victoria (292)	*12Veh# 292*	n/a	20,698					*20,698*
2007 Ford Crown Victoria (216)	*13Veh# 216*	n/a		20,698				*20,698*
2006 Ford Crown Victoria (217)	*13Veh# 217*	n/a		20,698				*20,698*
2006 Ford Crown Victoria (219)	*13Veh# 219*	n/a		20,698				*20,698*
2007 Ford Crown Victoria (220)	*13Veh# 220*	n/a		20,698				*20,698*
2008 Ford Crown Victoria (239)	*13Veh# 239*	n/a		20,698				*20,698*
2004 HD FHP Motorcycle	*13Veh# 244*	n/a		18,255				*18,255*
2008 Ford Crown Victoria (258)	*13Veh# 258*	n/a		20,698				*20,698*
2008 Ford Crown Victoria (259)	*13Veh# 259*	n/a		20,698				*20,698*
2007 HD FHC Motorcycle	*13Veh# 267*	n/a		18,255				*18,255*
2005 Ford Crown Victoria (277)	*13Veh# 277*	n/a		20,698				*20,698*
2001 Chevy Malibu (282)	*13Veh# 282*	n/a		18,550				*18,550*
2001 Chevy Malibu (283)	*13Veh# 283*	n/a		18,550				*18,550*
2002 Ford Taurus (206)	*14Veh# 206*	n/a			18,550			*18,550*
2007 Ford Crown Victoria (227)	*14Veh# 227*	n/a			20,698			*20,698*
2000 Ford Crown Victoria (234)	*14Veh# 234*	n/a			20,698			*20,698*
2007 Ford Crown Victoria (238)	*14Veh# 238*	n/a			20,698			*20,698*

Department	Project#	Priority	FY 12	FY 13	FY 14	FY 15	FY 16	Total
2008 HD Motorcycle FHP (256)	*14Veh# 256*	n/a			18,255			*18,255*
2008 HD Motorcycle FHP	*14Veh# 257*	n/a			18,255			*18,255*
2007 Ford Crown Victoria (278)	*14Veh# 278*	n/a			20,698			*20,698*
2005 Ford Crown Victoria-Tahoe (279)	*14Veh# 279*	n/a			20,698			*20,698*
2007 Ford Crown Victoria (280)	*14Veh# 280*	n/a			20,698			*20,698*
1999 Ford E250 (281)	*14Veh# 281*	n/a			92,671			*92,671*
2001 Chevy Malibu (284)	*14Veh# 284*	n/a			18,550			*18,550*
2010 Ford Crown Victoria (202)	*15Veh# 202*	n/a				20,698		*20,698*
2010 Ford Crown Victoria (203)	*15Veh# 203*	n/a				20,698		*20,698*
2010 Dodge Charger (209)	*15Veh# 209*	n/a				20,698		*20,698*
2005 Ford F150 Pick Up (245)	*15Veh# 245*	n/a				17,035		*17,035*
2009 HD Motorcycle FHP (266)	*15Veh# 266*	n/a				18,255		*18,255*
2009 HD Motorcycle FHP (268)	*15Veh# 268*	n/a				18,255		*18,255*
2008 Ford Crown Victoria (291)	*15Veh# 291*	n/a				20,698		*20,698*
2008 Ford Crown Victoria (293)	*15Veh# 293*	n/a				20,698		*20,698*
2001 Ford E350 SD (299)	*15Veh# 299*	n/a				46,585		*46,585*
1998 Ford E250 (207)	*16Veh# 207*	n/a					17,265	*17,265*
2010 Ford Crown Victoria (243)	*16Veh# 243*	n/a					20,698	*20,698*
1996 Ford E350 (246)	*16Veh# 246*	n/a					74,983	*74,983*
2010 Ford Crown Victoria (271)	*16Veh# 271*	n/a					20,698	*20,698*
2010 Ford Crown Victoria (273)	*16Veh# 273*	n/a					20,698	*20,698*
2010 Ford Crown Victoria (275)	*16Veh# 275*	n/a					20,698	*20,698*
2010 Ford Crown Victoria (285)	*16Veh# 285*	n/a					20,698	*20,698*
2010 Ford Crown Victoria (289)	*16Veh# 289*	n/a					20,698	*20,698*
2002 Dodge Ram 1500 (296)	*16Veh# 296*	n/a					17,035	*17,035*
Police Total			**221,234**	**239,194**	**290,469**	**203,620**	**233,471**	***1,187,988***
Public Services-Admin								
1999 Ford Explorer (6)	*13Veh# 6*	n/a		28,818				*28,818*
Public Services-Admin Total				**28,818**				***28,818***
Public Services-Grounds								
1995 Ford Crew Cab Dump Truck (552)	*12Veh# 552*	5	44,720					*44,720*
2002 Dodge Pick Up (550)	*13Veh# 550*	3		17,000				*17,000*
2001 Dodge Pick Up (553)	*13Veh# 553*	2		17,000				*17,000*
1999 Dodge Pick Up (558)	*13Veh# 558*	2		17,000				*17,000*
2002 Toro Wing Mower (562)	*13Veh# 562*	2		57,500				*57,500*
1999 Chevy Dump Truck (554)	*14Veh# 554*	3			54,491			*54,491*
1998 Vermeer Stump Grinder (566)	*14Veh# 566*	3			44,000			*44,000*
1998 X-Mark Mower (568)	*14Veh# 568*	3			14,310			*14,310*
2001 Kubota Tractor (569)	*14Veh# 569*	3			29,116			*29,116*
1998 Chevy Crew Cab Dump Truck (551)	*15Veh# 551*	4				58,962		*58,962*
2006 X-Mark Mower (573)	*15Veh# 573*	4				15,456		*15,456*
1991 International Utility Trailer (578)	*15Veh# 578*	4				14,000		*14,000*
2002 Bean 300 Gallon Sprayer (585)	*15Veh# 585*	4				22,122		*22,122*
1990 FMC 300 Gallon Sprayer (565)	*16Veh# 565*	5					23,760	*23,760*
1999 Bandit Chipper (579)	*16Veh# 579*	5					46,122	*46,122*
1994 Vermeer Chipper (588)	*16Veh# 588*	5					46,000	*46,000*
Public Services-Grounds Total			**44,720**	**108,500**	**141,917**	**110,540**	**115,882**	***521,559***
Public Services-Inspections								
2001 Dodge Pick Up (19)	*13Veh# 19*	2		16,000				*16,000*
2001 Dodge Pick Up Truck (20)	*13Veh# 20*	1		16,500				*16,500*

Department	Project#	Priority	FY 12	FY 13	FY 14	FY 15	FY 16	Total
2002 Dodge Pick Up (18)	*14Veh# 18*	3			16,000			*16,000*
2001 Dodge Pick Up (22)	*14Veh# 22*	3			16,000			*16,000*
Public Services-Inspections Total				**32,500**	**32,000**			***64,500***
Public Services-Life Safety								
20' Express Wagon with Honda Generator	*13Veh# 14*	1		17,500				*17,500*
Public Services-Life Safety Total				**17,500**				***17,500***
Public Services-Planning								
2009 Chevy Uplander	*13Veh# 3*	n/a		16,177				*16,177*
Public Services-Planning Total				**16,177**				***16,177***
Public Services-Sanitation								
2004 Peterbilt Automated Trash Truck (442)	*12Veh# 442*	2	232,084					*232,084*
2003 Sterling Bulk Truck (447)	*12Veh# 447*	2	136,500					*136,500*
2004 Peterbilt Automated Trash Truck (443)	*13Veh# 443*	2		253,875				*253,875*
2002 Int'l Rear Loader (449)	*13Veh# 449*	2		129,375				*129,375*
2003 Peterbilt 320 Automated Trash Truck (450)	*13Veh# 450*	1		246,075				*246,075*
2008 Peterbilt Automated Trash Truck (441)	*14Veh# 441*	3			296,075			*296,075*
2002 Hurst Trailer (453)	*14Veh# 453*	3			14,500			*14,500*
2008 Intn't Rear Loader (445)	*15Veh# 445*	4				165,975		*165,975*
2008 Peterbilt Side Loader (451)	*15Veh# 451*	4				296,075		*296,075*
Public Services-Sanitation Total			**368,584**	**629,325**	**310,575**	**462,050**		***1,770,534***
Public Services-Streets								
1992 International Dumpt Truck (328)	*12Veh# 328*	1	131,055					*131,055*
2002 Tymco Street Sweeper (357)	*12Veh# 357*	1	170,028					*170,028*
1986 Case Backhoe (319)	*13Veh# 319*	2		94,075				*94,075*
2001 Int'l Dump Truck (322)	*13Veh# 322*	2		123,275				*123,275*
2001 Int'l Dump Truck (324)	*13Veh# 324*	2		133,074				*133,074*
1999 Dodge Pick Up Truck (330)	*13Veh# 330*	2		19,500				*19,500*
2001 Dodge Pick Up Truck (331)	*13Veh# 331*	2		19,500				*19,500*
1992 Int'l Leaf Truck (366)	*13Veh# 366*	2		110,000				*110,000*
2002 Airman Air Compressor (382)	*13Veh# 382*	2		23,000				*23,000*
2001 Case Front-End Loader (312)	*14Veh# 312*	3			129,700			*129,700*
2002 Case Front-End Loader (316)	*14Veh# 316*	3			129,700			*129,700*
2001 Int'l Dump Truck (321)	*14Veh# 321*	3			115,075			*115,075*
2001 Dodge Utility Truck (345)	*14Veh# 345*	3			46,875			*46,875*
1986 Hudson Trailer (394)	*14Veh# 394*	3			15,000			*15,000*
2006 Ford 1-Ton Dump Truck (325)	*15Veh# 325*	4				58,395		*58,395*
2002 ODB Leaf Vacuum Trailer (361)	*15Veh# 361*	4				42,120		*42,120*
2006 Int'l Sweeper (361)	*16Veh# 356*	4					195,075	*195,075*
Public Services-Streets Total			**301,083**	**522,424**	**436,350**	**100,515**	**195,075**	***1,555,447***
Public Utilities- Electric Eng								
2000 Dodge Pick Up Truck (731)	*14Veh# 731*	n/a			25,000			*25,000*
2005 Ford Utility Truck (764)	*14Veh# 764*	n/a			35,000			*35,000*
2005 Dodge Stratus (8)	*14Veh# 8*	n/a			23,000			*23,000*
2005 Ford SUV (741)	*15Veh# 741*	n/a				24,000		*24,000*
2006 Ford Van (749)	*15Veh# 749*	n/a				25,000		*25,000*

Department	Project#	Priority	FY 12	FY 13	FY 14	FY 15	FY 16	Total
2006 Dodge Pickup (790)	*15Veh# 790*	n/a				26,000		*26,000*
2008 Dodge Avenger (7)	*16Veh# 7*	n/a					25,000	*25,000*
2007 Dodge Pickup (9)	*16Veh# 9*	n/a					27,000	*27,000*
Public Utilities- Electric Eng Total					**83,000**	**75,000**	**52,000**	***210,000***
Public Utilities-Electric T&D								
2001 Dodge Pickup (719)	*12Veh# 719*	n/a	21,737					*21,737*
1996 Ford F-350 (773)	*12Veh# 773*	n/a	26,600					*26,600*
2001 Dodge Pickup (767)	*13Veh# 767*	n/a		21,737				*21,737*
2003 Freightliner (778)	*13Veh# 778*	n/a		120,000				*120,000*
2002 Sherman & Reilly Wire Puller (758)	*14Veh# 758*	n/a			109,550			*109,550*
2001 Freightliner (766)	*14Veh# 766*	n/a			185,000			*185,000*
1989 Smith SM160 (716)	*15Veh# 716*	n/a				15,000		*15,000*
2001 Dodge Ram 3500 (799)	*15Veh# 799*	n/a				30,000		*30,000*
Trencher/Hoe (702)	*16Veh# 702*	n/a					55,750	*55,750*
2003 Freightliner (779)	*16Veh# 779*	n/a					185,000	*185,000*
Public Utilities-Electric T&D Total			**48,337**	**141,737**	**294,550**	**45,000**	**240,750**	***770,374***
Public Utilities-Wastewater Mg								
2001 Dodge 1-Ton Utility Truck (680-2)	*12Veh 680-2*	n/a	19,550					*19,550*
2001 Dodge Pick Up Truck (695-2)	*12Veh 695-2*	n/a	11,450					*11,450*
2001 Dodge Pick Up Truck (661-2)	*13Veh 661-2*	n/a		11,450				*11,450*
2006 Vaccon Jet Vac Truck (692-2)	*13Veh 692-2*	n/a		144,500				*144,500*
2003 Chevrolet Pick-Up (655)	*13Veh# 655*	n/a		45,100				*45,100*
2002 Ford 1-Ton Utility Truck with Crane (664)	*13Veh# 664*	n/a		43,000				*43,000*
2002 Dodge Pick Up Truck (663-2)	*14Veh 663-2*	n/a			17,450			*17,450*
2002 Dodge Pick- Up (668-2)	*14Veh 668-2*	n/a			17,450			*17,450*
2000 Airman Air Compressor (683-2)	*14Veh 683-2*	n/a			9,700			*9,700*
2003 Sterling Truck Jet (691)	*14Veh# 691*	n/a			210,400			*210,400*
2002 Sterling L7500 Dump Truck (671-2)	*15Veh 671-2*	n/a				59,850		*59,850*
1987 Empire Generator (601)	*15Veh# 601*	n/a				30,600		*30,600*
1987 Empire Generator (602)	*15Veh# 602*	n/a				30,600		*30,600*
1987 Empire Generator (603)	*15Veh# 603*	n/a				30,600		*30,600*
1997 New Holland 575E (674-2)	*16Veh 674-2*	n/a					59,100	*59,100*
2008 Ford Pickup	*16Veh 698-2*	n/a					17,150	*17,150*
2008 Ford 1 Ton Utility w/ Crane (665)	*16Veh# 665*	n/a					47,600	*47,600*
Public Utilities-Wastewater Mg Total			**31,000**	**244,050**	**255,000**	**151,650**	**123,850**	***805,550***
Public Utilities-Water Constr								
2001 Dodge 1-Ton Utility Truck (426)	*12Veh# 426*	n/a	30,100					*30,100*
1999 Dodge, 1-Ton Utility Truck (403)	*13Veh# 403*	n/a		31,000				*31,000*
2004 Ford 1-Ton Dump Truck (417)	*14Veh# 417*	n/a			61,600			*61,600*
2001 Dodge Pick-Up (419)	*14Veh# 419*	n/a			22,200			*22,200*
1995 Caterpillar Loader (402)	*15Veh# 402*	n/a				182,300		*182,300*
2000 Caterpillar 416CH (405)	*15Veh# 405*	n/a				135,600		*135,600*
1995 John Deere Broom Tractor (406)	*15Veh# 406*	n/a				44,300		*44,300*
1995 Caterpillar Excavator (400)	*16Veh# 400*	n/a					352,400	*352,400*
1991 International 40S (422)	*16Veh# 422*	n/a					75,200	*75,200*
Public Utilities-Water Constr Total			**30,100**	**31,000**	**83,800**	**362,200**	**427,600**	***934,700***
Public Utilities-Water Mgmnt								
2001 Dodge, 1-Ton Utility Truck (680-2)	*12Veh# 680-2*	n/a	19,550					*19,550*

Department	Project#	Priority	FY 12	FY 13	FY 14	FY 15	FY 16	Total
2001 Dodge Pick Up Truck (695-2)	*12Veh# 695-2*	n/a	11,450					*11,450*
2001 Dodge Pick Up Truck (661-2)	*13Veh# 661-2*	n/a		11,450				*11,450*
2006 Vaccon Jet Vac Truck (692-2)	*13Veh# 692-2*	n/a		144,500				*144,500*
2002 Dodge Pick-Up (663-2)	*14Veh# 663-2*	n/a			17,450			*17,450*
2002 Dodge Pick-Up (668-2)	*14Veh# 668-2*	n/a			17,450			*17,450*
2000 Airmen Air Compressor (683-2)	*14Veh# 683-2*	n/a			9,700			*9,700*
2002 Sterling L7500 (671-2)	*15Veh# 671-2*	n/a				59,850		*59,850*
1997 New Holland (674-2)	*16Veh# 674-2*	n/a					59,100	*59,100*
2008 Ford Pickup (698-2)	*16Veh# 698-2*	n/a					17,150	*17,150*
Public Utilities-Water Mgmnt Total			**31,000**	**155,950**	**44,600**	**59,850**	**76,250**	***367,650***
Public Utilities-Water Trea Pl								
1992 Dodge Van	*12Veh# 621*	n/a	22,900					*22,900*
2001 Dodge Pick Up (660)	*13Veh# 660*	n/a		24,100				*24,100*
2007 Ford 1-Ton Utlity (622)	*15Veh# 622*	n/a				45,200		*45,200*
2008 GMC Cargo Van (662)	*16Veh# 662*	n/a					25,900	*25,900*
Public Utilities-Water Trea Pl Total			**22,900**	**24,100**		**45,200**	**25,900**	***118,100***
Public Utilities-WWW Eng								
2003 Chevrolet Pick-Up (418)	*13Veh# 418*	n/a		23,400				*23,400*
2008 Chevrolet Pickup (421)	*16Veh# 421*	n/a					27,000	*27,000*
Public Utilities-WWW Eng Total				**23,400**			**27,000**	***50,400***
Tax Assessor								
2002 Dodge Stratus	*12Veh# 4*	2		20,000				*20,000*
Tax Assessor Total				**20,000**				***20,000***
GRAND TOTAL			**1,129,628**	**2,268,171**	**1,988,357**	**1,631,721**	**1,517,778**	***8,535,655***

City of Dover, Delaware

DRAFT Capital Investment Plans

FY 12 thru **FY 16**

FUNDING SOURCE SUMMARY

Source	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	48,337	141,737	377,550	120,000	292,750	*980,374*
General Fund	966,291	1,647,934	1,227,407	892,821	544,428	*5,278,881*
Water/Wastewater Fund	115,000	478,500	383,400	618,900	680,600	*2,276,400*
GRAND TOTAL	**1,129,628**	**2,268,171**	**1,988,357**	**1,631,721**	**1,517,778**	***8,535,655***

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PERFORMANCED BASED PAY POLICY
For Non-Bargaining Employees
FISCAL YEAR 2011 - 2012

Purpose
The City of Dover Performance Based Pay Policy is intended to provide equitable compensation based on performance for all non-bargaining exempt and non-exempt positions when considered in relation to each other and to general pay ranges of similar employment elsewhere. This policy rewards excellence in core competencies, as well as the ability to get results.

Pay Plan Maintenance
The Pay Plan will be updated yearly in the Annual Operating Budget by the City Manager for City Council consideration and approval. The City Manager shall use the Consumer Price Index for all Urban Consumers (CPI-U) published in January as the basis of annually increasing the Pay Plan, except when the CPI-U is less than zero, than no increase in the Pay Plan will be recommended. Every third year the City will retain the services of a professional labor market researcher to review the City's Pay Plan and report on whether it is satisfactory or in need of further adjustment. The annual increase in the Pay Plan shall not be considered a cost of living salary increase.

Annual Salary Appropriation for Non-Bargaining Salary Increases
The amount of the appropriation shall be equal to the total current year base salary for non-bargaining employees' multiplied by the sum of the CPI-U published in January plus 1%. The additional 1% shall be used to compensate employees with commendable and outstanding performance. However, where the CPI-U is less than an increase given to a bargaining unit through a contract then the higher increase will be used as a basis by the City Manager instead of the CPI-U.

While it is the intent of the City to keep salaries competitive within the marketplace, the City Council reserves the right to set percentage increases based on what it determines the City can afford regardless of changes in the CPI-U or bargaining unit increases. The annual appropriation approved by City Council shall be disbursed to non-bargaining employees in accordance with the following Sections of this policy.

The CPI-U as of January 1, 2011 is 1.4 percent. Non-bargaining salary increases are budgeted at 1.5 percent plus one percent as indicated above.

FISCAL YEAR 2011-2012
PROPOSED PAY PLANS

Grade	Below		At		Above	
101	16,240	19,336	19,337	22,433	22,434	25,530
102	17,051	20,303	20,304	23,555	23,556	26,807
103	17,905	21,318	21,319	24,733	24,734	28,148
104	18,799	22,384	22,385	25,970	25,971	29,555
105	19,739	23,503	23,504	27,268	27,269	31,032
106	20,726	24,678	24,679	28,631	28,632	32,584
107	21,763	25,913	25,914	30,063	30,064	34,213
108	22,851	27,208	27,209	31,566	31,567	35,924
109	23,994	28,569	28,570	33,144	33,145	37,720
110	25,194	29,997	29,998	34,802	34,803	39,606
111	26,453	31,497	31,498	36,542	36,543	41,586
112	27,775	33,071	33,072	38,368	38,369	43,665
113	29,164	34,725	34,726	40,287	40,288	45,848
114	30,623	36,461	36,462	42,301	42,302	48,140
115	32,154	38,284	38,285	44,416	44,417	50,547
116	33,761	40,198	40,199	46,636	46,637	53,075
117	35,449	42,208	42,209	48,968	48,969	55,728
118	37,222	44,319	44,320	51,417	51,418	58,514
119	39,082	46,534	46,535	53,987	53,988	61,440
120	41,037	48,862	48,863	56,687	56,688	64,512
121	43,089	51,304	51,305	59,521	59,522	67,737
122	45,243	53,870	53,871	62,497	62,498	71,125
123	47,505	56,563	56,564	65,622	65,623	74,681
124	49,880	59,391	59,392	68,903	68,904	78,415
125	52,374	62,361	62,362	72,348	72,349	82,335
126	54,994	65,480	65,481	75,966	75,967	86,452
127	57,743	68,753	68,754	79,763	79,764	90,774
128	60,631	72,191	72,192	83,752	83,753	95,313
129	63,662	75,800	75,801	87,940	87,941	100,079
130	66,845	79,590	79,591	92,336	92,337	105,082
131	70,188	83,570	83,571	96,953	96,954	110,337
132	73,696	87,748	87,749	101,801	101,802	115,853
133	77,382	92,136	92,137	106,891	106,892	121,646
134	81,251	96,743	96,744	112,236	112,237	127,728
135	85,313	101,580	101,581	117,847	117,848	134,115
136	89,579	106,659	106,660	123,739	123,740	140,819
137	94,058	111,991	111,992	129,926	129,927	147,860
138	98,761	117,592	117,593	136,424	136,425	155,256
139	103,699	123,471	123,472	143,245	143,246	163,019

REQUESTS FOR ADDITIONAL STAFF

Department	Position	Grade	FY12 Salary Hiring Range	Justification Provided by Submitting Dept. Head	City Manager's Recommendations	Impact to the Budget
Police	Communication Operator (Dispatcher)	IUE 18	Step A - $16.35 hourly	To have four shifts of three operators verses three shifts of three and one shift of two. Additional staff will ease burden of shift changing due to sick and vacation leave.	**Not included in the Budget.** This enhancement is not deemed critical at this time.	No Impact
Police	Administrative Assistant	NB 112	$27,392 - $43,062	The current Admin. Assistant is retiring in December 2011. Department would like a three month overlap for training purposes.	**Included in the Budget.** City Council approved the recruitment on April 11, 2011.	**$45,936** in Salary and Benefits. This is offset by current Admin. Assistant retirement planned in December.
Public Services-Admin	Civil Engineer I	NB 124	$49,191 - &77,332	Engineering assistance to support general public works functions.	**Not included in the Budget.** This enhancement is not deemed critical at this time.	No Impact
Public Services-Life Safety	Data Imaging Support Tech.	IUE 12	$12.65 hourly	The $25 annual certificate of inspection fee per fire system could assist with cost of position. Individual would provide assistance to Life Safety and be located in Licensing and Inspections. Position being requested despite implementation of fee.	**Not included in the Budget.** This enhancement is not deemed critical at this time.	No Impact
City Manager	Budget Analyst	NB 121	$42,494 - $50,596	More extensive and complicated budget preparation process which increases workload demand. In addition to succession planning.	**Not included in the Budget.** This enhancement is not deemed critical at this time.	No Impact
Library	Library Clerk 2 – Full Time	IUE 13	$13.19 hourly	Customer Service and adequate staffing.	**Included in the Budget.** Additional staff is needed to support operations as well as to prepare for the opening of the new library.	**$13,070** in Salary and Benefits.

REQUESTS FOR ADDITIONAL STAFF - Continued

Department	Position	Grade	FY12 Salary Hiring Range	Justification Provided by Submitting Dept. Head	City Manager's Recommendations	Impact to the Budget
Library	Library Clerk I – Part Time (18 hrs)	IUE 12	$12.65 hourly	Customer Service and adequate staffing.	**Included in the Budget.** Additional staff is needed to support operations as well as to prepare for the opening of the new library.	**$37,732** Salary and Benefits
Inspections	Inspector I/ Inspector II *(in-house candidate will be promoted and back filled with out-of-house candidate)*	IUE 20	$19.65 or $20.34 hourly	Result of retirement in Fiscal 2010. Additional staff will support rental unit inspections and everyday complaints.	**Included in the Budget.** Inspector II – Current employee has satisfied requirements for advancement **Not included in the Budget.** Inspector I – not deemed critical at this time.	**$1,435** Salary and Benefits
Mayor	Administrative Assistant to City Manager and Mayor – Part Time	NB 112	$27,392 - $43,062	Work load demands of office.	**Not included in the Budget.** Current staff can manage the demands of the office.	No Impact

REQUESTS FOR UPGRADES/POSITION CHANGES/STEP INCREASES OF CURRENT POSITIONS

Department	Current Position	Current Grade & Hourly Rate	Proposed Position Title	Justification Provided by Submitting Dept. Head	City Manager's Recommendations	Impact to the Budget
Public Utilities	Dept. Budget & Support Supervisor	NB 119 $22.22 $46,227	Key Account Manager	Provide improved customer service to large electric customers; increase and change in responsibilities	**Included in the Budget.** Position will be classified as NB121. This reassignment of duties is being viewed as an increase to departmental efficiency. The employee who previously assisted large electric customers retired in March 2010. The duties were reassigned and the position was not recruited.	Under $1,000

REQUESTS FOR UPGRADES/POSITION CHANGES/STEP INCREASES OF CURRENT POSITIONS - Continued

Department	Current Position	Current Grade & Hourly Rate	Proposed Position Title	Justification Provided by Submitting Dept. Head	City Manager's Recommendations	Impact to the Budget
Public Utilities	Substation Relay Foreman	NB 119 $29.11 $60,553	No Change	Advancement of position requirements, demonstrated skill set and retention.	**Included in the Budget.** Position will be classified as NB126. Advancement of position requirements, demonstrated skill set and retention.	Under $1,000
Public Utilities	Utility Construction Crew Leader	IUE 20	No Change	Assumed additional duties due to vacancy of Project Supervisor	**Not included in the budget.** This position is represented by the labor union IUE and is compensated according to the negotiated wage scale.	No Impact
Customer Service	Field Service Rep. I	IUE 12 $17.77	Field Service Rep. II	Reduction in force (RIF) has caused the Field Service Rep. 1 to perform duties of a Field Service Rep 2.	**Included in the Budget.** During the planning of the RIF, staff thought the division could be staffed with one employee of each position. Supervisor has determined that both employees of the division need to be versed in all aspects of the division.	**$3,600** Salary and Benefits
Public Services – Inspections/ Permitting & GIS	GIS Manager	NB 122 $27.78 $57,783	Public Services Admin Manager	Assumed the responsibilities of managing the front counter staff of three and overseeing the associated duties.	**Included in the Budget** Position will be classified as NB 124. Current staff has assumed a great deal of responsibility for the front office staff and associated responsibilities with the duties of the staff.	Under $1,000
Public Services – Admin	Administrative Assistant	NB 112 $43,378	Public Services Coordinator	Considerable more responsibilities than most other Admin. Assistants as a result of the splitting of the Public Services and Public Utilities departments and additional programs.	**Not included in the Budget.** Sufficient justification was not provided to demonstrate that the responsibilities exceed the responsibilities of other Administrative Assistants.	Under $1,000

REQUESTS FOR UPGRADES/POSITION CHANGES/STEP INCREASES OF CURRENT POSITIONS - Continued

Department	Current Position	Current Grade & Hourly Rate	Proposed Position Title	Justification Provided by Submitting Dept. Head	City Manager's Recommendations	Impact to the Budget
Public Services – Life Safety	Deputy Fire Marshal/ Inspector I	IUE 1= LG17/ Step 6 $18.41 2= LG20	Inspector II	Employee has fulfilled the requirements of the job description.	**Included in the Budget.** Employee has satisfied requirements for advancement.	Under $1,000
Information Technology	Computer Operator	NB 113 $21.11 $43,916	AS/400 System Administrator	Employee has demonstrated advanced knowledge required to perform duties.	**Included in the Budget.** Position will be classified as NB117. Justification was provided to support the grade change based upon complexity of duties assigned.	Under $1,000
Community Development	Community Development Manager	NB 120 $25,7456 $53,551	No change in title, regrade only.	Comparison in the market.	**Included in the Budget.** Position will be classified as NB121. Justification was provided to support the grade change based upon complexity of duties assigned, market place analysis, and comparison among city staff.	Under $1,000
Police	Deputy Chief	NB 130 $49.70 $103,378	No change in title, regrade only.	Regrading due to comparison in the market place.	**Included in the Budget**. Justification was provided to support the grade change based upon complexity of duties assigned, market place analysis and comparison among city staff.	Under $1,000
Police	911 Supervisor	NB 118 $26.48 $55,074	No Change	MAG downgraded to 118 from 119. Request to change grade to 120. No salary correction.	**Included in the Budget.** Position will be classified as NB120. Justification was provided to support the grade change based upon complexity of duties assigned, market place analysis, and comparison among city staff	Under $1,000

MAYOR

DEPARTMENT VISION

The Mayor is the executive and chief elected official of the City of Dover, the elected representative of all of the citizens of Dover. The Mayor appoints the Chief of Police and is responsible for the Police Department.

The Mayor promotes the economic and social interests of the City and the general welfare of its citizens by:

1. Interacting with private citizens, City employees, business people, and other major employers;
2. Interacting with civic and neighborhood associations;
3. Interacting with officials and representatives of other governments and lobbying said officials, as necessary, to promote the welfare of the City and its citizens;
4. Maintaining memberships and/or contacts with various organizations and committees whose purposes, services, or results significantly affect or could significantly affect the government or the citizens of the City;
5. Representing the government of the City at various community functions;
6. Consulting with the Council on policy issues and, from time to time, offering policy initiatives;
7. Consulting with the City Manager on budgeting, policy, and operational issues;
8. Representing the City, in consultation with the Council and City Manager, regarding major projects within or near the corporate boundaries of the City;
9. Making appointments to various commissions and committees as delineated in the City Charter and elsewhere in the City Code;
10. Making other decisions and taking actions as designated within the City's Charter and Code, which may include being given the assigned authority, as necessary, to promote the safety, health, and welfare of the citizens of Dover.

MAJOR PROGRAMS

ECONOMIC DEVELOPMENT

Objective: Maintain strong ties to the local business community so that we protect the jobs we have and to attract new businesses and new job opportunities to Dover. (Employment statistics sources: US Bureau of Labor Statistics and Delaware Department of Labor)

Measures:

1. Maintain the unemployment rate below five percent.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	9.4 percent unemployment rate as of April 2010	≤9.6 percent unemployment rate as of April 2011	≤5.0 percent unemployment rate

2. Maintain the unemployment rate below the average for the State of Delaware. (Source: Delaware Department of Labor)

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	9.5 percent unemployment rate as of March 2010	≤8.5 percent unemployment rate as of March 2011	≤7.4 percent unemployment rate

3. Maintain the unemployment rate below the national average. (Source: US Bureau of Labor Statistics)

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	8.5 percent unemployment rate as of March 2010	≤8.6 percent unemployment rate as of March 2011	≤8.5 percent unemployment

4. Maintain job growth above the national average: +.2 percent (Source: Philadelphia Federal Reserve)

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	-0.2 percent - Delaware average job growth	≥0.2 percent Delaware average job growth	≥0.2 percent average job growth

5. Maintain close ties with Dover Air Force Base (DAFB), and provide an atmosphere conducive to promoting DAFB's current missions and expansion to new missions.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Goal met	Goal met	Goal will be met

COMMUNITY DEVELOPMENT

Objective: Encourage balanced growth, and protect our quality of life.

Measures:

1. Encourage the advancement of high quality residential developments including, but not limited to, Eden Hill Farm, Brittingham Farm, McClements property, and the Bush Farm.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	- Construction of other buildings, including residential units and infrastructure will continue at Eden Hill. - Other developments take advantage of TND and PND ordinances.	Construction of Eden Hill Development continues.	- Construction of Eden Hill Development continues. - Apartment complex adjacent to proposed location for new high school.

2. Increase the City's home ownership rate from 52 percent in 2000 to at least 60 percent by 2011.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Home ownership rates not available until completion of the 2010 Census	Home ownership rates for the City will be presented in the Final Budget	≥60 percent homeownership rate i

3. Increase the commercial occupancy rate downtown from 80 percent to 90 percent over the next five years.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	79.8 percent commercial occupancy rate downtown	≥90 percent commercial occupancy rate downtown	≥90 percent commercial occupancy rate downtown

4. Attend an average of at least two community events each month.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
	Attended over 100 community events.	Attended ≥100 community meetings and events	Attend more than 200 community events

6. Attend at least ten neighborhood association meetings.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Attended 11 neighborhood association meetings.	Attended ≥10 neighborhood association meetings.	Attend ≥10 neighborhood association meetings.

EFFICIENT OPERATIONS

Objective: The objective of this program is to improve efficiency and productivity in City operations and transparency in City financial statements.

Measures:

1. Encourage and facilitate additional, efficient, and productive uses of technology.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Promoted Green Energy initiatives, continued to look for Homeland Security funds to rectify City security weaknesses.	Security cameras installed downtown. New security system installed in City Manager/Mayor's Office	Additional projects will be identified for Fiscal 2012.

2. Support effort to create paperless packets for planning and zoning documents.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Goal completed in Fiscal 2008.	New measures to be developed.	New measures to be developed.

3. Mitigate the need for tax increases.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Continued to receive an increase in State Payment in Lieu of Taxes. Efforts continued to gather support and funding for the new Library Project.	Maintain Payment in Lieu of Taxes from the State and various entities. Continued to gather support and funding for the Anchor Library Project.	Maintain Payment in Lieu of Taxes from the State and various entities. Continue to gather support and funding for the Anchor Library Project.

4. Ensure license and other fees remain reasonable and competitive with other government jurisdictions and fair to the rate payers.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Business license fees were increased 3.3 percent in order to remain competitive with other government jurisdictions and fair to the ratepayers. Maintained electric rates among the lowest municipal rates in Delaware.	Ensured that all fees remain competitive with other local jurisdictions. Maintained electric and water rates at levels that are among the lowest in Delaware.	Ensure that all fees remain competitive with other local jurisdictions. Maintain electric and water rates at levels that are among the lowest in Delaware.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Continue to work closely with the Delaware Economic Development office, the Kent County Economic Development Partnership, and the Dover Economic Development to address future job opportunities.** This objective is a part of the Economic Development program and advances the critical success factors of Economic Development and Job Growth.

   Measure: Attract two major employers to Dover; replace Bank of America's call center and facilities vacated by Discover Card. This objective is on track for completion.

2. **Secure the necessary funding for the City's new library project.** This objective is a part of the Community Development program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

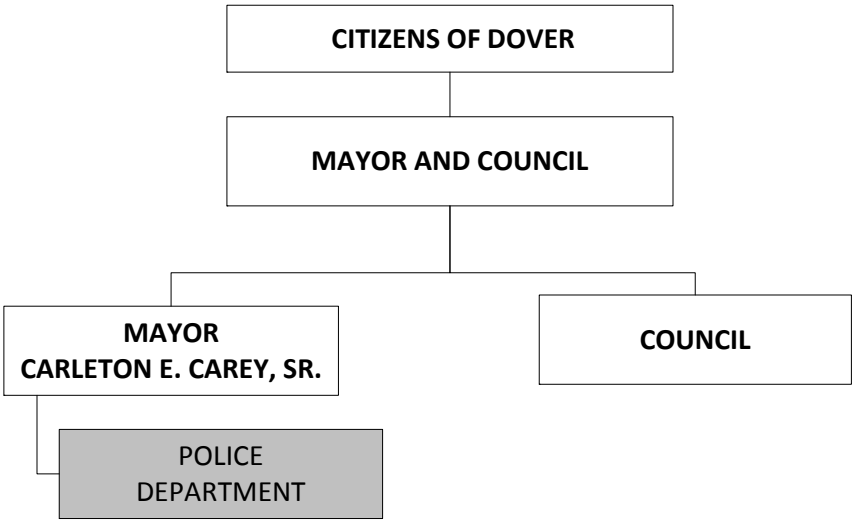
   Measure: Work with Library Project committees, County and State representatives to secure agreements to provide all necessary funding sources to establish an anchor library in Dover. This objective is on track for completion. Construction of the new library began in April 2011.

3. **Work with the merchants in the downtown area to install security camera at designated intersections and sites.** This objective is part of the Community Development program and advances the critical success factors of Citywide Safety.

   Measure: Continue to work with committee members to secure funding to install four to six initial cameras by June 2010. This objective is on track for completion. Two cameras will be installed by June 2011.

**** The Mayor's Strategic Objectives for Fiscal 2011-2012 will be presented in the Final Budget.***

MAYOR
ORGANIZATIONAL CHART
FISCAL YEAR 2012



MAYOR
110/147-3200-519

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	44,333	45,990	45,990	45,000	-	45,000	45,000	45,000
10-14	FICA TAXES	3,456	3,637	3,637	3,657	-	3,657	3,657	3,657
10-15	HEALTH INSURANCE	6,584	7,540	7,540	7,518	-	7,518	7,518	7,518
10-16	L I D INSURANCE	337	338	338	338	-	338	338	338
10-17	WORKERS COMPENSATION	235	244	244	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	-	-	-	-	-	-	-
10-19	PENSION	-	-	-	-	-	-	-	-
10-20	OPEB	-	-	-	-	-	-	-	-
	PERSONNEL COSTS	**54,945**	**57,749**	**57,749**	**56,513**	**-**	**56,513**	**56,513**	**56,513**
20-21	FURNITURE/FIXTURES	-	-	-	-	-	-	-	-
20-22	OFFICE SUPPLIES	106	127	100	100	-	100	100	100
20-23	PRINTING AND DUPLICATING	405	408	200	200	-	200	200	200
20-24	PHOTOGRAPHIC	-	51	-	-	-	-	-	-
20-37	COMPUTER SOFTWARE	-	-	-	-	-	-	-	-
20-38	COMPUTER HARDWARE	-	-	-	2,600	-	2,600	2,600	2,600
	MATERIALS & SUPPLIES	**511**	**586**	**300**	**2,900**	**-**	**2,900**	**2,900**	**2,900**
30-21	TELEPHONE/FAX	1,296	1,666	1,200	1,666	-	1,666	1,666	1,666
30-25	ADVERTISEMENT	-	5,000	2,400	2,500	-	2,500	2,500	2,500
30-27	SUBSCRIPTIONS AND DUES	3,785	5,150	5,000	5,150	-	5,150	5,150	5,150
30-28	TRAINING/CONF/FOOD/TRAVEL	681	1,950	5,000	6,000	2,900	1,000	8,900	6,000
30-31	CONTRACTUAL SERVICES	-	3,586	3,586	-	-	-	-	-
30-35	COMMUNITY RELATIONS EXP	2,087	6,800	6,800	7,000	-	7,000	7,000	7,000
30-37	OTHER EXPENSES	5,010	5,000	5,000	5,000	-	5,000	5,000	5,000
30-62	GASOLINE	884	650	1,200	1,200	-	1,200	1,200	1,200
30-63	AUTO REPAIRS/MAINTENANCE	50	204	100	100	-	100	100	100
30-91	ECONOMIC DEVELOPMENT	-	-	-	-	-	-	-	-
	ADMINISTRATIVE EXPENDITURES	**13,793**	**30,006**	**30,286**	**28,616**	**2,900**	**23,616**	**31,516**	**28,616**
40-22	AUTOMOBILES - PURCHASE	-	-	-	-	-	-	-	-
40-25	OTHER EQUIP - PURCHASE	-	31,500	31,500	33,000	-	-	33,000	-
	CAPITAL EXPENDITURES	**-**	**31,500**	**31,500**	**33,000**	**-**	**-**	**33,000**	**-**
	TOTAL EXPENDITURES	**69,249**	**119,841**	**119,835**	**121,029**	**2,900**	**83,029**	**123,929**	**88,029**
	REVENUES								
	GENERAL FUND	69,249	88,341	88,335	88,029	2,900	83,029	90,929	88,029
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	31,500	31,500	33,000	-	-	33,000	-
	PERSONNEL:								
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0	-	1.0	1.0	1.0

CITY COUNCIL

DEPARTMENTAL VISION

The City of Dover is a place where people want to live. Through the team effort of its elected officials, employees, and citizens, Dover is a clean and safe community with a future of balanced growth and opportunity where all citizens are heard, enjoy a high quality of life, and diversity is valued.

MAJOR PROGRAMS

LEGISLATIVE, POLICY, AND ADMINISTRATION

Objective: The objective of this program is to enact legislation; determine policy; exercise powers conferred by the City Charter and Law; and to appoint and evaluate the performance of those appointed by Council, City agencies, departments, and citizen advisory boards and commissions.

Measures:

1. Review and adopt measurable goals and objectives within the concept of the Annual Budget developed by the City Manager. Monitor and evaluate the performance of the City Manager and departments throughout the year to ensure that high standards for performance are maintained by reviewing and approving 12 monthly reports from each department.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	12 monthly reports were reviewed and approved	Reviewed and approved ≤12 monthly reports	Review and approve ≤12 monthly reports

2. Maintain a Council presence during recognition programs, including service awards, Munch Lunch, and Employee Appreciation Day for employee satisfaction so our work force is proud, safe, and motivated to complete the City's mission.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	30 percent	≤100 percent	≤100 percent

FIDUCIARY

Objective: The objective of this program is to annually adopt and monitor a balanced budget and capital spending plan and to develop and implement policies, procedures, and controls to ensure adherence to these financial plans.

Measures:

1. Identify areas where additional or amended policies, procedures, and controls are needed in order to carry out the Council's fiduciary responsibilities. Develop, review, or adopt three policies a year.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	100 percent	≤100 percent	100 percent

2. Ensure that adequate funding, personnel, and organizational resources are provided in support of the City's mission, policies, and administration by adopting a balanced budget and capital program by reviewing and approving 12 budget reports and four quarterly revenue reports.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	12 budget reports and four quarterly revenue reports were reviewed.	≥12 budget reports and ≥four quarterly revenue reports were reviewed.	≥12 budget reports and ≥four quarterly revenue reports to be reviewed.

3. Set budget guidelines for City Manager in February/March.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Budget guidelines set in January 2010	Budget guidelines set in January 2011	Set budget guidelines in January 2012

COMMUNITY INTERACTION

Objective: The objective of this program is to interact with citizens and community leaders in private and public sectors so that Dover's vision is voiced, and citizen concerns are heard.

Measures:

1. Respond effectively to issues and problems identified by citizens and propose ways of dealing with them in a timely manner. Respond to 100 percent of citizen concerns received in writing and expressed during the Open Forum within seven days.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Responded to 100 percent of citizen concerns received in writing and expressed during Open Forums within seven days.	Responded to ≤100 percent of citizen concerns received in writing and expressed during Open Forums within seven days.	Respond to ≤100 percent of citizen concerns received in writing and expressed during Open Forums within seven days.

2. Ensure that citizens have opportunities to be heard and that City policies, procedures, regulations, and programs are acceptable to citizens. Ensure that citizens are included in the process as the City administration implements the Council's policies and delivers City services by holding 22 Open Forum sessions to allow public comment.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	More than 22 open forum sessions held	More than ≥22 open forum sessions held	Hold ≥22 open forum session.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Planning and funding of Dover Public Anchor Library.** This objective is part of the Community Interaction program and advances the critical success factors of Customer Satisfaction and Improving Downtown and Surrounding Neighborhoods.

   Measure: Our goal is to complete the Library by the fall of 2012. This goal is on schedule for completion. Groundbreaking of the new library occurred in April 2011.

2. **Continue the development of the Garrison Tract and the Dover Sun Park Solar Energy Project.** The Dover Sun Park will be a community-scale 10 MW solar photovoltaic power plant and will connect directly into the Dover distribution system. It will supply enough clean power for over 1,300 homes in the community and will bring environmental benefits from clean renewal energy. The objective is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

   Measures: Ensure the project moves forward with substantial completion by June 2011. This goal is on track for completion.

3. **Through the "Hiring Freeze and Right Size" review process, ensure proper staffing levels by authorizing only those positions deemed critical during a period of reduced revenue**. This objective is a part of the Legislative, Policy and Administration program and advances the critical success factors of Employee Satisfaction and Effective Organization Communication.

   Measure: Present all critical positions to the Legislative, Finance and Administration Committee for review and approval. This objective is ongoing throughout the fiscal year.

4. **Understand the high risks associated with deferring maintenance on infrastructure.** This objective is a part of all of the Council programs and advances several critical success factors including Cost and Revenue Efficiency.

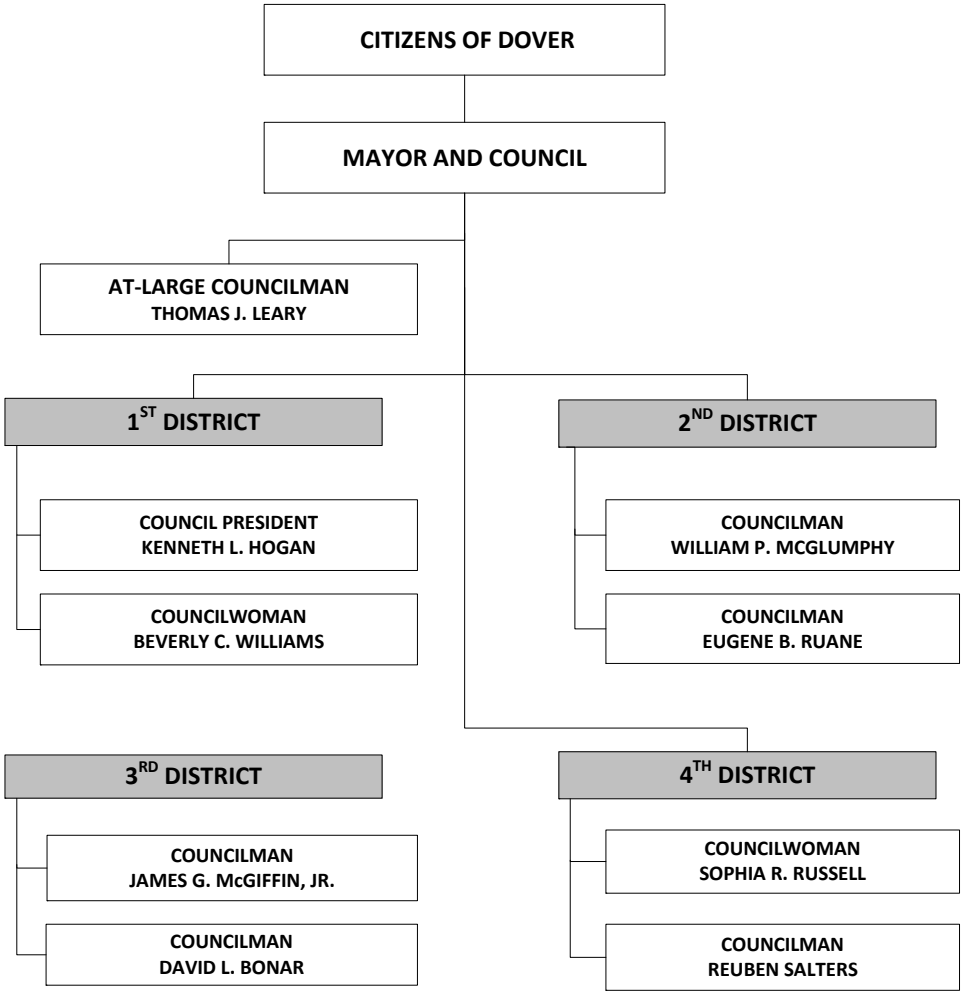
   Measure: Ensure that the necessary levels of maintenance on infrastructure are maintained through the funding of various capital projects for waterline replacement, sewer relining and electric substation upgrades. This objective is ongoing throughout the fiscal year.

5. **Increase availability of affordable, safe, clean rental housing program.** This objective is a part of the Community Interaction program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measures: Accomplish through the CDBG Rental Rehabilitation Program. This objective is on track for completion.

City Council's Strategic Objectives for Fiscal 2011-2012 will be presented in the Final Budget.

CITY COUNCIL
ORGANIZATIONAL CHART
FISCAL YEAR 2012



CITY COUNCIL
110/147-1200-512

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-13	TEMPORARY HELP	71,033	77,805	77,805	84,270	-	84,270	84,270	84,270
10-14	FICA TAXES	5,434	5,954	5,954	6,485	-	6,485	6,485	6,485
10-17	WORKERS COMPENSATION	377	412	412	-	-	-	-	-
	PERSONNEL COSTS	**76,844**	**84,171**	**84,171**	**90,755**	**-**	**90,755**	**90,755**	**90,755**
20-21	FURNITURE/FIXTURES	-	-	-	-	-	-	-	-
20-22	OFFICE SUPPLIES	395	400	200	200	-	200	200	200
20-23	PRINTING AND DUPLICATING	1,388	450	450	450	-	450	450	450
20-24	PHOTOGRAPHIC	-	50	50	50	-	50	50	50
20-37	COMPUTER SOFTWARE	-	-	-	80	-	80	80	80
20-38	COMPUTER HARDWARE	2,455	14,400	14,400	13,000	-	13,000	13,000	13,000
	MATERIALS & SUPPLIES								
		4,238	15,300	15,100	13,780	-	13,780	13,780	13,780
30-21	TELEPHONE/FAX	240	250	250	250	-	250	250	250
30-27	SUBSCRIPTIONS AND DUES	10,948	12,198	12,198	11,089	-	11,089	11,089	11,089
30-28	TRAINING/CONF/FOOD/TRAVEL	424	12,850	12,850	12,850	-	7,550	12,850	12,850
30-35	COMMUNITY RELATIONS EXP	1,866	2,000	2,000	2,000	-	2,000	2,000	2,000
30-37	OTHER EXPENSES	-	1,000	1,000	1,000	-	1,000	1,000	1,000
30-92	HRC-OFFICE SUPPLIES	1,282	3,000	1,375	3,000	-	3,000	3,000	3,000
	ADMINISTRATIVE EXPENDITURES	**14,760**	**31,298**	**29,673**	**30,189**	**-**	**24,889**	**30,189**	**30,189**
	TOTAL EXPENDITURES	**95,842**	**130,769**	**128,944**	**134,724**	**-**	**129,424**	**134,724**	**134,724**
	REVENUES								
	GENERAL FUND	95,842	130,769	128,944	134,724	-	129,424	134,724	134,724
	PERSONNEL								
	FULL-TIME EQUIVALENT	-	-	-	-	-	-	-	-

CITY MANAGER

DEPARTMENTAL VISION

The City Manager's Office is known for its helpfulness and excellent service. It is also highly valued by the Mayor, City Council, citizens, and department heads for its leadership, resourcefulness, program development, and guidance in planning, budgeting, and managing the activities of the City. This is especially true for the eight departments (Central Services; Customer Services; Human Resources; Information Technology; Parks, Recreation, and Library; Public Services and Public Utilities) that report to the City Manager. Through these coordinated efforts, the office contributes to maintaining Dover's high quality of life and being a place where people want to live.

MAJOR PROGRAMS

BUDGET PREPARATION

Objective: The objective of this program is to provide City Council with an Annual Budget, Capital Investment Plan, and Strategic Organization Plan that together are cost effective, fiscally sound, and politically acceptable.

Measures:

1. Coordinate, schedule, and facilitate a City Council retreat, each fiscal year, which is rated better than 3.0 on a 4.0 point scale by members of City Council.

	2009-2010 Actual	2010-2011 Projection	2011-2012 Projected
Results	Rated 2.6 on a 4.0 scale	Rated approx. 3.0 on a 4.0 scale	Rate ≤3.4 on a 4.0 point scale

2. Complete the budget approval process, requiring no more than five scheduled workshop sessions annually.

	2009-2010 Actual	2010-2011 Projection	2011-2012 Projected
Results	Budget approval process completed in four workshops	Budget meetings scheduled for May 2011.	Complete the budget approval process in five workshops

3. Annually receive a better than average rating (≥70 points on a 100 point scale) in the Annual Citizens Survey for the following: "I receive good value for the City of Dover taxes that I pay."

	2009-2010 Actual	2010-2011 Projection	2011-2012 Projected
Results	Annual Citizens Survey was not conducted	Annual Citizens Survey was not conducted	Due to budgetary constraints, the Annual Citizens Survey will not be conducted.

DEPARTMENT MANAGEMENT

Objective: The objective of this program is to provide support and guidance to the City Manager departments so they can achieve their goals and objectives.

Measures:

1. Ninety percent of all departmental operating expenses and revenues are within 95 percent of their budget, indicating that all budgetary needs have been met.

	2009-2010 Actual	2010-2011 Projection	2011-2012 Projected
Results	97 percent of all departments were within 95 percent of their budget	≤90 percent of all departments are within 95 percent of their budget	≤90 percent of all departments are within 95 percent of their budget

2. Annually, have 90 percent of Capital Investment Plan (CIP) projects completed on time and under budget, indicating that needed projects are complete.

	2009-2010 Actual	2010-2011 Projection	2011-2012 Projected
Results	75 percent of CIP projects completed on time and under budget	≥75 percent of CIP projects completed on time and under budget	≥75 percent of CIP projects completed on time and under budget

3. Ensure 90 percent of departmental strategic objectives are met annually.

	2009-2010 Actual	2010-2011 Projection	2011-2012 Projected
Results	90 percent of departmental strategic goals were met.	≥90 percent of strategic objectives to be met annually.	≥90 percent of strategic objectives to be met annually.

PROJECT DEVELOPMENT

Objective: The objective of this program is to provide research, selection, development, and implementation of new programs identified as being needed or desired to move the City toward its overall vision, with particular attention being paid to programs that do not clearly fit within one of the existing departments.

Measure: Annually, identify two to four new strategic objectives related to new programs that advance the City's vision.

	2009-2010 Actual	2010-2011 Projection	2011-2012 Projected
Results	1. DSWA Contract Revision completed 2. Garrison Tract Plan completed.	1. Yard Waste Separation Plan 2. Energy Management RFP's	Identify two new strategic objectives.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Continue to advance the initiatives of the Dover Anchor Library Project.** This objective is a part of the Department Management program and advances the critical success factors of Customer Satisfaction and Effective Community Communication. This is objective is on schedule for completion. Construction of the library began in March 2011. The official groundbreaking occurred on April 5, 2011.

   Measures:
   a. Finalize construction documentation phase and cost estimates with Holzman-Moss within scope of work.
   b. Ensure all related items are completed on time and within budget.
   c. Oversee fund raising campaign with the goal of raising $4 million over two years.

2. **Management of the power contracts with PACE Global and North American Energy Services (NAES) to ensure system reliability and competitive rates.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency. This goal is on target for completion by the end of the fiscal year.

   Measures:
   a. Continue to Chair the Energy Management and Risk Management Committees.
   b. Ensure that PACE and NAES are operating within their contracts and respective budgets.
   c. Assure that Dover's electric rates remain competitive and less costly than most other electric utilities in the state of Delaware.
   d. Manage contracts in order to obtain the desired results by end of the contract period.

3. **Oversee the Request for Proposals process for Energy Management Services.** In preparation of the expiring of the PACE contract; oversee the development of an Energy Management Services RFP. This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency. This goal is on target for completion by the end of the fiscal year.

   Measures:
   a. Develop energy management bid criteria.
   b. Advertize, solicit bidders, and develop bid evaluation criteria.
   c. Select vendor prior to the expiration of current contracts.

4. **Continue to move forward with the Garrison Tract Development project.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency. This goal is on target for completion by the end of the fiscal year.

   Measures:
   a. Ensure completion of final subdivision documents.
   b. Develop marketing strategy for tenants and begin some solicitation for new tenants.
   c. Develop a list of potential utility improvements and review with City Council for inclusion in the CIP.
   d. Support MacQuire and LS Power contracts in order to move the project forward toward completion.

5. **Develop a Yard Waste Separation and Collection Program**. This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency. This goal is on target for completion by the end of the fiscal year.

Measures:

a. Based on research and discussions with other municipalities develop a plan for yard waste separation and collection.
b. Present the plan to City Council for approval by October 2010.
c. Create a campaign to educate residents on the plan before and during start up.
d. Ensure implementation of the Yard Waste Separation and Collection plan by January 2011.

6. **Explore two new potential revenue sources.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency. This goal is on target for completion by the end of the fiscal year.

7. **Develop a plan for a Trash utility and a Pay-As-You-Throw plan.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency. This goal is on target for completion by the end of the fiscal year.

Measures:

a. Research other communities and develop a plan and cost impact analysis for a trash utility and PAYT (pay-as-you-throw) program based on varying charges for different sized cans.
b. Work with the Controller to establish accounts and allocations for a trash utility and determine the revenue needs.
c. Select a subdivision for a pilot program to test the plan.
d. Prepare recommendations on both the trash utility and the PAYT by May 2011.

8. **Study the potential for a Storm Water Utility.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency. This goal is on target for completion by the end of the fiscal year.

Measures:

a. Conduct a study and analysis of Wilmington's existing Storm Water utility and Newark's ongoing efforts to establish a storm water utility.
b. Study should focus on how to establish, calculating and applying rates.
c. Determine what expenses are covered by rates and what advantages this has bought to Wilmington and Newark.
d. Determine applicability to Dover and submit a report to City Council by April 2011.

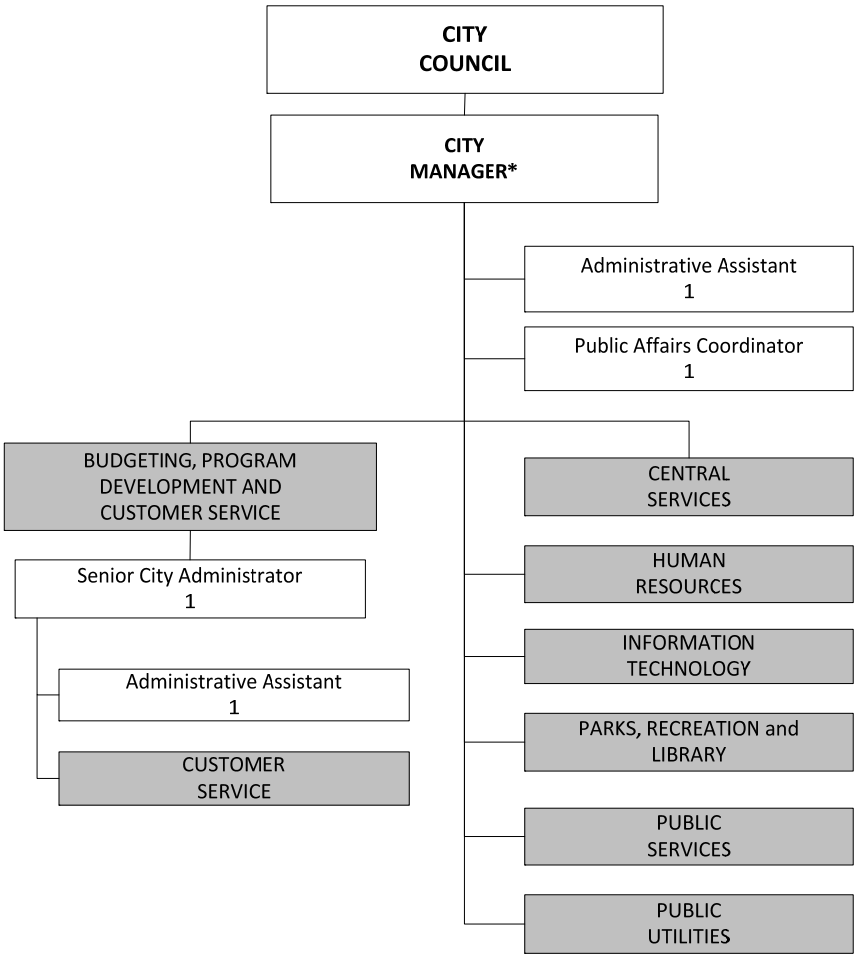
9. **Develop code amendments to expand performance and maintenance bonding and guarantees in subdivisions and site plans beyond public improvements.** This objective requires the cooperation of the City Planner and advances the critical success factors of Customer Satisfaction and Effective Community Communication. This goal is on target for completion by the end of the fiscal year.

Measures:

a. Explore how other municipal laws are structured to insure that HOA's (Home Owners Associations) becomes fully functioning and able to maintain their properties when conveyed.
b. Submit a report to City Council by April 2011.

**** Fiscal 2011-2012 Strategic Objectives will be presented in the Final Budget, upon completion of the City Manager's annual evaluation.***

CITY MANAGER
ORGANIZATION CHART
FISCAL YEAR 2012



* Appointed by Council

CITY MANAGER
110/147-2100-515

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	322,472	347,877	349,337	360,916	-	352,223	360,916	356,570
10-12	OVERTIME	1,538	-	-	-	-	-	-	-
10-14	FICA TAXES	23,510	23,214	25,469	21,049	-	21,049	21,049	21,049
10-15	HEALTH INSURANCE	33,460	38,412	40,967	54,250	-	54,250	54,250	54,250
10-16	L I D INSURANCE	2,096	2,113	2,113	2,257	-	2,257	2,257	2,257
10-17	WORKERS COMPENSATION	1,717	1,828	1,828	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	2,917	6,519	6,519	6,000	-	6,000	6,000	6,000
10-19	PENSION	37,770	18,626	19,099	20,691	-	20,691	20,691	20,691
10-20	OPEB	-	-	-	24,265	-	24,265	24,265	24,265
	PERSONNEL COSTS	**425,480**	**438,589**	**445,332**	**489,428**	**-**	**480,735**	**489,428**	**485,082**
20-22	OFFICE SUPPLIES	642	1,000	1,000	700	-	700	700	700
20-23	PRINTING AND DUPLICATING	20,544	22,000	22,000	21,500	-	19,200	21,500	21,500
20-26	PROGRAM EXPENSES/SUPPLIES	2,079	-	-	-	-	-	-	-
20-31	BOOKS	75	200	200	200	-	200	200	200
20-37	COMPUTER SOFTWARE	-	125	50	420	-	420	420	420
20-38	COMPUTER HARDWARE	2,580	-	-	3,575	-	3,575	3,575	3,575
	MATERIALS & SUPPLIES	**25,920**	**23,325**	**23,250**	**26,395**	**-**	**24,095**	**26,395**	**26,395**
30-21	TELEPHONE/FAX	1,830	1,500	1,500	1,500	-	1,500	1,500	1,500
30-27	SUBSCRIPTIONS AND DUES	1,830	1,900	2,100	1,800	-	1,800	1,800	1,800
30-28	TRAINING/CONF/FOOD/TRAVEL	1,680	2,000	1,700	2,000	-	2,000	2,000	2,000
30-31	CONTRACTUAL SERVICES	6,910	1,850	550	550	-	550	550	550
30-32	LEGAL EXPENSES	93,145	89,000	100,000	70,000	100,000	70,000	170,000	120,000
30-35	COMMUNITY RELATIONS EXP	1,006	2,000	1,000	1,000	-	1,000	1,000	1,000
30-61	OFF EQUIP/REPAIRS & MAINT	242	1,000	500	500	-	500	500	500
30-62	GASOLINE	472	408	850	850	-	850	850	850
	ADMINISTRATIVE EXPENDITURES	**107,115**	**99,658**	**108,200**	**78,200**	**100,000**	**78,200**	**178,200**	**128,200**
	TOTAL EXPENDITURES	**558,515**	**561,572**	**576,782**	**594,023**	**100,000**	**583,030**	**694,023**	**639,677**
	REVENUES								
	GENERAL FUND	558,515	561,572	576,782	594,023	100,000	583,030	694,023	639,677
	PERSONNEL								
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0	-	5.0	5.0	5.0

CENTRAL SERVICES

DEPARTMENTAL VISION

Central Services endeavors to provide on time and accurate distribution of internal communications; cost-effective procurement of all supplies and equipment; quality facility maintenance; and quality vehicle maintenance. With the assistance of our customers and suppliers, we provide a clean and safe working environment for all employees, elected officials, and citizens of Dover.

MAJOR PROGRAMS

WAREHOUSE

Objective: The objective of this program is to procure and maintain sufficient stock to support customer requirements based on past usage and current lead times while remaining in compliance with the purchasing policy.

Measures:

1. Maintain a 90 percent or better issue effectiveness rate. [Issues / (issues + back orders)] * 100

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	99.95 percent issue effectiveness rate	98 percent issue effectiveness rate	≥95 percent issue effectiveness rate

2. Maintain an inventory turnover rate of four to five per year (cost of goods sold/average inventory investment, past 12 months) not including transformers or contingency stock.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	One turnover every 29 years	One turnover every 20 years	One turnover every 10 years

Note: The turnover rate of four to five per year is the Electrical industry standard. The City of Dover has approximately $1.6 million in allocated items, awaiting project commencement, and approximately $424,000 in excess items (not used in over three years). We are currently working to reduce the excess items.

PURCHASING

Objective: The objective of this program is to acquire materials and services in a timely manner, in accordance with the City of Dover Purchasing Policy, 80 percent of the time.

Measures:

1. Quantity and percentage of formal sealed bids for non-inventory items that are converted to purchase orders within the time frame specified within the bid package.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	7 sealed bids, 100 percent converted to purchase orders	15 sealed bids, 100 percent converted to purchase orders	≥15 sealed bids, ≥95 percent converted to purchase orders

2. Quantity and percentage of formal, sealed bids specifications prepared and received by purchasing, and distributed to vendors within seven working days of receipt of request more than 80 percent of the time.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	28 bids received, 100 percent distributed within seven working days	37 bids received, 95 percent distributed within seven working days	≥50 bids received, ≥90 percent distributed within seven working days

MAIL ROOM

OBJECTIVE: The objective of this program is to provide internal distribution and efficient postal services to support City of Dover activities, while conforming to U.S. Postal Regulations and receiving the lowest possible postage rates 95 percent of the time.

Measures:

1. Quantity and percentage of outgoing, first class, pre-sort, U.S. mail that qualifies for the lowest two discounted rates.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	375,000 pieces of outgoing mail, 96.34 percent qualify for lowest rates	350,000 pieces of outgoing mail, 96 percent qualify for lowest rates	≥395,000 pieces of outgoing mail, ≥95 percent qualify for lowest rates

FLEET MAINTENANCE

Objective: The objective of this program is to provide on-time preventative maintenance (PM) to all City vehicles (excluding police vehicles) more than 70 percent of the time.

Measure: Quantity and percentage of scheduled PMs completed.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	364 vehicles, 68 percent of scheduled PMs completed on time	360 vehicles, 70 percent of scheduled PMs completed on time	≥350 vehicles, ≥75 percent of scheduled PMs completed on time

FACILITIES MANAGEMENT

Objective: The objective of this program is to ensure that all City buildings are maintained and kept in a safe and clean condition.

Measure: Quantity and percentage of Facilities Maintenance work order requests that are completed within five workdays (routine) and two workdays (emergency) from notification to crew dispatch.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Routine	390 work orders, 93 percent completed within five workdays	420 work orders, 90 percent completed within five workdays	≥ 422 work orders, ≥80 percent completed within two workdays
Emergency	56 work orders, 97 percent completed within two workdays	50 work orders, 95 percent completed within two workdays	≥ 59 work orders, ≥95 percent completed within two workdays

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Perform low cost improvements to City buildings.** This objective is a part of the Facilities Management program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication.

   Measure: This is an ongoing project and involves general painting, replacement and repair projects. This goal is ongoing.

2. **Sell obsolete materials through GovDeals on line auction.** This objective is a part of the Facilities Management program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication. The beginning of this program is to eliminate from stock all obsolete/unserviceable materials which will lead to improved use of space. This is an ongoing project and involves review and designation for disposal of items with no use in three years. Received $44,648 for materials sold this fiscal year. This goal is ongoing.

3. **Advance the use of eco-friendly products throughout the City.** This objective is a part of the Facilities Management program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measures:
   a. The Janitorial Supplies contract has been bid as all "green". US Communities green representative has conducted a green study of our cleaning procedures. A test building has been selected and will be used to analyze the recommended green products. This goal is ongoing.
   b. Recycled paper is now the only copy paper available in the warehouse. This goal is complete.
   c. Conversion to fluorescent lights and installation of automatic light switches is ongoing.

4. **Complete a report based on recent audit and surveys of City radio usage.** This objective encompasses several programs and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication along with Cost and Revenue Efficiency.

   Measure: This review has started and one department has been completed. All radios identified in the survey have been determined to be essential for operational communications. This goal is ongoing.

5. **Contract for janitorial services.** This objective is a part of the Facilities Management program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measures:
   a. Compare bids to the cost of in-house staff to determine cost effectiveness by August 2010.
   b. Complete selection process and oversee implementation, including adjusting current staff work schedules.
   c. Ensure contractors are fulfilling contractual obligations by May 2011. This program is under review by the City Manager.

6. **Implement safety recommendations for the vehicle shop as outlined by the City's insurance carrier.** This objective is a part of the Fleet Maintenance program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measures:
   a. Develop a vehicle lift inspection program to include regular, documented inspections of the lifts and their components.
   b. Develop an overhead door inspection program to include regular, documented inspections of the doors and their components.
   c. Have permanent placards placed on each hydraulically designed automatic sprinkler riser, indicating the system design, flow, and pressure requirements. The placard should be provided in accordance with NFPA 13, Standard for the Installation of Sprinkler Systems.
   d. Complete by October 2010. This goal is complete

7. **Energy and carbon audit of all City buildings and facilities.** This objective is a part of the Facilities Management program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measures:
   a. Ensure fulfillment of contract and facilitate work of the consultants by coordinating site visits, and providing requested data.
   b. Evaluate the consultant's final report and make recommendations for suggested improvements.
   c. Completion timeline for this objective will be determined at a later date. This goal is ongoing

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2012-2012

1. **Continue to perform low cost improvements to City buildings.** This objective is a part of the Facilities Management program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication.

   Measure: This is an ongoing project and involves general painting, replacement and repair projects.

2. **Advance the use of eco-friendly products throughout the City.** This objective is a part of the Facilities Management program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measures:
   a. The current Janitorial Supplies Contract expires in January 2011. Complete test and evaluate for implementation in all city buildings.
   b. Continue conversion to fluorescent lights; install automatic light switches in all conference rooms, bathrooms, and common spaces that are not regularly occupied.

3. **Complete a report based on recent audit and surveys of City radio usage.** This objective encompasses several programs and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication along with Cost and Revenue Efficiency.

Measures:

a. Include all radios currently in employee operated vehicles and all handheld radios.
b. Determine where savings can be realized in the purchasing and maintenance costs by reducing the inventory of radios.
c. Report should be completed by November 2011.

4. **Contract for janitorial services.** This objective is a part of the Facilities Management program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

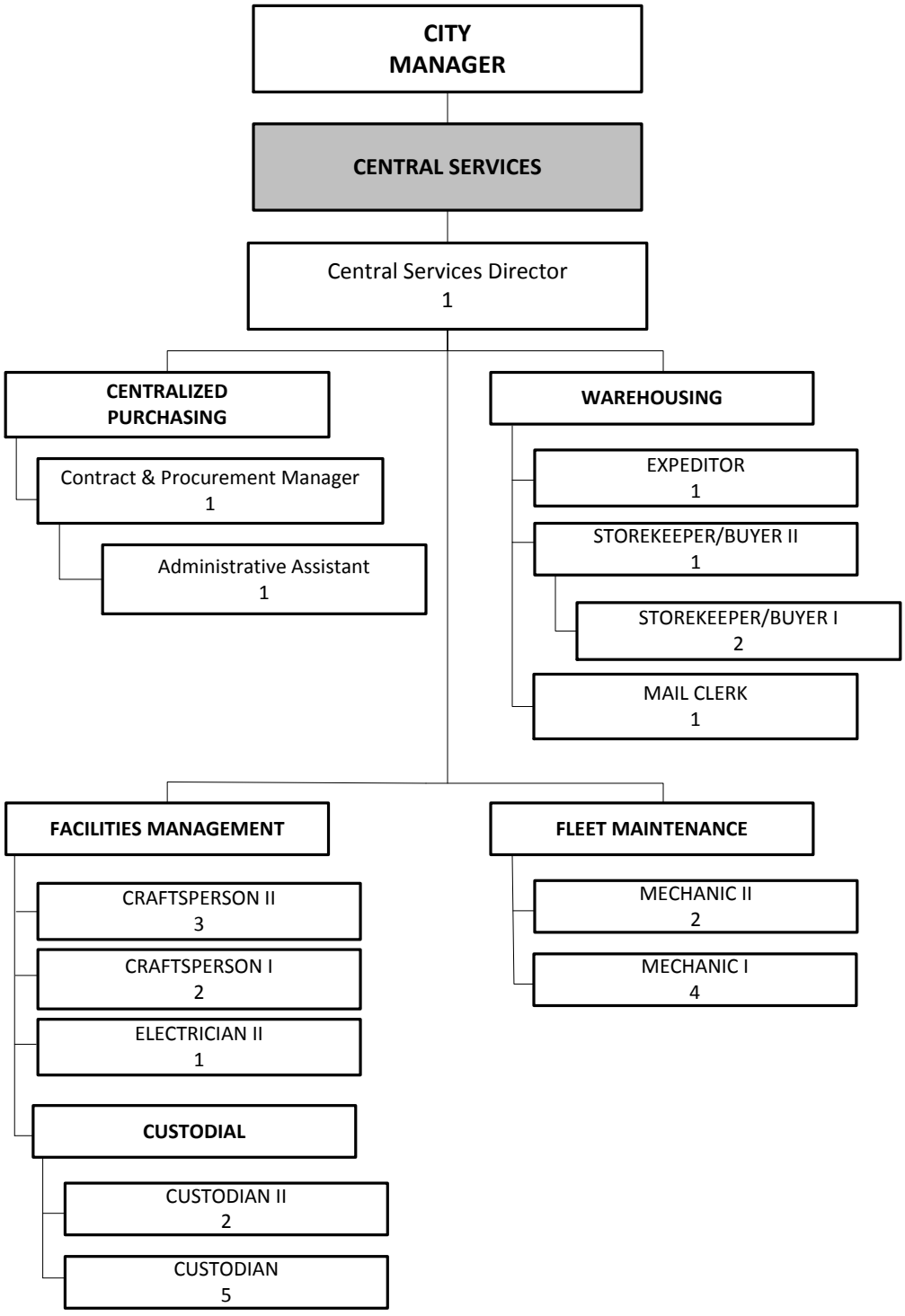
a. Compare bids to the cost of in-house staff to determine cost effectiveness by August 2011.
b. Complete selection process and oversee implementation, including adjusting current staff work schedules.
c. Ensure contractors are fulfilling contractual obligations by May 2012.

5. **Energy and carbon audit of all City buildings and facilities.** This objective is a part of the Facilities Management program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

a. Ensure fulfillment of contract and facilitate work of the consultants by coordinating site visits, and providing requested data.
b. Evaluate the consultant's final report and make recommendations for suggested improvements.
c. Completion timeline for this objective will be determined at a later date.

CENTRAL SERVICES
ORGANIZATION CHART
FISCAL YEAR 2012



FACILITIES MANAGEMENT

110/147-2500-552

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	550,943	587,035	564,589	566,825	-	498,775	566,825	532,729
10-12	OVERTIME	1,127	300	300	500	-	500	500	500
10-13	TEMPORARY HELP	17,997	24,403	19,789	24,892	-	24,892	24,892	24,892
10-14	FICA TAXES	43,204	46,153	44,389	42,820	-	37,494	42,820	40,157
10-15	HEALTH INSURANCE	108,210	125,921	120,990	118,934	-	103,937	118,934	111,416
10-16	L I D INSURANCE	3,124	3,154	3,154	2,946	-	2,506	2,946	2,741
10-17	WORKERS COMPENSATION	20,359	21,973	21,973	-	-	-	-	-
10-19	PENSION	133,499	24,642	23,472	25,969	-	24,925	25,969	25,969
10-20	OPEB	-	-	-	37,410	-	35,113	37,410	37,410
	PERSONNEL COSTS	**878,463**	**833,581**	**798,656**	**820,296**	**-**	**728,142**	**820,296**	**775,814**
20-22	OFFICE SUPPLIES	67	100	100	100	-	100	100	100
20-25	CUSTODIAL	7,712	8,500	8,500	8,500	-	5,100	8,500	8,500
20-28	MEDICAL SUP & PHYSICALS	-	-	-	-	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	4,121	3,684	3,684	4,420	-	4,420	4,420	4,420
20-32	SECURITY/SAFETY MATERIALS	1,136	1,873	1,873	1,625	-	1,625	1,625	1,625
20-33	SMALL TOOLS	767	1,000	1,000	500	-	500	500	500
20-46	CITY BLDG MAINT SUPPLIES	19,389	10,000	10,000	10,500	-	10,500	10,500	10,500
20-58	WATER/SEWER	1,232	1,275	1,275	1,275	-	1,275	1,275	1,275
20-61	ELEC MATERIALS/SUPPLIES	2,650	2,500	2,500	2,500	-	2,500	2,500	2,500
	MATERIALS & SUPPLIES	**37,074**	**28,932**	**28,932**	**29,420**	**-**	**26,020**	**29,420**	**29,420**
30-21	TELEPHONE/FAX	1,563	2,000	1,800	1,800	-	1,800	1,800	1,800
30-23	ELECTRICITY	97,379	81,000	81,000	96,000	-	96,000	96,000	96,000
30-24	HEATING OIL/GAS	1,369	750	1,370	1,370	-	1,370	1,370	1,370
30-28	TRAINING/CONF/FOOD/TRAVEL	-	200	200	200	-	200	200	200
30-31	CONTRACTUAL SERVICES	4,837	35,994	6,994	6,994	7,800	6,994	14,794	14,794
30-62	GASOLINE	6,187	6,600	6,600	6,600	-	6,600	6,600	6,600
30-64	TRUCK REPAIRS/MAINTENANCE	-	500	-	-	-	-	-	-
30-65	MAINT EQUIP REPAIRS/MAINT	-	500	-	-	-	-	-	-
30-67	RADIO REPAIRS/MAINTENANCE	768	700	700	700	-	700	700	700
	ADMINISTRATIVE EXPENDITURES	**112,103**	**128,244**	**98,664**	**113,664**	**7,800**	**113,664**	**121,464**	**121,464**
	TOTAL EXPENDITURES	**1,027,640**	**990,757**	**926,252**	**963,380**	**7,800**	**867,826**	**971,180**	**926,698**
	REVENUES								
	GENERAL FUND	1,027,640	990,757	926,252	963,380	7,800	867,826	971,180	926,698
	PERSONNEL								
	FULL-TIME EQUIVALENT	13.0	13.0	13.0	13.0	-	11.0	13.0	12.0

CENTRAL SERVICES
110/147-2700-571

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	233,719	249,821	253,631	280,304	-	277,693	280,304	278,999
10-12	OVERTIME	616	350	350	800	-	800	800	800
10-13	TEMPORARY HELP	-	-	-	-	-	-	-	-
10-14	FICA TAXES	17,633	18,799	19,315	21,420	-	21,420	21,420	21,420
10-15	HEALTH INSURANCE	42,906	63,797	45,450	48,796	-	48,796	48,796	48,796
10-16	L I D INSURANCE	1,479	1,545	1,545	1,595	-	1,595	1,595	1,595
10-17	WORKERS COMPENSATION	4,950	5,431	6,549	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	-	-	-	-	-	-	-
10-19	PENSION	43,563	12,431	12,201	13,721	-	13,721	13,721	13,721
10-20	OPEB	-	-	-	18,500	-	18,500	18,500	18,500
	PERSONNEL COSTS	**344,866**	**352,174**	**339,041**	**385,136**	**-**	**382,525**	**385,136**	**383,831**
20-21	FURNITURE/FIXTURES	500	400	400	600	-	600	600	600
20-22	OFFICE SUPPLIES	2,228	1,489	1,489	2,080	-	2,080	2,080	2,080
20-23	PRINTING AND DUPLICATING	3,680	3,800	3,800	3,800	-	3,800	3,800	3,800
20-25	CUSTODIAL	885	1,150	1,150	900	-	900	900	900
20-26	PROGRAM EXPENSES/SUPPLIES	-	2,000	2,000	2,000	-	2,000	2,000	2,000
20-28	MEDICAL SUP & PHYSICALS	-	-	-	-	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	884	1,255	1,255	1,115	-	1,115	1,115	1,115
20-31	BOOKS	-	-	-	-	-	-	-	-
20-32	SECURITY/SAFETY MATERIALS	616	1,079	1,079	630	-	630	630	630
20-33	SMALL TOOLS	63	-	-	-	-	-	-	-
20-37	COMPUTER SOFTWARE	44	75	75	75	-	75	75	75
20-38	COMPUTER HARDWARE	5,528	-	-	3,750	-	3,750	3,750	3,750
20-46	CITY BLDG MAINT SUPPLIES	8,260	7,430	7,430	4,430	-	4,430	4,430	4,430
20-58	WATER/SEWER	2,944	3,300	3,000	3,000	-	3,000	3,000	3,000
20-61	ELEC MATERIALS/SUPPLIES	-	-	-	-	-	-	-	-
	MATERIALS & SUPPLIES	**25,632**	**21,978**	**21,678**	**22,380**	**-**	**22,380**	**22,380**	**22,380**
30-21	TELEPHONE/FAX	2,070	2,200	2,200	2,200	-	2,200	2,200	2,200
30-22	POSTAGE	177,042	168,550	168,550	168,550	-	165,750	168,550	168,550
30-23	ELECTRICITY	86,506	88,500	86,500	86,500	-	86,500	86,500	86,500
30-24	HEATING OIL/GAS	-	450	450	200	-	200	200	200
30-25	ADVERTISEMENT	1,963	3,000	3,000	3,000	-	3,000	3,000	3,000
30-27	SUBSCRIPTIONS AND DUES	751	1,340	1,340	620	-	620	620	620
30-28	TRAINING/CONF/FOOD/TRAVEL	20	8,200	15	2,000	-	2,000	2,000	2,000
30-31	CONTRACTUAL SERVICES	2,391	2,000	4,500	5,657	15,336	20,993	20,993	20,993
30-43	ENVIRONMENTAL EXPENSES	2,335	2,775	2,775	2,850	-	2,850	2,850	2,850
30-61	OFF EQUIP/REPAIRS & MAINT	10,169	9,085	9,085	8,900	-	8,900	8,900	8,900
30-62	GASOLINE	3,900	5,500	5,500	3,500	-	3,500	3,500	3,500
30-66	OTHER EQUIP REPAIRS/MAINT	278	3,725	3,725	1,000	-	1,000	1,000	1,000
30-67	RADIO REPAIRS/MAINTENANCE	478	500	500	500	-	500	500	500
	ADMINSTRATIVE EXPENDITURES	**287,903**	**295,825**	**288,140**	**285,477**	**15,336**	**298,013**	**300,813**	**300,813**
40-25	OTHER EQUIP - PURCHASE	-	-	-	30,670	-	-	30,670	-
	CAPITAL OUTLAY	**-**	**-**	**-**	**30,670**	**-**	**-**	**30,670**	**-**
	TOTAL EXPENDITURES	**658,401**	**669,977**	**648,859**	**723,663**	**15,336**	**702,918**	**738,999**	**707,024**
	REVENUES								
	GENERAL FUND	658,401	669,977	648,859	692,993	15,336	702,918	708,329	707,024
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	30,670	-	-	30,670	-
	PERSONNEL								
	FULL-TIME EQUIVALENT	6.0	6.0	6.0	6.0	-	6.0	6.0	6.0

FLEET MAINTENANCE
110/147-2800-572

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	247,690	264,010	264,588	269,711	-	221,444	269,711	221,444
10-12	OVERTIME	19,731	1,500	5,976	1,500	-	1,500	1,500	1,500
10-14	FICA	19,782	19,879	20,365	20,347	-	16,310	20,347	16,310
10-15	HEALTH INSURANCE	57,820	66,226	65,630	66,243	-	58,725	66,243	58,725
10-16	LID	1,333	1,342	1,342	1,346	-	1,109	1,346	1,109
10-17	WORKMANS COMP.	10,850	10,780	10,974	-	-	-	-	-
10-19	PENSION	40,100	13,444	13,709	14,420	-	11,349	14,420	11,349
10-20	OPEB	-	-	-	17,801	-	14,423	17,801	14,423
	PERSONNEL COSTS	**397,306**	**377,181**	**382,584**	**391,368**	**-**	**324,860**	**391,368**	**324,860**
20-22	OFFICE SUPPLIES	237	200	200	200	-	200	200	200
20-23	PRINTING AND DUPLICATING	225	375	375	375	-	375	375	375
20-25	CUSTODIAL	4	100	100	-	-	-	-	-
20-26	PROGRAM EXPENSES/SUPPLIES	288,374	367,700	332,000	310,000	-	307,500	310,000	310,000
20-29	UNIFORMS/UNIFORM ALLOW	1,006	1,536	1,536	1,710	-	1,710	1,710	1,710
20-31	BOOKS	692	600	600	600	-	600	600	600
20-32	SECURITY/SAFETY MATERIALS	697	1,431	1,431	1,000	-	1,000	1,000	1,000
20-33	SMALL TOOLS	4,663	5,000	5,000	5,000	-	5,000	5,000	5,000
20-37	COMPUTER SOFTWARE	2,254	2,100	2,100	2,100	-	2,100	2,100	2,100
20-38	COMPUTER HARDWARE	2,182	-	-	-	-	-	-	-
20-46	CITY BLDG MAINT SUPPLIES	1,508	1,000	1,000	-	-	-	-	-
	MATERIALS & SUPPLIES	**301,842**	**380,042**	**344,342**	**320,985**	**-**	**318,485**	**320,985**	**320,985**
30-21	TELEPHONE/FAX	312	400	400	400	-	400	400	400
30-28	TRAINING/CONF/FOOD/TRAVEL	340	800	800	500	-	500	500	500
30-31	CONTRACTUAL SERVICES	-	-	-	500	-	500	500	500
30-43	ENVIRONMENTAL EXPENSES	-	1,200	-	-	-	-	-	-
30-62	GASOLINE	1,654	2,000	2,000	2,000	-	2,000	2,000	2,000
30-67	RADIO REPAIRS/MAINTENANCE	300	306	306	306	-	306	306	306
	ADMINISTRATIVE EXPENDITURES	**2,606**	**4,706**	**3,506**	**3,706**	**-**	**3,706**	**3,706**	**3,706**
	TOTAL EXPENDITURES	**701,754**	**761,929**	**730,432**	**716,059**	**-**	**647,051**	**716,059**	**649,551**
	REVENUES								
	GENERAL FUND	701,754	761,929	730,432	716,059	-	647,051	716,059	649,551
	PERSONNEL								
	FULL-TIME EQUIVALENT	6.0	6.0	6.0	6.0	-	5.0	6.0	5.0

CITY CLERK

DEPARTMENTAL VISION

The City Clerk's Office is a link between the Community, City Council, and City staff. We are committed to maximizing access to municipal government in a timely and professional manner and to accurately record and preserve the history of the City of Dover. The City Clerk's Office staff values the diversity of Dover's population and is dedicated to serving everyone in a courteous and professional manner that lends itself to bringing respect to the City and the citizens we serve. We strive to work in unison with City Council and Staff to increase and promote opportunities for citizens to communicate their needs, suggestions, and concerns so they may continue to enjoy a high quality of life.

MAJOR PROGRAMS

ADMINISTRATIVE SUPPORT

Objective: The objective of this program is to provide administrative support for Council and Council Committees, including preparation of agendas and minutes; attendance at Council and Council Committee meetings; tracking of agenda items; research; correspondence; processing resolutions and ordinances; ensuring publication/posting of public hearing notifications, agendas, legal notices, etc.; and providing elected and appointed officials assistance to assure they can perform their duties.

Measures:

1. Number of meeting agendas prepared.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Prepared 142 agendas	Prepare ≥142 agendas	Prepare ≥142 agendas

2. Number of meeting minutes transcribed.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Transcribed minutes for 134 meetings	Transcribed minutes for ≥100meetings	Transcribe minutes for ≥100 meetings

3. Number of meeting hours attended.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Attended 175 meeting hours	Attended ≥127 meeting hours	Attend ≥127 meeting hours

RECORDS MANAGEMENT

Objective: The objective of this program is to ensure the safety of essential records; to provide for an archival depository for the permanent preservation of historical records; to provide an orderly system of maintaining, retrieving, and storing records, as well as the proper and legal disposal of records in accordance with City procedures specific to state law, City Charter, and City Code; to serve as the City's liaison with the State Bureau of Archives and Records and coordinator of all City departments, to assist in setting up a records system; to maintain all City contracts, deeds, and other such vital records for the City; to research and retrieve records for the public, elected/appointed officials, and City staff as requested; develop and maintain the City records management program.

Measures:

1. Number of records processed (measured in cubic feet), including transfers to records center, transfers to State Archives, and records destroyed.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	460 cubic feet of records processed.	Processed ≥1,000 cubic feet of records.	Process ≥1,000 cubic feet of records.

2. Number of vital and/or historical documents imaged.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Imaged 44,237 documents	Imaged ≥40,000 documents	Image ≥50,000 documents

CODIFICATION

Objective: The objective of this program is to provide current legal requirements to the public, elected officials and City employees so that they can operate within the laws of the City of Dover.

Measure: Number of Charter/Code Amendments processed.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Processed 38 amendments	Processed ≥30 amendments	Process ≥30 amendments

OMBUDSMAN

Objective: The objective of this program is to provide a point of contact to citizens so that they have a means to immediately submit questions, concerns, complaints, and suggestions so that they can enjoy a high quality of life and so that Council can be made aware of the desires of their constituents; receive and process all claims and summonses against the City.

Measure: Number of inquiries handled on behalf of the City Council

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Data available through Customer Relations Management Software did not accurately represent a true measure of this goal.	Prepare a Customer Service survey to obtain measurement data.	New measure to be developed.

MUNICIPAL ELECTIONS AND REFERENDA

Objective: The objective of this program is to assure that all residents are made aware of the requirements for voting in municipal elections and referendums so that they are given a fair and equal opportunity to cast a vote for a representative or vote for or against an issue; to assure that the election and referendums are conducted in accordance with the Delaware Code and City of Dover Charter and Code; and that the process runs smoothly so that citizens are able to exercise their constitutional right and ensure that their voices are heard.

Measures:

1. Number of voters registered (assigning City district).

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	This process has been automated through GIS software	This process has been automated and will no longer be tracked	New measure to be developed.

2. Number of voters processed during municipal elections.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Process ≥2,941 voters	Process ≥3,000 voters	Process ≥3,000 voters

FISCAL YEAR 2010-2011 STRATEGIC ACOMMPLISHMENTS

1. **Work with the Election Board and the GIS Department to develop a recommendation for redistricting based on the results of the 2010 Census.** This objective supports the Municipal Elections and Referenda program and advances the critical success factors of giving residents a fair and equal opportunity to cast a vote for a representative or vote for or against an issue; to assure that the election and referendums are conducted in accordance with the Delaware Code and City of Dover Charter and Code.

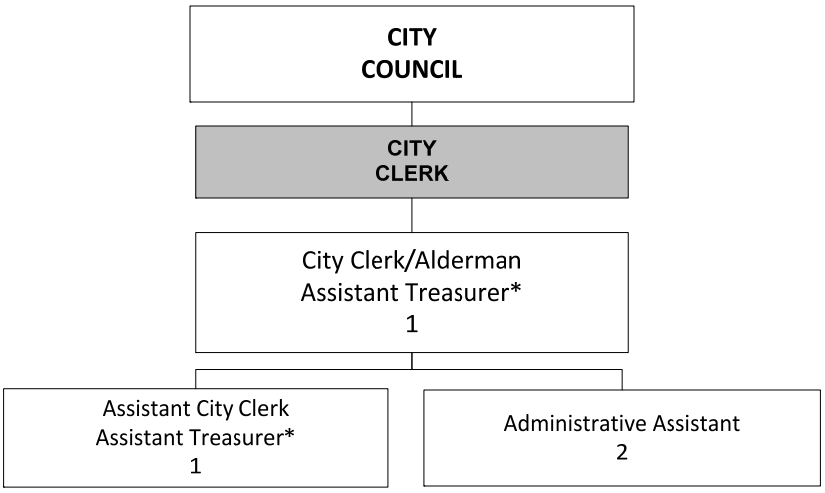
   Measure: Present recommendation within three (3) months of receiving the data. This objective is on track for completion.

2. **Provide the remaining Charter Review Committee recommendations to the Legislative, Finance, and Administration Committee for review and recommendation to Council.** This objective supports the Administrative Support program and advances the critical success factors of providing administrative support for Council and Council Committees.

   Measure: Present recommendations by January 2010. This objective is on track for completion.

**** Fiscal 2011-2012 Strategic Objectives will be presented in the Final Budget, upon completion of the City Clerk's annual evaluation.***

CITY CLERK
ORGANIZATION CHART
FISCAL YEAR 2012



* Appointed by Council

CITY CLERK
110/147-1100-511

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	143,990	171,103	175,548	184,081	-	150,355	184,081	181,885
10-14	FICA TAXES	10,527	12,291	13,152	13,891	-	11,697	13,891	13,891
10-15	HEALTH INSURANCE	36,326	42,234	38,949	41,580	-	25,062	41,580	41,580
10-16	L I D INSURANCE	1,171	1,210	1,210	1,320	-	1,088	1,320	1,320
10-17	WORKERS COMPENSATION	763	894	930	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	10,000	2,179	5,000	-	5,000	5,000	5,000
10-19	PENSION	30,972	6,635	9,364	7,362	-	6,390	7,362	7,362
10-20	OPEB	-	-	-	12,149	-	10,011	12,149	12,149
	PERSONNEL COSTS	**223,749**	**244,367**	**241,332**	**265,383**	**-**	**209,603**	**265,383**	**263,187**
20-22	OFFICE SUPPLIES	2,794	2,900	2,900	2,900	-	1,910	2,900	2,900
20-23	PRINTING AND DUPLICATING	4,092	3,000	3,000	4,000	-	4,000	4,000	4,000
20-37	COMPUTER SOFTWARE	-	225	225	-	-	-	-	-
20-38	COMPUTER HARDWARE	2,673	1,150	1,150	7,885	-	7,885	7,885	7,885
	MATERIALS & SUPPLIES	**9,559**	**7,275**	**7,275**	**14,785**	**-**	**13,795**	**14,785**	**14,785**
30-21	TELEPHONE/FAX	575	646	646	646	-	646	646	646
30-25	ADVERTISEMENT	780	600	600	800	-	800	800	800
30-27	SUBSCRIPTIONS AND DUES	576	625	625	700	-	700	700	700
30-28	TRAINING/CONF/FOOD/TRAVEL	847	1,680	1,680	2,610	-	2,610	2,610	2,610
30-31	CONTRACTUAL SERVICES	14,783	20,050	14,550	16,900	-	9,400	16,900	9,400
30-34	ELECTION RELATED EXPENSES	9,348	10,000	10,000	10,000	-	10,000	10,000	10,000
30-61	OFF EQUIP/REPAIRS & MAINT	1,303	2,160	2,160	800	-	800	800	800
	ADMINISTRATIVE EXPENDITURES	**28,212**	**35,761**	**30,261**	**32,456**	**-**	**24,956**	**32,456**	**24,956**
	TOTAL EXPENDITURES	**261,520**	**287,403**	**278,868**	**312,624**	**-**	**248,354**	**312,624**	**302,928**
	REVENUES								
	GENERAL FUND	261,520	287,403	278,868	312,624	-	248,354	312,624	302,928
	PERSONNEL								
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0	-	3.0	4.0	4.0

CUSTOMER SERVICES

DEPARTMENTAL VISION

Customer Services is a department where customers enjoy transacting their business. Through the team effort of our employees, Customer Services will endeavor to maintain our reputation for being a professional, courteous, friendly, efficient, accurate, safe, fair, and consistent department in the City of Dover. Customer Services will also endeavor to continue to efficiently budget, bill, and receive monies for services provided by the City so that the City is ensured of the necessary revenue to carry out its functions in a timely manner.

MAJOR PROGRAMS

CUSTOMER SERVICE

Objective: The objective of this program is to provide professional, fair, courteous, friendly, efficient, and accurate service, where customers are comfortable conducting their business.

Measure: Obtain a 95 percent or better satisfaction rating from customers completing our survey and/or comment card.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	95 percent satisfaction rating	95 percent satisfaction rating	≥95 percent satisfaction rating

Objective: The objective of this program is to provide professional, friendly, accurate and timely telephone response time by reducing holding times to less than five minutes even during peak calling times.

Measure: Maintain five minutes or less of hold time, 95 percent of the time.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Five minutes of hold time, 95 percent of the time	Five minutes of hold time, 90 percent of the time	≤Five minutes of hold time,95 percent of the time

***Note**: This is measured by reviewing call center logs for wait times. The department is reviewing and analyzing this area. There are times throughout the month that the hold time for calls is maintained over the five minute standard. The department has five customer service representatives that are assigned to handle phone calls and walk in customers. During high volume times other staff assists with answering the calls.*

BILLING

Objective: The objective of this program is to provide accurate, timely, and understandable bills to our customers in order to facilitate the orderly and timely collection of revenue.

Measures:

1. Bills should be prepared with a 98 percent accuracy rate.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Bills prepared with 98 percent accuracy	Bills prepared with 98 percent accuracy	Bills prepared with ≥98 percent accuracy

2. Percentage of on-time billings are completed as scheduled.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	98 percent of on-time billings completed	98 percent of on-time billings completed	≥98 percent of on-time billing completed

Note: *We mail approximately 23,000 utility bills monthly. Bills are processed based on an estimated monthly schedule, prepared by the Billing Clerk and Meter Reading Supervisor. The Billing Clerk verifies that the actual billing date is logged to ensure that billing is completed as scheduled.*

3. Obtain a 98 percent positive response rate to the Annual Citizen Survey question, "Do you find the City's utility bill is easy to understand?"

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizen Survey was not conducted	Annual Citizen Survey was not conducted	Due to budgetary constraints the Annual Citizen Survey was not conducted

DELINQUENT COLLECTIONS

Objective: The objective of this program is to minimize the City's loss of revenue due to delinquent accounts.

Measure: Percentage of delinquent accounts collected.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	99.9 percent of delinquent accounts collected	99.7 percent of delinquent accounts collected	≥99.9 percent of delinquent accounts collected

Note: *Results are based on the average of the quarterly write-offs approved by City Council.*

METER READING

Objective: The objective of this program is to read the City's electric and water meters in an efficient, accurate, and courteous manner.

Measure: Read all meters according to the schedule 100 percent of the time.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	99.9 percent of meters read according to schedule	99.9 percent of meters read according to schedule	≥99.9 percent of meters read according to schedule

Note: *In May 2010, the meter reading department was reduced from a staff of five to three employees. The meters are still read according to schedule.*

CASH PROCESSING

Objective: The objective of this program is to process payments in a timely, accurate, and efficient manner.

Measure: Percentage of accurately processed customer payments.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	99 percent of payments processed accurately	99 percent of payments processed accurately	≥99 percent of payments processed accurately

TAX BILLING & COLLECTIONS

Objective: The objective of this program is to monitor the percentage of delinquent tax accounts that are sent for Monition Sale.

Measure: Percentage of accounts which are collected in house.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Not measured this fiscal year	99 percent of accounts collected in house	≥99 percent of accounts collected in house.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Implement use of the improved design of the utility bill.** This project includes measures to be taken in Fiscal Year 2010 to evaluate the design of the utility bill. A focus group has been created comprised of City of Dover staff and utility customers. This objective is part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measures:
   a. Project team will coordinate and form a focus group comprised of staff and customers. The resulting ideas for improvements will be formulated and presented to the City Manager for approval by May 2010.
   b. Pending Council approval, launch the new utility bill July 2010. The Council approved the new design for the utility bill in August of 2010. In November 2010, customers received a sample of the new format with the utility bill. Plans are in place to provide more details and instructions on "how to understand your bill" on the City of Dover web site.

2. **Review the utility delinquent notification process.** Currently, a separate notice (blue letter) is sent to inform our customers of delinquent utility balances and to request payment of the delinquency, in order to avoid interruption of service. It is possible for all the information to be available on the utility bill and could result in a significant savings in postage and operating costs. This objective is a part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measure: Result will be documented and presented to the Director by September 2010. This was introduced to Council in February 2011. The department is rolling out a new design for the utility bill, in April 2011. Technology will make it possible to include the delinquent notification on the utility bill. Currently, there are between 5,000 and 6,000 delinquent notices mailed monthly. This process will save postage and printing costs.

3. **Mass update of customer information.** Customer Service staff will develop a method to obtain current customer contact information and update our records. There are times when it is necessary to contact a customer and we find outdated or no contact information. Customer Service does update records as we assist customers on a regular basis; however, there are many customers that we do not routinely contact. This objective is a part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measure: A plan for the update of customer information will be submitted to the Director by January 2011. This objective is currently on track for completion.

4. **Remote deposit implementation and Lock box.** These two services are currently offered by the bank serving the City of Dover. Customer Service cashiers currently process and upload utility and tax payments; however, checks will be deposited through electronic transmission to the bank. The lock box service will process all utility and tax payments by directing the payments to a PO Box established by the lockbox processor. This project is a part of the Cash Processing program and advances the critical success factors of Employee Satisfaction and Effective Organization Communication.

   Measures:
   a. Implement the remote deposit banking feature by July 2010.
   b. The conversion to the lockbox service should be completed by December 2010. The lock box service was effective as of December 1, 2010. The implementation of this project will occur simultaneously with the introduction of the new utility bill format. This objective has been completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Investigate and report on the use of the City of Dover sanitation trucks for the purpose of collecting meter readings**. The trash collection routes are very similar to the meter reading routes. The metering department uses a portable meter reading device to obtain readings. The device may be securely installed in any city vehicle. This objective is a part of the Meter Reading program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measure:
   a. Discuss the recommendation with the Public Services Manager and GIS Coordinator. The success of this project depends on coordinating efforts and support from other departments.
   b. Establish pilot study in a residential area in December 2011. Report on the findings.
   c. Favorable findings make it possible to develop a plan and time line to put this suggestion into action.

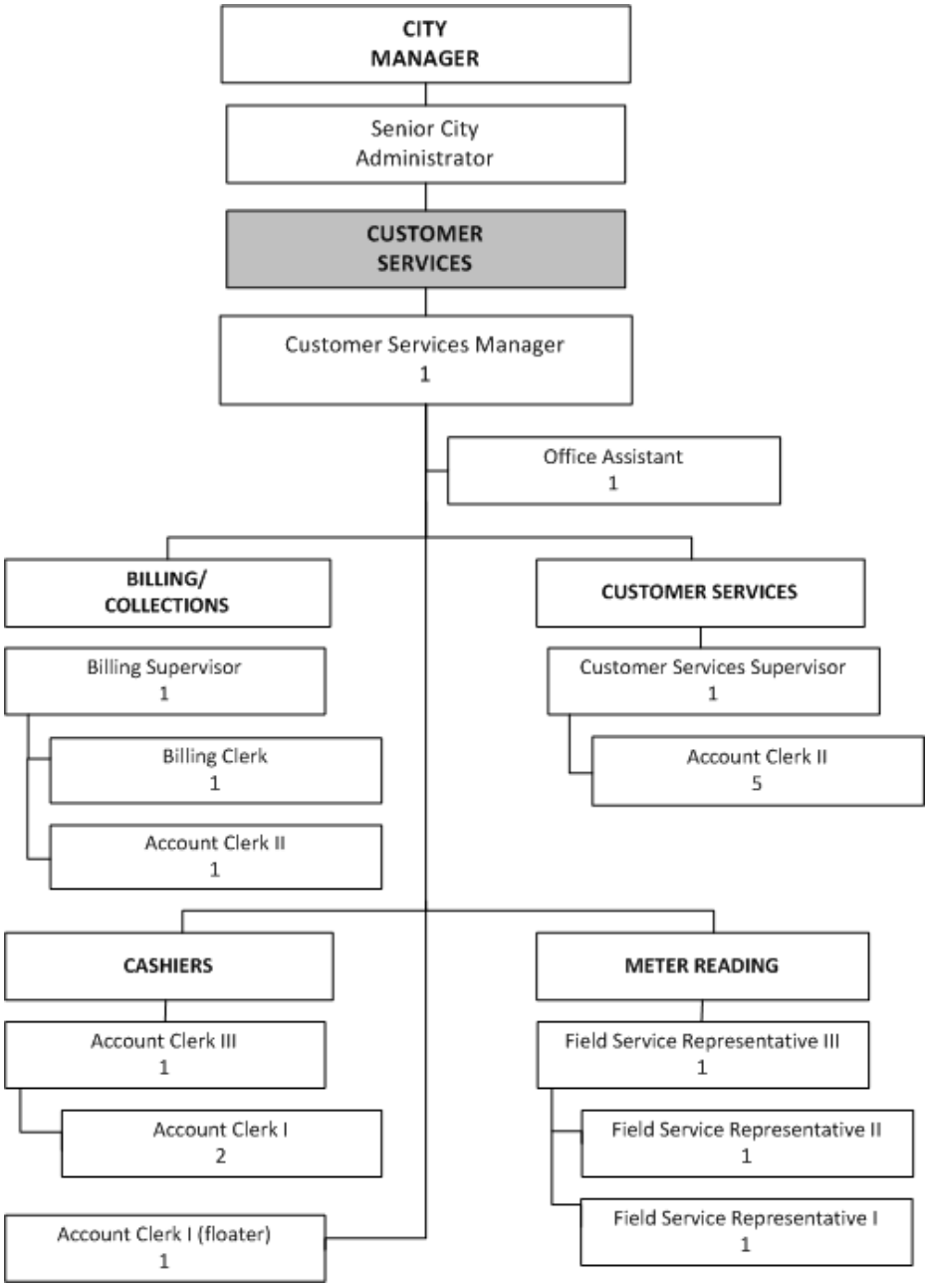
2. **Introduce the GIS system to the Customer Service and meter reading department.** This objective is a part of the all of the Customer Service programs and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure: Conduct meetings with GIS staff to determine what components of the GIS system are best suited to Customer Service and Meter Reading. Present recommendations to Senior City Administrator by June 2011.

3. **Reorganize duties of the Customer Service and Meter Reading staff.** This objective is a part of the Customer Service and Meter Reading programs and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

   Measure: Outline duties and recommended changes and submit to Senior City Administrator for review by June 2011.

CUSTOMER SERVICES
ORGANIZATION CHART
FISCAL YEAR 2012



CUSTOMER SERVICE
110/147-2900-529

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	534,490	566,225	572,685	556,978	-	551,367	556,978	554,173
10-14	FICA TAXES	39,926	42,592	43,406	42,394	-	42,394	42,394	42,394
10-15	HEALTH INSURANCE	116,582	132,840	136,483	122,207	-	122,207	122,207	122,207
10-16	L I D INSURANCE	3,389	3,416	3,488	3,528	-	3,528	3,528	3,528
10-17	WORKERS COMPENSATION	2,833	3,002	3,033	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	1,887	11,000	3,384	2,700	-	2,700	2,700	2,700
10-19	PENSION	102,886	25,397	26,212	28,343	-	28,343	28,343	28,343
10-20	OPEB	-	-	-	38,729	-	38,729	38,729	38,729
	PERSONNEL COSTS	**801,993**	**784,472**	**788,691**	**794,879**	**-**	**789,268**	**794,879**	**792,074**
20-22	OFFICE SUPPLIES	16,046	16,900	16,900	13,900	-	13,900	13,900	13,900
20-23	PRINTING AND DUPLICATING	20,597	26,986	23,000	21,000	-	17,300	21,000	21,000
20-38	COMPUTER HARDWARE	8,986	7,100	5,000	11,850	-	11,850	11,850	11,850
20-46	CITY BLDG MAINT SUPPLIES	605	1,610	300	300	-	300	300	300
	MATERIALS & SUPPLIES	**46,234**	**52,596**	**45,200**	**47,050**	**-**	**43,350**	**47,050**	**47,050**
30-21	TELEPHONE/FAX	3,061	2,936	3,400	3,400	-	3,400	3,400	3,400
30-25	ADVERTISEMENT	265	400	400	400	-	400	400	400
30-31	CONTRACTUAL SERVICES	8,015	9,000	9,000	74,980	-	74,980	74,980	74,980
30-61	OFF EQUIP/REPAIRS & MAINT	21,690	20,000	20,000	20,000	-	20,000	20,000	20,000
	ADMINISTRATIVE EXPENDITURES	**33,031**	**32,336**	**32,800**	**98,780**	**-**	**98,780**	**98,780**	**98,780**
	TOTAL EXPENDITURES	**881,258**	**869,404**	**866,691**	**940,709**	**-**	**931,398**	**940,709**	**937,904**
	REVENUES								
	GENERAL FUND	881,258	869,404	866,691	940,709	-	931,398	940,709	937,904
	PERSONNEL								
	FULL-TIME EQUIVALENTS	15.0	15.0	15.0	14.0	-	14.0	14.0	14.0

METER READING
480/487-8500-565

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	176,741	127,495	123,553	125,727	-	125,727	125,727	125,727
10-12	OVERTIME	13,880	13,610	6,352	13,610	-	13,610	13,610	13,610
10-14	FICA TAXES	14,429	10,582	9,840	10,527	-	10,527	10,527	10,527
10-15	HEALTH INSURANCE	30,397	28,646	27,763	27,928	-	27,928	27,928	27,928
10-16	L I D INSURANCE	924	751	751	754	-	754	754	754
10-17	WORKERS COMPENSATION	6,675	5,699	5,271	-	-	-	-	-
10-19	PENSION	32,634	5,996	5,996	6,419	-	6,419	6,419	6,419
10-20	OPEB	-	-	-	6,412	-	6,412	6,412	6,412
	PERSONNEL COSTS	**275,680**	**192,779**	**179,526**	**191,377**	**-**	**191,377**	**191,377**	**191,377**
20-29	UNIFORMS/UNIFORM ALLOW	4,334	4,014	4,014	4,014	-	4,014	4,014	4,014
20-32	SECURITY/SAFETY MATERIALS	120	285	285	285	-	285	285	285
20-33	SMALL TOOLS	-	1,500	400	600	-	600	600	600
20-38	COMPUTER HARDWARE	-	-	-	1,600	-	1,600	1,600	1,600
20-55	METER READING SUPPLIES	4,208	4,534	4,534	4,534	-	4,534	4,534	4,534
	MATERIALS & SUPPLIES	**8,662**	**10,333**	**9,233**	**11,033**	**-**	**11,033**	**11,033**	**11,033**
30-21	TELEPHONE/FAX	1,938	1,596	1,596	1,596	-	1,596	1,596	1,596
30-62	GASOLINE	9,477	11,640	9,000	11,640	-	11,640	11,640	11,640
30-66	OTHER EQUIP REPAIRS/MAINT	4,982	5,810	5,810	5,810	-	5,810	5,810	5,810
30-67	RADIO REPAIRS/MAINTENANCE	677	750	750	750	-	750	750	750
	ADMINISTRATIVE EXPENDITURES	**17,074**	**19,796**	**17,156**	**19,796**	**-**	**19,796**	**19,796**	**19,796**
40-25	OTHER EQUIP - PURCHASE	-	-	-	-	20,000	20,000	20,000	20,000
	CAPITAL OUTLAY	**-**	**-**	**-**	**-**	**20,000**	**20,000**	**20,000**	**20,000**
	TOTAL EXPENDITURES	**301,416**	**222,908**	**205,915**	**222,206**	**20,000**	**242,206**	**242,206**	**242,206**
	REVENUES								
	ELECTRIC FUND	301,416	222,908	205,915	222,206	-	222,206	222,206	222,206
	ELECTRIC I & E FUND	-	-	-	-	20,000	20,000	20,000	20,000
	PERSONNEL								
	FULL-TIME EQUIVALENT	3.0	3.0	3.0	3.0	-	3.0	3.0	3.0

FINANCE

DEPARTMENTAL VISION

The Finance Department continues to serve our customers in Dover with open communication, timely reporting of financial results, and prudent cash management. Through the team effort of City Council, the Mayor, City Manager, and employees, the Finance Department will ensure compliance of policies and procedures. The Finance Department will continue to enhance government accountability with a high standard of ethics and integrity. We will take a proactive approach to changes in economic conditions and accounting methods.

MAJOR PROGRAMS

TREASURY AND CASH MANAGEMENT

Objective: The objective of this program is optimization of cash through prudent receipts and disbursement procedures in order to maximize investment earnings and to provide a comparable annual return to the current market while maintaining low risk and high quality investments. Monitor external markets for impact on City investments.

Measure: Realize a comparable rate of return for the City's short-term and intermediate-term investments with the following: 90-day and one-year certificate of deposit, 90-day Treasury Bill, Merrill Lynch one-to-three year Treasury index, and the State of Delaware Local Government Investment Pool.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Benchmarks +/- 1.00 percent	Benchmarks +/- 1.00 percent	Benchmarks +/- 1.00 percent

FINANCIAL REPORTING

Objective: The objective of this program is to provide monthly and annual reports that are accurate and timely to external and internal customers in order to provide them with the results of operations and the information necessary to make business decisions.

Measure: Meet 95 percent of due dates and deadlines.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Met 88 percent of due dates and deadlines.	Met 93 percent of due dates and deadlines.	Meet $\geq$95 percent of due dates and deadlines.

ADMINISTRATION

Objective: The objective of this program is to provide adequate oversight of departmental progress towards achieving our goals and objectives; assist with policy development; provide staff with training and development opportunities that will enhance their skills and knowledge; and provide quality and responsive service to our external and internal customers.

Measure: Staff training and development workshops. This process will enhance the skills and knowledge of the staff that are not familiar with the responsibilities of their peers.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Not Applicable	Each staff member will conduct one workshop	Each staff member will conduct one workshop

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Develop Days Sales Outstanding (DSO) monthly report to provide timely information on receivable collections.** This objective is a part of the Financial Reporting program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. This goal was completed by April 30, 2011.

2. **Assist with implementation of inventory system for Electric Plant inventory.** This objective is part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and Cost and Revenue Efficiency. This goal was completed by December 31, 2010.

3. **Implementation and transition to an external service for time keeping and payroll.** This objective is a part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and Cost and Revenue Efficiency. This goal was completed by March 31, 2011.

4. **Implement and transition to lockbox and remote deposit services for cash receipts.** This objective is a part of the Administration advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and Cost and Revenue Efficiency. This goal was completed by March 31, 2011.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2012

1. **Coordinate audit program with the Legislative, Finance, & Administrative Committee. Meet all deadlines as established in the audit program.** This objective is part of the Financial Reporting program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure: Estimated completion date is December 31, 2010.

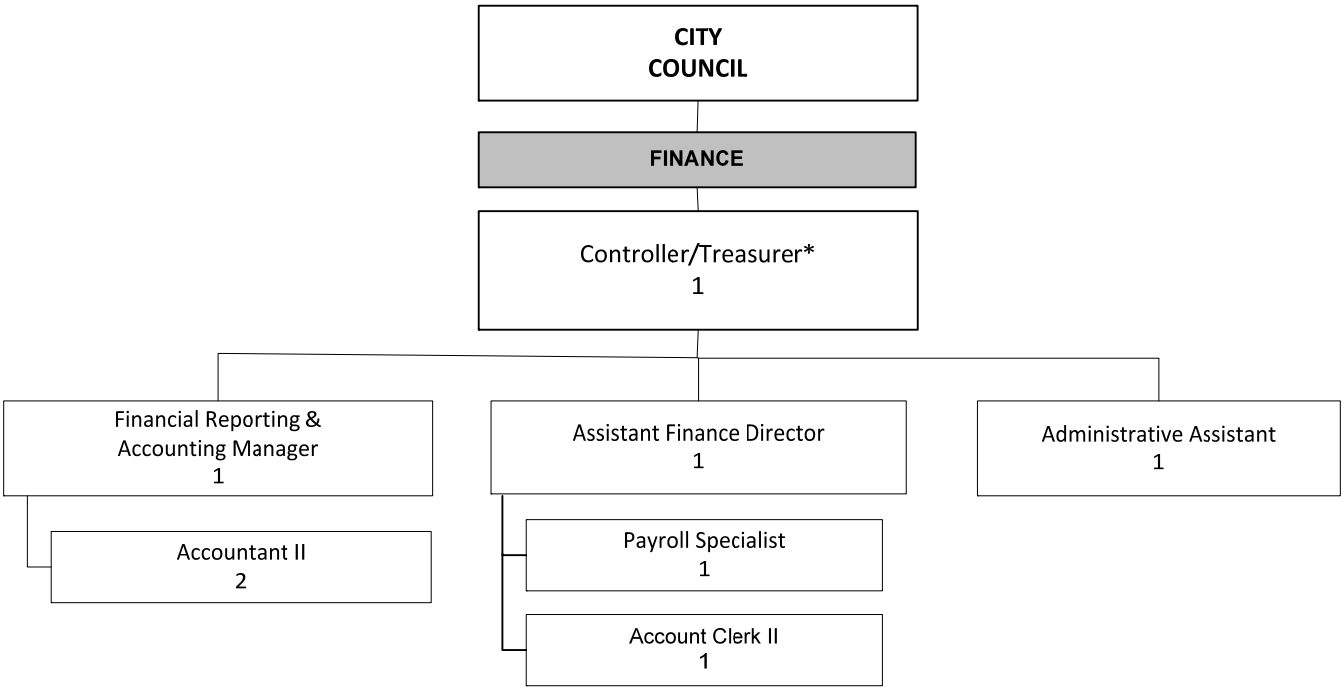
2. **Fortis training and implementation for Payroll and Accounts Payable.** This objective is a part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and Cost and Revenue Efficiency.

   Measure: Estimated completion date is December 31, 2010.

3. **Each Staff Member will take three in-house Sungard training sessions.** This objective is a part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure: Estimated completion date March 31, 2011.

FINANCE
ORGANIZATION CHART
FISCAL YEAR 2012



* Appointed by Council

FINANCE
110/147-2300-517

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	465,074	491,495	456,495	501,943	-	447,134	501,943	451,555
10-12	OVERTIME	-	3,000	3,000	-	-	-	-	-
10-13	TEMPORARY HELP	-	-	35,000	5,134	-	5,134	5,134	5,134
10-14	FICA TAXES	34,374	35,468	35,468	33,935	-	30,290	33,935	30,290
10-15	HEALTH INSURANCE	68,893	76,802	76,802	79,970	-	69,367	79,970	69,367
10-16	L I D INSURANCE	2,666	2,712	2,712	3,003	-	2,770	3,003	2,770
10-17	WORKERS COMPENSATION	2,449	2,598	2,598	-	-	-	-	-
10-19	PENSION	59,119	22,494	22,494	24,204	-	21,979	24,204	21,979
10-20	OPEB	-	-	-	33,128	-	29,984	33,128	29,984
	PERSONNEL COSTS	**632,575**	**634,569**	**634,569**	**681,317**	**-**	**606,658**	**681,317**	**611,079**
20-22	OFFICE SUPPLIES	1,834	2,500	2,000	2,000	-	2,000	2,000	2,000
20-23	PRINTING AND DUPLICATING	7,730	8,500	8,000	8,000	-	4,800	8,000	8,000
20-38	COMPUTER HARDWARE	2,444	2,700	1,400	3,200	-	3,200	3,200	3,200
	MATERIALS & SUPPLIES	**12,008**	**13,700**	**11,400**	**13,200**	**-**	**10,000**	**13,200**	**13,200**
30-21	TELEPHONE/FAX	1,389	2,000	1,700	2,000	-	2,000	2,000	2,000
30-22	POSTAGE	98	100	100	100	-	100	100	100
30-25	ADVERTISEMENT	203	300	200	250	-	250	250	250
30-27	SUBSCRIPTIONS AND DUES	1,672	2,200	2,200	1,655	-	1,655	1,655	1,655
30-28	TRAINING/CONF/FOOD/TRAVEL	5,181	5,000	5,000	5,000	-	5,000	5,000	5,000
30-31	CONTRACTUAL SERVICES	99,788	163,600	143,000	164,070	-	164,070	164,070	164,070
30-37	OTHER EXPENSES	257	300	300	300	-	300	300	300
30-61	OFF EQUIP/REPAIRS & MAINT	3,744	5,400	3,800	15,100	-	15,100	15,100	15,100
	ADMINISTRATIVE EXPENDITURES	**112,332**	**178,900**	**156,300**	**188,475**	**-**	**188,475**	**188,475**	**188,475**
	TOTAL EXPENDITURES	**756,915**	**827,169**	**802,269**	**882,992**	**-**	**805,133**	**882,992**	**812,754**
	REVENUES								
	GENERAL FUND	756,915	827,169	802,269	882,992	-	805,133	882,992	812,754
	PERSONNEL								
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0	-	7.0	8.0	7.0

FIRE

DEPARTMENTAL VISION

The Dover Fire Department provides quality fire protection and rescue services to the citizens of the City of Dover through the team effort of volunteer firefighters from the community. Our firefighters are highly trained and dedicated individuals who value the needs of the public by holding themselves to the highest standards ensuring the public's trust in the services we provide.

MAJOR PROGRAMS

FIRE SUPPRESSION AND RESCUE RESPONSE

Objective: The objective of this program is to continue to provide a timely and quality response to emergency calls for service.

Measures:

1. Maintain a 72 percent or better confidence rating in the Annual Citizen Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizen Survey not conducted	Annual Citizen Survey not conducted	Due to budgetary constraints, Annual Citizen Survey will not be conducted.

2. Maintain 90 percent or better quality service rating in the Annual Citizen Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizen Survey not conducted	Annual Citizen Survey not conducted	Due to budgetary constraints, Annual Citizen Survey will not be conducted.

3. Maintain an average 6.0 minute response time or better Citywide.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	6.0 minutes	≤6.0 minutes	≤6.0 minutes

FIRE COMMUNICATIONS

Objective: The objective of this program is to provide capable, competent fire dispatchers through training to increase their knowledge, skills, and abilities in handling emergency 911 calls, mapping, and other procedures.

Measures:

1. Percent of monitored calls handled correctly. Each fire dispatcher will receive Emergency Fire Dispatched (EFD) training and become nationally certified fire dispatchers. (Required continuing education and evaluation of calls.)

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	95 percent of monitored calls handled correctly	≥95 percent of monitored calls handled correctly	≥95 percent of monitored calls handled correctly

2. Percent of training hours per dispatcher.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Provided eight hours of training per dispatcher.	Provided ≥24 hours of training per dispatcher.	Provide ≥24 hours of training per dispatcher.

FIRE PREVENTION

Objective: The objective of this program is to minimize injuries and deaths related to fire by educating citizens on the dangers of fire and by providing smoke detectors to those who need them.

Measures:

1. Monitor fire related injuries and deaths within the City. Fire related injuries (calendar year): 2004 – two injuries; 2005 – three injuries; 2006 – three injuries. Our firefighters are trained in all aspects of fire ground safety.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Three injuries, One death	0 injuries, 0 deaths	0 injuries, 0 deaths

2. Continue to educate at least 3,000 children per year on fire prevention.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Educated ≥ 3,000 children	Educated ≥3,500 children	Educate ≥ 3,500 children

3. Hand out 1,000 or more smoke detectors each fiscal year.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Handed out ≥1,000 smoke detectors	Handed out ≥1,000 smoke detectors	Hand out ≥ 1,000 smoke detectors

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Form a committee to design a ladder truck to replace Ladder 1 in accordance with 2012 CIP**. Due to the costly repairs and multiple operational issues with Ladder 1, a committee with be formed to design a ladder truck. Ladder 1 has been shut down several times when setting up the main aerial. Another malfunction of this equipment could mean the difference between life and death. This objective is a part of the Fire Suppression and Rescue Response program and advances the critical success factor of Citywide Safety.

   Measure: Form committee and begin design work by June 2010. This goal has been completed.

2. **Upgrade and replace 80 Motorola fire pagers for alerting volunteer firefighters.** This project is mandated by the FCC in order to comply with the change in fire service frequencies by 2013. This objective is a part of the Fire Communications objective and advances the critical success factor of Citywide Safety.

Measure: Complete the replacement of fire pagers by June 2011. This measure is on target for completion. Currently awaiting budget approval from City Council.

3. **Purchase ten 800 MHz radios**, to equip each position on all apparatus with a radio for fire ground accountability and safety. This objective is a part of the Fire Communications objective and advances the critical success factor of Citywide Safety.

   Measure: Purchase radios and train all staff on correct usage by June 2011. This measure is on target for completion. Currently awaiting budget approval from City Council.

4. **Upgrade to New World dispatching program** to incorporate mobile dispatching terminals (MDT), and EFD. This objective is a part of the Fire Communications objective and advances the critical success factor of Citywide Safety.

   Measure: Ensure updates are completed and dispatchers are trained by June 2011. This measure is on target for completion. Currently awaiting budget approval from City Council.

5. **Establish a Capital Investment Project plan for Station 2** to repair and maintain satisfactory building conditions. This objective is a part of the Fire Suppression and Rescue Response program and advances the critical success factor of Citywide Safety.

   Measure: Repair/replace HVAC, Roof and Operational Areas by June 2011. This measure is on target for completion. Currently awaiting budget approval from City Council.

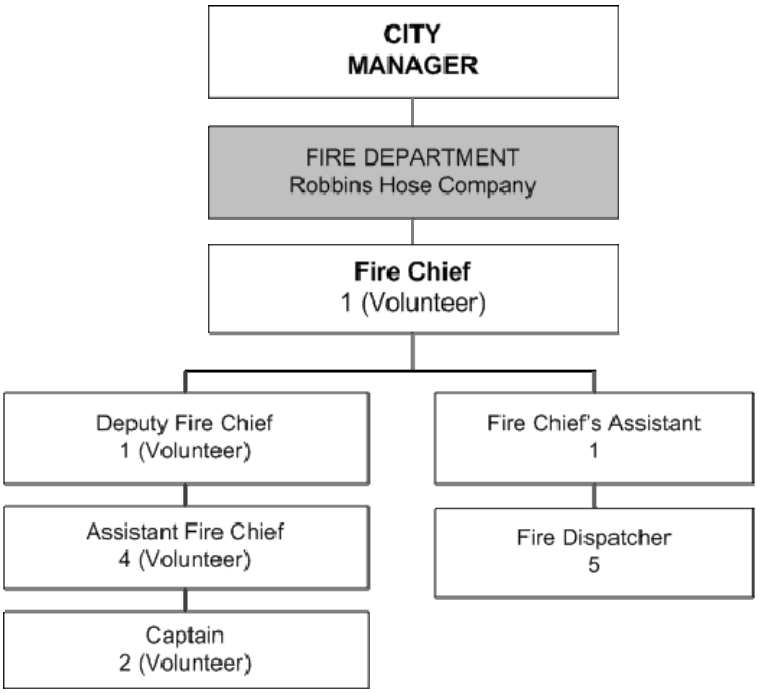
STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Form a committee to design an engine to replace Engine 6 in accordance with 2013 Capital Investment Plan**. Due to the costly repairs and operational issues with Engine 6, a committee will be formed to design a new engine. This objective is a part of the Fire Suppression and Rescue Response program and advances the critical success factor of Citywide Safety.

Measure: Form committee and begin design work by September 2011.

2. **Defer critical purchases**. Due to the financial situation of the City of Dover, the Dover Fire Department has decided to put off any additional purchases that we do not deem critical at this time. We will continually strive to provide superior emergency services to the citizens of the City of Dover and surrounding areas, and if a need arises for a major purchase we will refer back to City Council.

FIRE
ORGANIZATION CHART
FISCAL YEAR 2012



FIRE
110/147-1400-514

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	213,510	268,610	246,138	259,050	-	224,520	259,050	258,551
10-12	OVERTIME	50,658	38,365	49,797	43,498	-	43,498	43,498	43,498
10-13	TEMPORARY HELP	20,112	25,070	3,727	3,700	-	3,700	3,700	3,700
10-14	FICA TAXES	21,639	25,418	22,867	25,326	-	22,400	25,326	25,326
10-15	HEALTH INSURANCE	33,031	52,785	43,589	43,893	-	36,375	43,893	43,893
10-16	L I D INSURANCE	1,111	1,449	1,449	1,401	-	1,197	1,401	1,401
10-17	WORKERS COMPENSATION	1,493	1,760	1,760	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	-	-	3,000	-	3,000	3,000	3,000
10-19	PENSION	47,554	15,113	15,113	13,025	-	10,885	13,025	13,025
10-20	OPEB	-	-	-	19,077	-	16,723	19,077	19,077
	PERSONNEL COSTS	**389,108**	**428,570**	**384,440**	**411,970**	**-**	**362,298**	**411,970**	**411,471**
20-22	OFFICE SUPPLIES	-	-	-	2,200	-	2,200	2,200	2,200
20-26	PROGRAM EXPENSES/SUPPLIES	-	-	-	34,630	-	32,090	34,630	34,630
20-28	MEDICAL SUP & PHYSICALS	-	-	-	700	-	700	700	700
20-29	UNIFORMS/UNIFORM ALLOW	-	-	-	26,100	-	26,100	26,100	26,100
20-32	SECURITY/SAFETY MATERIALS	120	-	-	3,150	-	3,150	3,150	3,150
20-33	SMALL TOOLS	-	-	-	4,800	-	4,800	4,800	4,800
20-46	CITY BLDG MAINT SUPPLIES	-	-	-	1,950	-	1,950	1,950	1,950
20-58	WATER/SEWER	-	-	-	2,150	-	2,150	2,150	2,150
	MATERIALS & SUPPLIES	**120**	**-**	**-**	**75,680**	**-**	**73,140**	**75,680**	**75,680**
30-21	TELEPHONE/FAX	-	-	-	19,340	40,640	19,340	59,980	19,340
30-23	ELECTRICITY	-	-	-	50,020	-	50,020	50,020	50,020
30-24	HEATING OIL/GAS	-	-	-	20,000	-	20,000	20,000	20,000
30-28	TRAINING/CONF/FOOD/TRAVEL	-	-	-	8,365	-	8,365	8,365	8,365
30-31	CONTRACTUAL SERVICES	281,292	281,292	281,292	16,587	-	16,587	16,587	16,587
30-62	GASOLINE	-	-	-	21,000	-	21,000	21,000	21,000
30-64	TRUCK REPAIRS/MAINTENANCE	-	-	-	60,500	-	60,500	60,500	60,500
30-66	OTHER EQUIP REPAIRS/MAINT	-	-	-	4,000	-	4,000	4,000	4,000
30-67	RADIO REPAIRS/MAINTENANCE	-	-	-	-	40,800	-	40,800	-
	ADMINISTRATIVE EXPENDITURES	**281,292**	**281,292**	**281,292**	**199,812**	**81,440**	**199,812**	**281,252**	**199,812**
40-25	OTHER EQUIP - PURCHASE	-	-	-	56,234	-	-	56,234	-
40-26	RADIO - PURCHASE	4,000	-	-	-	-	-	-	-
40-31	CONSTRUCTION - PURCHASE	224,976	288,210	223,700	216,820	-	216,820	216,820	216,820
	CAPITAL OUTLAY	**228,976**	**288,210**	**223,700**	**273,054**	**-**	**216,820**	**273,054**	**216,820**
	TOTAL EXPENDITURES	**899,496**	**998,072**	**889,432**	**960,516**	**81,440**	**852,070**	**1,041,956**	**903,783**
	REVENUES								
	GENERAL FUND	670,520	709,862	665,732	687,462	81,440	635,250	768,902	686,963
	GOVERNMENTAL CAPITAL PROJECTS FUND	228,976	288,210	223,700	273,054	-	216,820	273,054	216,820
	PERSONNEL								
	FULL-TIME EQUIVALENT	6.0	6.0	6.0	6.0	-	5.0	6.0	6.0

HUMAN RESOURCES

DEPARTMENTAL VISION

The Human Resources Department leads and supports City departments in maintaining a competent and capable workforce and in creating a work environment that reflects respect for employees and promotes effective service delivery to customers. Through the Department's efforts, Dover's workforce is diverse and satisfied.

MAJOR PROGRAMS

RECRUITMENT AND EMPLOYMENT

Objective: The objective of this program is to provide and retain qualified applicants to departments following the equal employment opportunity standards so they can effectively provide service to the citizens of Dover.

Measures:

1. Six months after hire, 95 percent of new hires complete probation and are performing satisfactorily.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	100 percent of new hires performing satisfactorily	100 percent of new hires performing satisfactorily	≥99 percent of new hires performing satisfactorily

2. Five years after hire, 97 percent of new hires are performing satisfactorily.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	97 percent of new hires performing satisfactorily after five years	98 percent of new hires performing satisfactorily after five years	98 percent of new hires performing satisfactorily after five years

EMPLOYEE BENEFITS

Objective: The objective of this program is to provide cost-effective and competitive benefits to all employees of the City of Dover.

Measures:

1. Every third year, analyze the City's salary and benefits package to ensure it is competitive with other municipalities and make recommendations for necessary adjustments.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Surveys analyzed; prepared adjustment recommendations	Survey is scheduled to be completed in Fiscal Year 2012	Survey is scheduled to be completed in Fiscal Year 2012

2. Deliver recommendations to the City Manager by December of each fiscal year.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Recommendations were made to City Manager in March 2009	No recommendations were presented as survey is not required until Fiscal Year 2012	Recommendations will be presented to the City Manager

EMPLOYEE AND LABOR RELATIONS

Objective: The objective of this program is to maintain employee satisfaction, morale, and to promote a positive working relationship with employees and Dover's labor unions and to provide adequate training in order to maintain a capable and satisfied workforce.

Measures:

1. Conduct an Employee Satisfaction Survey every three years.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Survey results reviewed and shared with employees December 2009	Employee Survey conducted by NCS completed in March 2009	Next survey is scheduled to be completed in Fiscal Year 2012

2. In the next fiscal year address one weakness identified by the Employee Satisfaction Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Another identified weakness was addressed	Weaknesses were not identified	Weakness identified in March 2009 survey will be addressed

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Establish a Health Benefits Committee.** This objective is a part of the Employee Benefits and the Recruitment and Employment program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication in addition to Cost and Revenue Efficiency. This goal is continuing into Fiscal Year 2012, as the committee continues to address health care options.

   Measures:

   a. Establish goals, meeting times, and preliminary ideas for the Committee
   b. Work with the committee to provide all of the necessary information needed for their review.
   c. Provide City Council a report of the committee's recommendations to reduce health care costs while preserving the ability to recruit employees.

2. **Complete contract negotiations with Fraternal Order of Police.** This objective is a part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. This goal is on track for completion. Contract negotiations are continuing with the Fraternal Order of Police.

   Measures:

   a. Conduct strategy meeting with the City Manager.
   b. Develop strategy and negotiation timeline for approval by Council
   c. Successfully conclude negotiations with a third year wage agreement that is acceptable to Council.

3. **Minority Recruiting Strategy.** This objective is a part of the Recruitment and Employment program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. The Human Resources Department completed the measures as indicated above. Several participants of the focus group have formed the Minority Recruiting Committee. Recommendations from the committee will be presented to the Human Resources Department. This goal is on track for completion.

   Measures:
   a. Conduct research of other communities and employees to find examples of minority recruiting strategies.
   b. Interview current minority employees within a focus group to discuss and exchange ideas.

4. **Continue Employee Handbook Review and Update.** This objective is a part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. This goal will be advanced to Fiscal Year 2012.

   Measures:
   a. Continue review of employee handbook and update with outstanding policy changes.
   b. Recommend changes that are required by State and Federal law.
   c. Complete rough draft by May 2011.

5. **Establish Career Ladders and create a Career Ladder policy.** This objective is a part of the Recruitment and Employment program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. Recommendations have been included in the Fiscal Year 20 12 budget. This goal has been completed.

   Measures:
   a. Prepare a policy to govern the career ladder process.
   b. Identify three - four job titles and work with department heads to develop benchmarks for each selected job title.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Health Benefits Committee.** This objective is a part of the Employee Benefits and the Recruitment and Employment program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication in addition to Cost and Revenue Efficiency.

   Measures:
   a. Implement the recommendations of the Health Benefit Committee as approved by Council.
   b. Ensure completion in coordination with labor negotiations timeline.

2. **Negotiate a Labor Contract with the FOP, IBEW and IUE.** This objective is a part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

a. Conduct strategy meeting with the City Manager.
b. Develop strategy and negotiation timeline for approval by Council
c. Successfully conclude negotiations with agreements that are acceptable to Council.

3. **Minority Recruiting Strategy.** This objective is a part of the Recruitment and Employment program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

a. Support and assist in the implementation of the Minority Recruiting Committee recommendations.

4. **Continue Employee Handbook Review and Update.** This objective is a part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

a. Continue review of employee handbook and update with outstanding policy changes.
b. Recommend changes that are required by State and Federal law.
c. Complete rough draft by October 2011.

5. **Establish Career Ladders and create a Career Ladder policy.** This objective is a part of the Recruitment and Employment program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

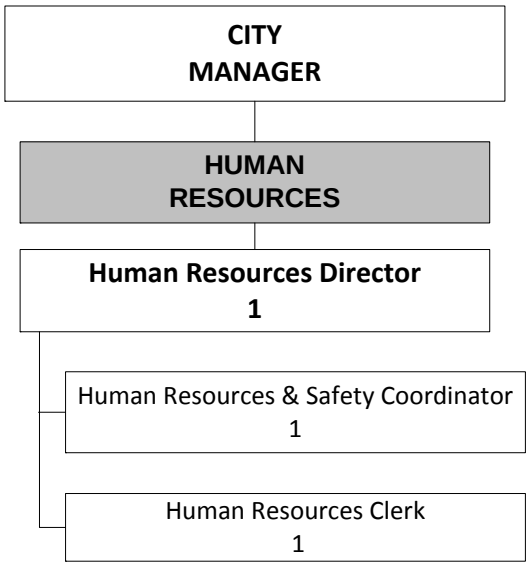
a. Identify job titles and work with department heads to develop benchmarks for each selected job title.

6. **Oversee the Contract of a Professional Labor Market Research Survey.** This objective is a part of the Recruitment and Employment program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

a. Determine if salaries are appropriate. If not appropriate, make recommendation to City Council for correction.

HUMAN RESOURCES
ORGANIZATION CHART
FISCAL YEAR 2012



HUMAN RESOURCES
110/147-3100-518

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	181,777	186,459	186,459	221,892	-	217,400	221,892	219,646
10-12	OVERTIME	-	1,000	-	-	-	-	-	-
10-14	FICA TAXES	13,317	13,444	13,444	16,012	-	16,012	16,012	16,012
10-15	HEALTH INSURANCE	31,987	34,662	34,662	34,702	-	34,702	34,702	34,702
10-16	L I D INSURANCE	1,272	1,214	1,214	1,246	-	1,246	1,246	1,246
10-17	WORKERS COMPENSATION	959	963	963	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	6,000	4,000	2,000	-	2,000	2,000	2,000
10-19	PENSION	47,073	7,498	7,498	8,903	-	8,903	8,903	8,903
10-20	OPEB	-	-	-	14,645	-	14,645	14,645	14,645
	PERSONNEL COSTS	**276,385**	**251,240**	**248,240**	**299,400**	**-**	**294,908**	**299,400**	**297,154**
20-22	OFFICE SUPPLIES	997	1,590	1,590	1,590	-	1,590	1,590	1,590
20-23	PRINTING AND DUPLICATING	3,903	5,500	4,500	4,500	-	3,000	4,500	4,500
20-26	PROGRAM EXPENSES/SUPPLIES	783	1,850	1,400	1,400	-	1,400	1,400	1,400
20-28	MEDICAL SUP & PHYSICALS	23,412	15,873	15,873	20,873	-	20,873	20,873	20,873
20-32	SECURITY/SAFETY MATERIALS	9,720	11,300	11,300	11,300	-	11,300	11,300	11,300
20-37	COMPUTER SOFTWARE	-	75	75	-	-	-	-	-
20-38	COMPUTER HARDWARE	2,444	3,800	3,800	1,600	-	1,600	1,600	1,600
20-48	PERSONNEL RELATED SUP	14,678	16,500	16,500	16,500	-	16,500	16,500	16,500
	MATERIALS & SUPPLIES	**55,937**	**56,488**	**55,038**	**57,763**	**-**	**56,263**	**57,763**	**57,763**
30-21	TELEPHONE/FAX	509	600	600	600	-	600	600	600
30-25	ADVERTISEMENT	4,001	3,000	6,000	6,000	2,000	6,000	8,000	6,000
30-27	SUBSCRIPTIONS AND DUES	1,279	2,457	2,457	1,500	-	1,500	1,500	1,500
30-28	TRAINING/CONF/FOOD/TRAVEL	441	600	600	1,557	-	1,557	1,557	1,557
30-29	CONSULTING FEES	-	9,500	-	4,500	-	4,500	4,500	4,500
30-31	CONTRACTUAL SERVICES	5,300	1,600	1,600	1,600	-	1,600	1,600	1,600
30-39	IN-HOUSE TRAINING	350	1,000	1,000	1,000	-	1,000	1,000	1,000
30-41	UNEMPLOYMENT COMP EXPENSE	33,331	31,200	20,000	20,000	-	236,602	20,000	114,380
30-61	OFF EQUIP/REPAIRS & MAINT	497	1,205	500	500	-	500	500	500
	ADMINISTRATIVE EXPENDITURES	**45,708**	**51,162**	**32,757**	**37,257**	**2,000**	**253,859**	**39,257**	**131,637**
	TOTAL EXPENDITURES	**378,030**	**358,890**	**336,035**	**394,420**	**2,000**	**605,030**	**396,420**	**486,554**
	REVENUES								
	GENERAL FUND	378,030	358,890	336,035	394,420	2,000	605,030	396,420	486,554
	PERSONNEL								
	FULL-TIME EQUIVALENT	3.0	3.0	3.0	3.0	-	3.0	3.0	3.0

INFORMATION TECHNOLOGY

DEPARTMENTAL VISION

Information Technology is a valued resource for all City departments. Through the team effort of departmental staff, customers, and vendors, Information Technology has a reputation for being responsive, knowledgeable, proactive, and flexible. We support the existing technology infrastructure with a constant eye on opportunities for continual improvement and efficiencies.

MAJOR PROGRAMS

SUPPORT

Objective: The objective of this program is to provide our customers with the right hardware and software within standards; maintain the reliability of this as well as the reliability of the network infrastructure; and train employees on usage so they can perform their jobs more efficiently.

Measures:

1. Maintain a 99% or greater rating on system availability during business hours.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	99% system availability rating	99% system availability rating	99% system availability rating

2. Replace desktop, laptop, server, and printer hardware according to the five-year rotation hardware life cycle management program. Closely monitor the need to upgrade/replace the iSeries computer based on utilization. The iSeries is a critical component of City operations as it houses HTE, one of the City's core applications.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Replaced 39 desktops, 13 laptops, 1 server and 13 printers	Replaced 18 desktops, 9 laptops, 4 printers, and 1 Server (iSeries-Power 720)	Replace desktops, laptops, printers, and Servers in accordance with the Life Cycle Replacement Schedule

3. Provide training to 200 or more participants.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Held 83 classes (10% increase of FY09) and 289 participants (43% increase over FY09)	Held 22 classes and 63 participants as of October 31, 2010	>200 participants trained

4. Provide a convenient means of submitting requests for service, knowledge, and/or data and monitor the quality of those services received by conducting a Customer Satisfaction Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	The first electronically performed Customer Satisfaction Survey, TAC Survey, was completed 12/15/08 with an overall positive outcome.	Perform a Customer Satisfaction Survey	Evaluate results from Customer Satisfaction Survey and develop an improvement plan

PROGRAMMING

Objective: The objective of this program is to provide an easy-to-use, feature-packed website for the Dover community and intranet and mainframe programming for City departments.

Measures:

1. Deploy at least one online service for the Dover community during the fiscal year.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Web Programmer position vacant	February, 2010 - Free e-mail subscription service to notify the public when agendas, minutes, paperless packets, and emergency notices are posted. September, 2010 - ShopQA that allows local businesses to update information, news, coupon listing, take customer inquiries, and assemble customer lists through the City's website	Re-design of the City of Dover's website by Delaware.Net

2. Program and implement at least one more application for the intranet.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Policies and Forms were introduced February 2009 Performed Intranet enhancements in May 2009	Non-Bargaining Employees gain access to review their own evaluation on the PFP System	Re-design of the City of Dover's website by Delaware.Net

ADMINISTRATION

Objective: The objective of this program is to direct numerous aspects of technology implementation; long-range planning; technology selection; build versus buy decisions; deployment; and maintenance for employees so that they can do their jobs effectively and efficiently.

Measures:

1. Conduct two Technology Advisory Committee (TAC) meetings per year in order to maintain the Information Technology Long-Range Plan (LRP).

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	No meetings conducted due to projects being dropped or put on hold due to budget constraints.	No TAC Meetings anticipated.	Conduct two TAC Meetings – Based on Budget Projections

2. Review, update, and/or create one Information Technology policy/procedure per year.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Created the Password Security policy along with five other policies and 12 procedures	Added 12 additional procedures to our Policy/Procedure Manual	Formalize ≥ ten Policies/Procedures as identified by auditors

3. Advance communication technology.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	1st phase of the Downtown Video Surveillance System with recording software, five cameras, and a network video recorder was completed in May 2010	Implemented 2nd phase of the Downtown Video Surveillance System with additional cameras in a portion of downtown; one more camera installed September 2010	Provide technical and quality control support for the surveillance camera system.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Provided technical and quality control support for the second phase of the Mayor's security camera initiative in a portion of downtown -** In 2009 the City received grant funding to deploy some surveillance cameras downtown. The first phase of the Downtown Video Surveillance System with recording software, five cameras, and a network video recorder was completed in May, 2010 with an additional camera added in September, 2010. This objective is part of our Support program and advances the critical success factor of Citywide Safety.

   Measure: Assisted the Mayor by providing technical and quality control support by December 2011 using the additional funds budgeted. The community will feel safer and complaints in those camera areas will decrease. This objective is on target for completion.

2. **Re-design of the City of Dover Website** - After opening of the RFP #10-0032IT on April 28, 2010, IT coordinated several vendor evaluations & demos to the main website administrators. Delaware.Net was awarded the contract on September 14, 2010 which initiated the planning and design stage. A successful and fully functional launch of the newly re-designed website is anticipated in this fiscal year. This objective is a part of the Support program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measure: As a result of a cost comparison, it was recognized to be more cost effective to outsource the re-design, development, implementation, and hosting services of the City of Dover's website. This objective is on target for completion.

3. **Implemented upgrades to various software systems** - This objective is a part of the Support program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication.

   Measures:
   a. All computers on our network were analyzed to determine their ability to operate under Windows 7. Installed Windows 7 to city computers, where applicable.
   b. Upgraded city computers to MS Office 2010 where applicable
   c. Provided necessary training materials such as Microsoft e-learning, Quick Reference Guides, etc.
   d. IBM operating system was upgraded to V6R1 as well as our Document Management Software (DMS Classic) was upgraded to DMS.Net in October 2010. SunGard Public Sector (SPS) Software was upgraded in February 2011.

4. **Replaced the iSeries System** – The iSeries houses the City's core application suite (SPS) which processes all utility & tax billing, parcel management, licenses and permits, etc. The 36-month lease on the iSeries (Model 525) expired September 2010. The lease agreement on the new system (Model 8202) includes five years of hardware and software support, even though the lease ends after three years. That would leave two full years of service and support with no additional fees. This newer, larger, faster technology will enable us to process more data more quickly and at a lower cost. This objective is part of the Support program and advances the critical success factors of Customer and Employee Satisfaction and Organizational and Community Communication.

   Measure: New Power720 Model 8202, formerly iSeries, was installed on 10/02/10 with a successful data migration and upgraded operating system. This objective has been successfully completed.

5. **Greater Dover Cyber Security Committee** - The objective is a part of several programs and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measures:
   a. Establish a fully functioning working group. Scheduled regular meetings including Kick-Off/Organizational at Dover Public Library in December 2009, Exercise II at Dover AFB in March 2010, Exercise II - After Action Report at Dover Police Department in April 2010, August 2010 meeting held at Tidewater Utilities, and September 2010 meeting held at Del Tech Terry Campus. Ensured all tasks assigned to the committee were completed by December 2010. The IT Department participated in a three day national cyber security exercise (Cyber Storm III) conducted by the U. S. Department of Homeland Security. The State of Delaware was one of a handful of states that were selected to participate. More specifically, the Dover and Wilmington Communities were among a very small number of municipalities involved.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Continue upgrades to various software systems** - This objective is a part of the Support program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication.

   Measures:
   a. Install Windows 7 to outstanding city computers where applicable
   b. Upgrade outstanding city computers to MS Office 2010 where applicable
   c. Provide necessary training materials such as Microsoft e-learning, Quick Reference Guides, etc.

2. **Upgrade existing firewall protection** – The firewall provides security such as Virtual Private Network (VPN) capabilities, reliability, and performance for concurrent connections. This objective is part of the Support program and advances the critical success factors of Customer and Employee Satisfaction and Organizational and Community Communication.

   Measure: Replace existing firewall with minimal interruption of service by June 2012.

3. **Upgrades to existing Cisco VoIP System** – Reactivate licenses and update call center software. This objective is part of the Support program and advances the critical success factors of Customer and Employee Satisfaction and Organizational and Community Communication.

   Measure: Ensure compliance with Cisco licensing. Complete upgrades by June 2012.

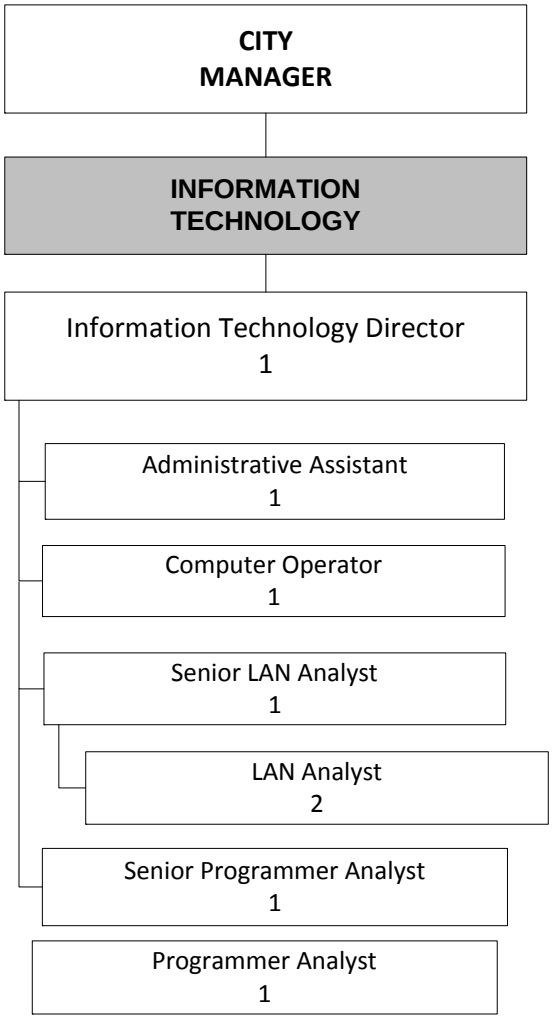
4. **Replace backup tape drive** – The volume of data being backed up on a nightly basis has exceeded the native capacity of the tapes used. Higher capacity tapes will not work in the existing tape drive. The data is being compressed to provide some overhead, but based on the rate of growth, that capacity will be exceeded soon. A new, higher capacity tape drive will allow for continued backup operation. $8,000 was originally budgeted for this project in Fiscal Year 2012. The increased cost ($12,600) is due to price changes and improved technology. The warranty on the existing unit expires February 6, 2012. This objective is part of the Support program and advances the critical success factors of Customer and Employee Satisfaction and Organizational and Community Communication.

   Measure: Replace existing tape backup system, and show improved performance by June 2012.

5. **Replace APC Uninterruptable Power Supply (UPS)** – The UPS protects and maintains an uninterruptable power supply to the New Power720 Model 8202 (formerly iSeries) and other critical equipment in the computer room. Keeping consistent power to the equipment prolongs the life of the equipment and ensures the high level of availability that users expect. This was originally in the budget for Fiscal Year 2011. This objective is part of the Support program and advances the critical success factors of Employee Satisfaction and Organizational and Community Communication.

   Measure: Replace APC UPS and continue to maintain 99% availability during working hours by June 2012.

INFORMATION TECHNOLOGY
ORGANIZATION CHART
FISCAL YEAR 2012



INFORMATION TECHNOLOGY
110/147-2200-516

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	374,067	380,390	300,054	282,010	-	275,247	282,010	278,629
10-14	FICA TAXES	27,861	25,697	22,792	20,872	-	20,872	20,872	20,872
10-15	HEALTH INSURANCE	59,632	60,316	58,889	49,868	-	49,868	49,868	49,868
10-16	L I D INSURANCE	2,275	2,219	2,340	2,050	-	2,050	2,050	2,050
10-17	WORKERS COMPENSATION	1,885	1,826	1,890	-	-	-	-	-
10-19	PENSION	71,215	16,060	13,356	13,830	-	13,830	13,830	13,830
10-20	OPEB	-	-	-	18,613	-	18,613	18,613	18,613
	PERSONNEL COSTS	**536,935**	**486,508**	**399,321**	**387,243**	**-**	**380,480**	**387,243**	**383,862**
20-21	FURNITURE/FIXTURES	-	350	350	200	-	200	200	200
20-22	OFFICE SUPPLIES	727	1,125	1,125	1,125	-	1,125	1,125	1,125
20-31	BOOKS	25	50	50	50	-	50	50	50
20-34	DATA PROCESSING SUPPLIES	998	2,400	1,000	1,600	-	1,600	1,600	1,600
20-37	COMPUTER SOFTWARE	70,434	64,306	64,306	64,406	-	61,606	64,406	64,406
20-38	COMPUTER HARDWARE	14,711	25,512	25,512	31,156	-	31,156	31,156	31,156
	MATERIALS & SUPPLIES	**86,895**	**93,743**	**92,343**	**98,537**	**-**	**95,737**	**98,537**	**98,537**
30-21	TELEPHONE/FAX	3,891	3,804	3,804	2,100	-	2,100	2,100	2,100
30-27	SUBSCRIPTIONS AND DUES	546	320	320	195	-	195	195	195
30-28	TRAINING/CONF/FOOD/TRAVEL	-	-	-	1,385	-	1,385	1,385	1,385
30-31	CONTRACTUAL SERVICES	8,489	14,460	30,000	47,955	13,200	61,155	61,155	61,155
30-39	IN-HOUSE TRAINING	7,800	10,000	10,000	9,050	-	9,050	9,050	9,050
30-61	OFF EQUIP/REPAIRS & MAINT	107,043	139,279	153,081	166,638	-	176,238	166,638	176,238
30-62	GASOLINE	114	100	100	100	-	100	100	100
	ADMINISTRATIVE EXPENDITURES	**127,883**	**167,963**	**197,305**	**227,423**	**13,200**	**250,223**	**240,623**	**250,223**
40-25	OTHER EQUIP - PURCHASE	-	-	7,000	-	-	-	-	-
40-28	COMPUTER HARDWARE/CAPITAL	-	12,000	-	73,000	-	6,400	73,000	6,400
	CAPITAL OUTLAY	**-**	**12,000**	**7,000**	**73,000**	**-**	**6,400**	**73,000**	**6,400**
	TOTAL EXPENDITURES	**751,713**	**760,214**	**695,969**	**786,203**	**13,200**	**732,840**	**799,403**	**739,022**
	REVENUES								
	GENERAL FUND	751,713	748,214	688,969	713,203	13,200	726,440	726,403	732,622
	GOVERNMENTAL CAPITAL PROJECTS FUND	**-**	**12,000**	**7,000**	**73,000**	**-**	**6,400**	**73,000**	**6,400**
	PERSONNEL								
	FULL-TIME EQUIVALENT	7.0	7.0	7.0	6.0	-	6.0	6.0	6.0

PARKS and RECREATION

DEPARTMENTAL VISION

The Parks and Recreation Department is a valued resource for our customers. Through the efforts of Department staff and volunteers, Parks and Recreation has a reputation for meeting the ever-changing needs of our customers. We provide beautiful park settings, competitive sport leagues, and programs that are educational and fun for a diverse population.

MAJOR PROGRAMS

PARKS AND PARK MANAGEMENT

Objective: The objective of this program is to provide safe, clean, well-maintained sports fields and playground sites for the enjoyment of the citizens of Dover.

Measure:

1. Maintain a softball satisfaction rating of 74 percent, as measured in the Annual Softball League Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
	74 percent softball satisfaction rating	74 percent softball satisfaction rating	≥74 percent softball satisfaction rating

2. Conduct a survey of the City's Field Hockey League and the Central Delaware Soccer Association Fall League participants to determine user satisfaction with park facilities and maintenance.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	N/A	New measure and a benchmark to be presented in Final Budget	New projected measure to be presented in Final Budget

RECREATION

Objective: The objective of the Recreation Program is to provide outdoor and indoor recreation opportunities year-round so that the citizens of Dover are satisfied with performance programs offered.

Measures:

1. Conduct surveys of team managers from the City's Softball & Field Hockey Leagues to determine their overall satisfaction with league structure. Maintain a 90 percent or greater satisfaction rating**.**

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	90 percent satisfaction rating with Softball & Field Hockey League structure	90 percent satisfaction rating with Softball & Field Hockey League structure	≥90 percent satisfaction rating with Softball & Field Hockey League structure

2. Conduct surveys of Concerts on The Green participants to determine their overall satisfaction with performances. Maintain a 95 percent or greater satisfaction rating.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	95 percent overall satisfaction rating with Concerts on The Green	95 percent overall satisfaction rating with Concerts on The Green	≥95 percent overall satisfaction rating with Concerts on The Green

RECREATION – JOHN W. PITTS RECREATION CENTER

Objective: The objective of this program is to provide year round indoor recreation opportunities at the John W. Pitts Recreation Center, so that the citizens of Dover are satisfied with performance programs offered.

Measures:

1. Conduct surveys of JWP Recreation Center participants to determine customer satisfaction "good to excellent" with programs offered.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	90 percent customer satisfaction	≥90 percent customer satisfaction	≥90 percent customer satisfaction

2. Maintain a customer satisfaction "good to excellent", rating of 90 percent or better for a variety of fitness programs offered, as measured by the JWP Recreation Center Winter Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	90 percent customer satisfaction rating for variety of fitness programs offered	≥90 percent customer satisfaction rating for variety of fitness programs offered	≥90 percent customer satisfaction rating for variety of fitness programs offered

3. Maintain a customer satisfaction "good to excellent" rating of 85 percent or better for sport leagues offered, as measured by the JWP Recreation Center Winter Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	85 percent customer satisfaction rating for sport leagues offered	≥85 percent customer satisfaction rating for sport leagues offered	≥85 percent customer satisfaction rating for sport leagues offered

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Skate Spots.** The construction of skate spots in three City parks to provide the youth of Dover with a safe place to ride their skateboards. This objective is part of the Parks and Recreation Management program and advances the critical success factors of Citywide safety, customer satisfaction, and effective community communications.

   Measure: The skate spots will be constructed by May 2011.Due to budgetary constraints this project has been delayed.

2. **Park and Playground Improvement Program.** Resurface the basketball court at Mayfair Park. This objective is a part of the Parks and Recreation Management Program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communications.

   Measure: Basketball court at Mayfair Park to be resurfaced by November 2010.

3. **Silver Lake Management Plan.** Watershed Coordinator will develop a management plan for Silver Lake. This objective is a part of the Parks Management program and advances the critical success of the Customer Satisfaction and Effective Community Communications.

   Measure: Management Plan to be completed by May 2011.This objective is on target for completion.

4. **Schutte Park Master Plan.** Coordinate and utilize the resources of several departments, including the Planning and the GIS division to develop a Schutte Park Master Plan. This objective is a part of the Parks Management program and advances the critical success of the Customer Satisfaction and Effective Community Communications.

   Measure: Develop the master plan, hold a public hearing, and present to the Parks, Recreation & Community Enhancement Committee for approval by March 2011. This objective is on target for completion.

STARTEGIC OBJECTIVES FOR FISCAL YEAR 2011 – 2012

1. **Park & Playground Equipment Improvement Program.** Resurface the basketball court of Williams Park, and replace playground swings at Dover Park. This objective is a part of the Parks & Recreation Management Program and advances the critical success factors of Citywide Safety, Customer Satisfaction, and Effective Community Communications.

   Measure: The basketball court at Williams Park to be resurfaced by November 2011. Swing set at Dover Park will be replaced by December 2011.

2. **Splash Pad at Schutte Park.** Complete the planning and design for a Splash Pad at Schutte Park. This objective is part of the Parks & Recreation Management Program and advances the critical success factors of Citywide Safety, Customer Satisfaction, and Effective Community Communications.

   Measure: The design work for the Splash Pad at Schutte Park will be completed by April 2012.

3. **Dover Park Administration Building Roof Replacement.** Replace the flat roof on the Dover Park Administration building. This objective is a part of the Parks & Recreation Management Program and advances the critical success factors of Citywide Safety, Customer Satisfaction, and Effective Community Communications.

   Measure: Dover Park Administration building roof repaired by November 2011.

LIBRARY

DEPARTMENTAL VISION

The library meets the educational, cultural, and recreational needs of a diverse population through library collections and library services with a well-trained staff available to promote library resources and to assist with their use.

MAJOR PROGRAMS

CIRCULATION AND USAGE

Objective: The objective of this program is to ensure that the library provides current information and popular materials, in a timely manner so that the needs of library patrons are met and the library remains vital to the lives of citizens and patrons.

Measures:

1. Increase materials circulated by at least five percent each year by the end of the fiscal year.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	375,632 circulated 11 percent decrease*	400,000 items circulated ≥ 5 percent increase	≥400,000 items circulated Circulation will remain static

***** *Circulation Rules were changed by the Automation Consortium allowing for items to check out for three weeks rather than two. The number of times an item can be renewed has been reduced from two to one. This has affected circulation statistics throughout the consortium*

2. Increase number of visitors to the library.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	358,381 visitors recorded at the library. *	≥400,000 or ≥1 percent increase in number of visitors	≥400,000 visits were made to the library. Visits will remain static.

**Many programs were held off site due to a lack of space.*

3. Maintain a 63 percent rating or better of "good to excellent" in the variety of materials at the library as measured in the Library's Annual Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	The library's annual survey has not been performed to date due to staff shortages.	≥63 percent of patrons surveyed rated the variety of materials at the library "good to excellent"	≥75 percent of patrons surveyed rated the variety of materials at the library "good to excellent"

CUSTOMER SERVICE

Objective: The objective of this program is to provide "good to excellent" service to library patrons.

Measures:

1. Maintain a 67 percent or better "good to excellent" rating in the Library's Annual Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizen Survey was not conducted	≥75 percent of library patrons will rate the Library's customer service as "good to excellent"	≥75 percent of library patrons will rate the Library's customer service as "good to excellent"

2. Maintain an 81 percent rating or better of "good to excellent" in overall customer satisfaction on the Library's Annual Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	The library's annual survey has not been performed to date due to staff shortages.	≥81 percent of patrons surveyed rated library customer satisfaction as "good to excellent."	≥85 percent of patrons surveyed rated library customer satisfaction as "good to excellent."

3. Maintain security guards to ensure a safe and pleasant library environment and reduce the number of incident reports filed at the library.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	12 incidents reported	≤14 incidents reported	≥12 incidents reported

REFERENCE AND READERS' SERVICES

Objective: The objective of this program is to provide timely and accurate answers to patrons' reference, research, and reader's advisory questions.

Measures:

1. Maintain an 85 percent or better overall satisfaction rating for those library patrons surveyed on the Library's Annual Survey who need reference assistance.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	The library's annual survey has not been performed to date due to staff shortages.	≥85 percent of patrons surveyed gave reference assistance an overall satisfaction rating	≥85 percent of patrons surveyed gave reference assistance an overall satisfaction rating

2. Achieve an 85 percent overall satisfaction rating for the availability of and usage of on-line resources by library patrons on the Library's Annual Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	The library's annual survey has not been performed to date due to staff shortages.	≥85 percent of patrons surveyed gave the availability and usage of on-line resources an overall satisfaction rating.	≥85 percent of patrons surveyed gave the availability and usage of on-line resources an overall satisfaction rating.

PROGRAMMING

Objective: The objective of this program is to promote the library and its collection by providing educational, informational, and recreational programs to children, teenagers, and adults.

Measures:

1. Maintain the programs offered for children, teens, and adults.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	417 programs offered for children, teens, and adults	≥300 programs offered for children, teens, and adults	≥400 programs offered for children, teens, and adults

2. Increase program participation by children, teens, and adults by five percent.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	9,898 patrons participated in programs offered. Attendance remained static.	≥10,000 patrons participated in programs offered or ≥5 percent increase.	≥10,000 patrons participated in programs offered.

3. Administer computer classes to teach library patrons how to acquire e-mail accounts, use the Internet, and conduct research.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	24 computer classes held	Conduct ≥30 computer classes	Conduct ≥30 computer classes

4. Develop and conduct classes to instruct patrons in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Two classes conducted in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center	Conduct ≥two classes in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center.	Conduct ≥two classes in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center.

5. Establish usage benchmarks for the Cooperating Collection of the Foundation Center.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	This goal was not accomplished due to staff shortages.	Results based on benchmarks established in Fiscal Year 2010 for the Cooperating Collection of the Foundation Center.	This goal has been met.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Secure the necessary funding to complete the funding plan for the new Dover Public Anchor Library.** This objective is part of the Capital Investment Plans (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

   Measure: Two-thirds of the capital campaign's goal of $5.7 million will be raised by March 30, 2011. This objective is on target for completion.

2. **Finalize building design and site construction plans for the new Dover Public Anchor Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measure: Construction documents will be complete by December 2010. Bidding will begin in January 2011. This goal has been completed.

3. **Hire a construction company and begin construction of the new Dover Public Anchor Library.**
   This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

   Measure: Contractors will be hired and work will begin on the construction of a new library facility by April 30, 2011. This goal has been completed. Construction of the new library began in April 5, 2011.

4. **Replace the Teen Services Librarian I position to provide reference, readers advisory, and programming services to the teens of Dover.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measure: A Teen Librarian I will be hired by September 1, 2010. This goal has been completed.

5. **Ensure a clean and sanitary Public Library facility during busy weekend hours.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measure: A contract for custodial services for weekend hours will be in place by July 1, 2010.

6. **The Dover Public Library will become one of five new Job and Learning Centers established by the Delaware Division of Libraries.** The Job and Learning Center will be open all the hours the library is open and will provide services to support customers' search for employment and the development of skills to increase employability. This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

   Measure: Grant funding will be in place to staff the new Job and Learning Center by September 30, 2010.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Secure the necessary funding to complete the funding plan for the new Dover Public Anchor Library.** This objective is part of the Capital Investment Plans (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

   Measure: 85% of the capital campaign's goal of $5.7 million will be raised by March 30, 2012.

2. **Construction of the new Dover Public Anchor Library has begun.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

   Measure: Contractors will have been on site and work will be underway on construction of a new library facility by July 1, 2011.

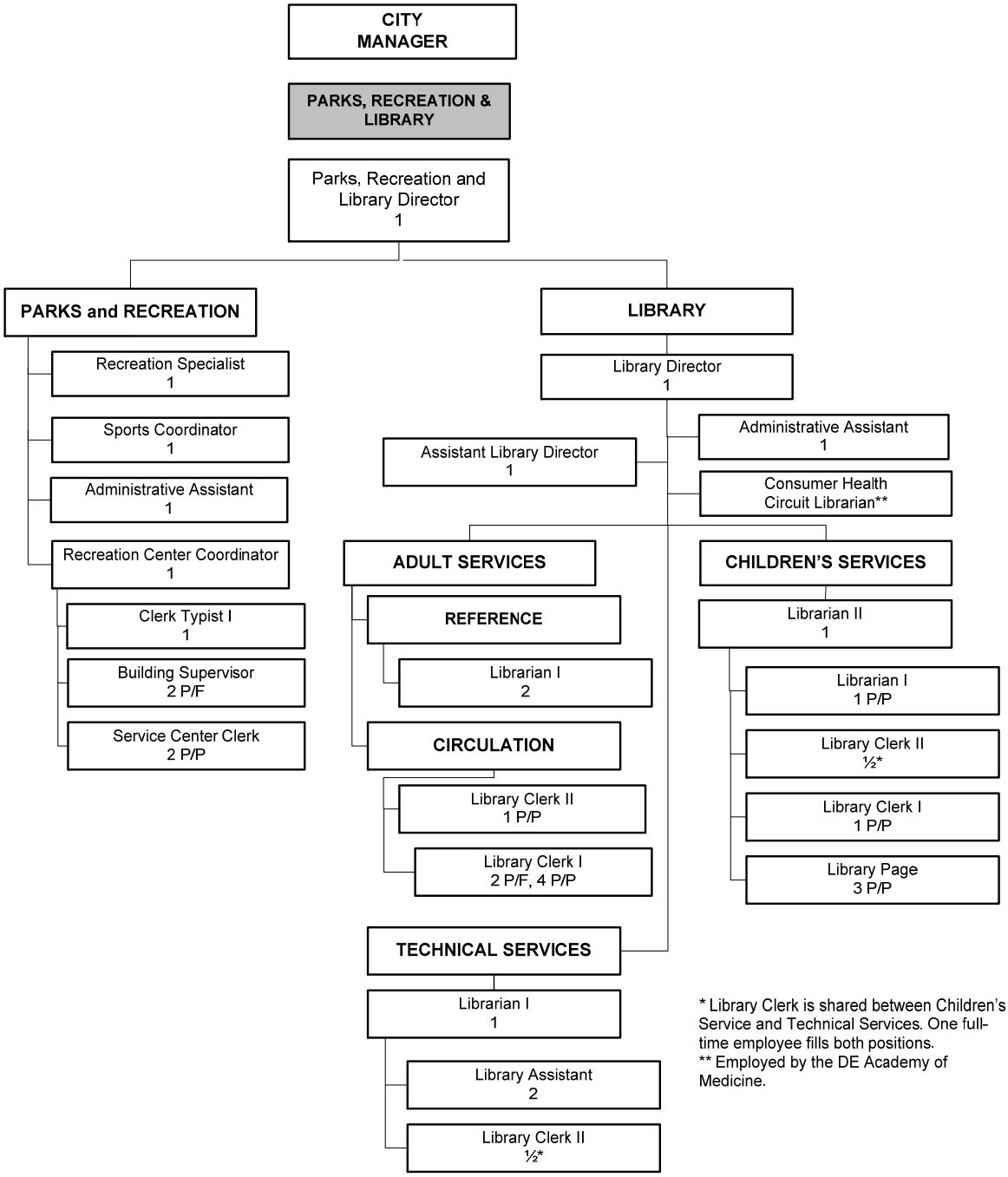
3. **The Dover Public Library has become one of five new Job and Learning Centers established by the Delaware Division of Libraries.** Grant funded staffing will be in place and operating the Job Center during regular library hours. This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

   Measure: The Job Center will assist more than 100 persons per month, with a successful job search resulting in employment, by September 1, 2011.

4. **The staff of the Dover Public Library will prepare for the relocation into a new facility by weeding all the Library collections and stored items.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

   Measure: Weeding collections and storage areas will be completed by June 30, 2012.

PARKS, RECREATION AND LIBRARY
ORGANIZATION CHART
FISCAL YEAR 2012



* Library Clerk is shared between Children's Service and Technical Services. One full-time employee fills both positions.
** Employed by the DE Academy of Medicine.

PARKS and RECREATION
110/147-1500-525

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	326,611	356,413	353,470	362,443	-	302,528	362,443	335,796
10-13	TEMPORARY HELP	14,399	28,489	22,329	26,049	-	26,049	26,049	26,049
10-14	FICA TAXES	25,631	28,873	28,422	28,237	-	24,266	28,237	26,461
10-15	HEALTH INSURANCE	49,768	64,267	60,978	60,409	-	56,517	60,409	56,556
10-16	L I D INSURANCE	2,030	2,035	2,035	2,076	-	2,076	2,076	2,076
10-17	WORKERS COMPENSATION	2,259	2,288	2,288	-	-	-	-	-
10-19	PENSION	39,790	15,130	15,130	16,996	-	16,996	16,996	16,996
10-20	OPEB	-	-	-	24,581	-	20,881	24,581	23,049
	PERSONNEL COSTS	**460,488**	**497,495**	**484,652**	**520,791**	**-**	**449,313**	**520,791**	**486,983**
20-21	FURNITURE/FIXTURES	427	-	-	-	-	-	-	-
20-22	OFFICE SUPPLIES	1,992	2,800	2,800	2,800	-	2,800	2,800	2,800
20-23	PRINTING AND DUPLICATING	2,282	2,500	2,500	2,500	-	2,500	2,500	2,500
20-26	PROGRAM EXPENSES/SUPPLIES	42,131	46,275	46,275	46,275	-	41,275	46,275	46,275
20-28	MEDICAL SUP & PHYSICALS	374	250	250	250	-	250	250	250
20-29	UNIFORMS/UNIFORM ALLOW	-	300	300	200	-	200	200	200
20-32	SECURITY/SAFETY MATERIALS	1,296	1,307	1,307	1,307	-	1,307	1,307	1,307
20-37	COMPUTER SOFTWARE	2,100	2,100	2,100	2,255	-	2,255	2,255	2,255
20-38	COMPUTER HARDWARE	4,736	2,800	2,800	2,600	-	2,600	2,600	2,600
20-46	CITY BLDG MAINT SUPPLIES	5,371	6,000	5,000	5,500	-	5,500	5,500	5,500
20-58	WATER/SEWER	741	1,000	1,000	1,000	-	1,000	1,000	1,000
	MATERIALS & SUPPLIES	**61,450**	**65,332**	**64,332**	**64,687**	**-**	**59,687**	**64,687**	**64,687**
30-21	TELEPHONE/FAX	2,573	2,500	2,500	2,500	-	2,500	2,500	2,500
30-23	ELECTRICITY	73,232	83,000	83,000	83,000	-	83,000	83,000	83,000
30-24	HEATING OIL/GAS	5,365	10,000	6,500	6,500	-	6,500	6,500	6,500
30-25	ADVERTISEMENT	-	1,000	100	100	-	100	100	100
30-27	SUBSCRIPTIONS AND DUES	345	400	435	435	-	435	435	435
30-28	TRAINING/CONF/FOOD/TRAVEL	340	2,000	2,000	2,000	-	2,000	2,000	2,000
30-31	CONTRACTUAL SERVICES	109,317	114,000	165,000	124,355	-	124,355	124,355	124,355
30-61	OFF EQUIP/REPAIRS & MAINT	568	1,500	1,500	1,395	-	1,395	1,395	1,395
30-62	GASOLINE	786	700	700	950	-	950	950	950
30-67	RADIO REPAIRS/MAINTENANCE	542	542	542	542	-	542	542	542
	ADMINISTRATIVE EXPENDITURES	**193,068**	**215,642**	**262,277**	**221,777**	**-**	**221,777**	**221,777**	**221,777**
40-31	CONSTRUCTION - PURCHASE	31,862	45,000	81,872	80,000	-	-	80,000	30,000
	CAPITAL OUTLAY	**31,862**	**45,000**	**81,872**	**80,000**	**-**	**-**	**80,000**	**30,000**
	TOTAL EXPENDITURES	**746,868**	**823,469**	**893,133**	**887,255**	**-**	**730,777**	**887,255**	**803,447**
	REVENUES								
	GENERAL FUND	715,006	778,469	811,261	807,255	-	730,777	807,255	773,447
	GOVERNMENTAL CAPITAL PROJECTS FUN	31,862	45,000	81,872	80,000	-	-	80,000	30,000
	PERSONNEL								
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0	-	6.0	8.0	7.0

LIBRARY
110/147-1500-523

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	639,297	715,592	696,849	734,906	33,196	628,835	768,102	729,917
10-12	OVERTIME	4,209	3,500	3,500	4,000	-	4,000	4,000	4,000
10-14	FICA TAXES	47,964	53,902	52,911	56,017	2,540	48,194	58,557	56,017
10-15	HEALTH INSURANCE	79,899	119,495	93,755	108,421	12,286	101,534	120,707	108,421
10-16	L I D INSURANCE	3,124	3,792	3,992	3,736	127	3,347	3,863	3,736
10-17	WORKERS COMPENSATION	3,410	3,807	3,912	-	-	-	-	-
10-19	PENSION	103,883	26,916	25,374	30,687	1,263	28,567	31,950	30,687
10-20	OPEB	-	-	-	49,822	1,390	48,432	51,212	49,822
	PERSONNEL COSTS	**881,786**	**927,004**	**880,293**	**987,589**	**50,802**	**862,909**	**1,038,391**	**982,600**
20-22	OFFICE SUPPLIES	691	3,264	2,300	2,300	-	2,300	2,300	2,300
20-23	PRINTING AND DUPLICATING	2,047	2,111	2,111	2,100	-	2,100	2,100	2,100
20-26	PROGRAM EXPENSES/SUPPLIES	5,820	3,252	3,252	3,252	-	3,252	3,252	3,252
20-31	BOOKS	64,115	54,026	54,026	54,026	-	49,026	54,026	54,026
20-32	SECURITY/SAFETY MATERIALS	264	264	264	288	-	288	288	288
20-37	COMPUTER SOFTWARE	134	1,407	1,407	1,407	-	1,407	1,407	1,407
20-38	COMPUTER HARDWARE	2,479	3,500	3,500	15,000	-	15,000	15,000	15,000
20-46	CITY BLDG MAINT SUPPLIES	13,520	14,550	14,550	14,550	-	14,550	14,550	14,550
20-47	AUDIO VISUAL SUPPLIES	1,053	1,054	1,054	1,054	-	1,054	1,054	1,054
20-58	WATER/SEWER	1,829	1,650	2,500	1,800	-	1,800	1,800	1,800
	MATERIALS & SUPPLIES	**91,952**	**85,078**	**84,964**	**95,777**	**-**	**90,777**	**95,777**	**95,777**
30-21	TELEPHONE/FAX	19,520	19,700	19,700	19,700	-	19,700	19,700	19,700
30-22	POSTAGE	49	50	50	50	-	50	50	50
30-23	ELECTRICITY	35,265	38,892	35,000	35,000	-	35,000	35,000	35,000
30-24	HEATING OIL/GAS	3,823	7,000	5,000	5,000	-	5,000	5,000	5,000
30-27	SUBSCRIPTIONS AND DUES	14,544	17,500	16,000	14,665	-	14,665	14,665	14,665
30-28	TRAINING/CONF/FOOD/TRAVEL	240	240	240	390	-	390	390	390
30-31	CONTRACTUAL SERVICES	24,309	27,258	22,000	25,608	-	25,608	25,608	25,608
30-69	OFFICE EQUIPMENT/LEASE	-	-	-	-	-	-	-	-
	ADMINISTRATIVE EXPENDITURES	**98,980**	**114,145**	**99,290**	**103,013**	**-**	**103,013**	**103,013**	**103,013**
40-31	CONSTRUCTION - PURCHASE	618,627	6,687,039	7,630,663	11,195,009	-	11,195,009	11,195,009	11,195,009
	CAPITAL OUTLAY	**618,627**	**6,687,039**	**7,630,663**	**11,195,009**	**-**	**11,195,009**	**11,195,009**	**11,195,009**
	TOTAL EXPENDITURES	**1,691,345**	**7,813,266**	**8,695,210**	**12,381,388**	**50,802**	**12,251,708**	**12,432,190**	**12,376,399**
	REVENUES								
	GENERAL FUND	1,072,718	1,126,227	1,064,547	1,186,379	50,802	1,056,699	1,237,181	1,181,390
	GOVERNMENTAL CAPITAL PROJECTS FUND	618,627	6,687,039	7,630,663	11,195,009	-	11,195,009	11,195,009	11,195,009
	PERSONNEL								
	FULL-TIME EQUIVALENT	17.5	17.5	17.5	17.5	1.5	14.5	19.0	17.5

POLICE

DEPARTMENTAL VISION

The City of Dover Police Department proudly serves the community by protecting the life and property of its citizens and visitors; enforcing the law; and working in partnership with the public to enhance the quality of life; as well as nurturing public trust by holding ourselves to the highest standards of performance and ethics.

MAJOR PROGRAMS

***CORE LAW ENFORCEMENT** (PATROL, CRIMINAL INVESTIGATION, SPECIAL ENFORCEMENT, EMERGENCY OPERATIONS)*

Objective: The objective of this program is to continue to provide timely response to calls for service and to continue to exceed national averages for criminal clearance rates.

Measure:

1. Monitor average response times.*

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	4.00 minutes	3.96 minutes	≤4.00 minutes

** The times above reflect the average time officers respond to priority one and two calls, once dispatched.*

2. Monitor the violent crimes average clearance rate. The current benchmark of 48.1 percent is the 2008 national average rate.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	73.4 percent violent crimes clearance rate	73.4 percent violent crimes clearance rate	≥73.4 percent violent crimes clearance rate

3. Achieve a good to excellent overall performance rating (65 percent or better) as reported in the Citizen Survey which is conducted every three years.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Citizen Survey Not Conducted	Citizen Survey Currently in progress.*	Citizen Survey Not Conducted

** Updates not possible until late January 2011 timeframe or as noted otherwise.*

***OPERATIONAL SUPPORT SERVICES** (DISPATCH, EVIDENCE AND PHOTOGRAPHY, PLANNING AND TRAINING, VICTIM SERVICES)*

Objective: The objective of this program is to provide training, technical, and administrative support to department personnel to maintain high quality police services.

Measure:

1. Monitor average dispatch times.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	2.77 minutes	3.10 minutes	≤3.8 minutes

** The times above reflect the average time dispatchers answer and respond to priority one and two calls.*

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Pursue grant funding to hire an additional dispatcher position.** This objective is a part of the Core Law Enforcement Program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

   Measure: Pursue grant funding to hire additional dispatcher by June 2011. The Police Department was unsuccessful in securing Recovery Act grant funds for this position and continued search searching for alternative grant funding. However, they were not successful since no additional opportunities for funding were available. This goal was not met.

2. **Fully fund the maintenance contract with Advantech for the Police Department's building access control and closed circuit TV (CCTV) monitoring system.** This objective is a part of the Core Law Enforcement Program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

   Measure: The department requested funds to bridge the funding gap for this contract, but was unsuccessful. This goal was not met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Restore funding for two Police Officer positions that were suspended from hiring due to economic conflict in the Fiscal Year 2010 budget process.** This objective is a part of the Core Law Enforcement program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. The retirement of two officers during Fiscal Year 2009 created vacancies. Hiring actions were frozen by the City due to economic concerns. As a result, the Police Department incorporated major structural changes that reduced operational capabilities in the special units, to minimize the impact to the Patrol Unit and overall public safety. Unfortunately, violent crimes within the city remained constant in the face hard economic times, but the only way to resolve public concerns about safety is to restore positions, to keep more officers on the street and available for citizen assistance.

   Measure: Recruit and hire two additional officers to bring manning levels back up to 93 officers.

2. **Provide funding for three months overlap in positions in preparation for the retirement of the Police Chief's Administrative Assistant.** This objective is a part of the Operational Support program and advances the critical success factors of Employee Satisfaction and Effective Organization Communication. This position performs many unique and diverse duties and the training time is needed to ensure a smooth transition between personnel, maintain continuity and minimize the impact to the department.

   Measure: Hire the new assistant to be in place for training for three months prior to the retirement of the current assistant.

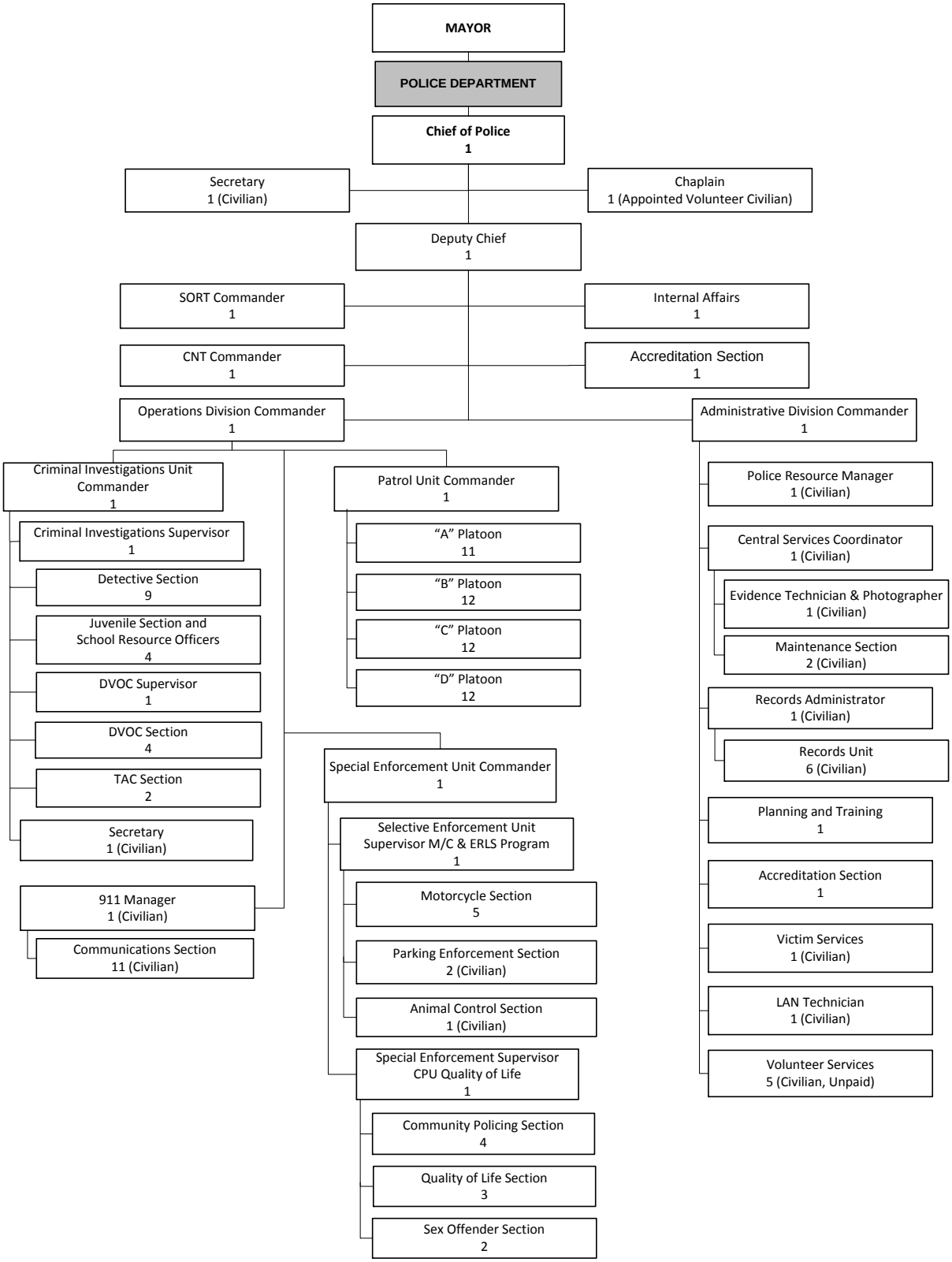
3. **Funding for up to seven additional Police Officer positions initiated by City Council Actions.** This objective is a part of the Core Law Enforcement program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. Public safety concerns have increased in the community as a result of various recent criminal incidents highlighted by the local media. As a result, on-going discussions were initiated at City Council regarding increasing police officers in the department to help deter crime in the community. The addition of seven officers has been proposed. If all are approved, the department's authorizations would increase to 100 police officers.

   Measure: Recruit and hire seven additional officers to increase Department police officers manning to 100 officers.

4. **Funding for additional dispatcher position.** This objective is a part of the Core Law Enforcement program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. As officer manpower increases, so does the workload for the communications center, as this unit works with all the shifts and units in the department to answer and monitor all calls for service from citizens in the community.

   Measure: Hire a dispatcher to round the manning to three dispatchers per shift for a total of twelve dispatchers.

POLICE
ORGANIZATION CHART
FISCAL YEAR 2012



POLICE – CIVILIAN

110-1700-542

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	1,242,410	1,286,327	1,267,437	1,341,212	-	1,326,234	1,341,212	1,336,409
10-12	OVERTIME	47,534	50,000	53,578	50,000	-	50,000	50,000	50,000
10-13	TEMPORARY HELP	-	-	-	-	-	-	-	-
10-14	FICA TAXES	98,057	102,306	101,058	104,018	-	104,018	104,018	104,018
10-15	HEALTH INSURANCE	208,008	240,605	233,569	253,576	-	253,576	253,576	253,576
10-16	L I D INSURANCE	7,344	7,425	7,310	7,787	-	7,787	7,787	7,787
10-17	WORKERS COMPENSATION	8,383	8,723	7,680	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	4,200	-	2,800	-	2,800	2,800	2,800
10-19	PENSION	270,449	55,659	68,383	63,018	-	63,018	63,018	63,018
10-20	OPEB	-	-	-	93,694	-	93,694	93,694	93,694
	PERSONNEL COSTS	**1,882,185**	**1,755,245**	**1,739,015**	**1,916,105**	**-**	**1,901,127**	**1,916,105**	**1,911,302**

POLICE – LAW ENFORCEMENT

110-1700-543

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	6,234,329	6,554,618	6,277,849	6,689,976	-	6,133,515	6,689,976	6,543,483
10-12	OVERTIME	526,581	450,000	482,402	500,000	-	500,000	500,000	500,000
10-14	FICA TAXES	501,735	484,941	517,159	555,560	-	509,397	555,560	551,960
10-15	HEALTH INSURANCE	878,641	1,014,227	993,803	1,050,539	-	904,205	1,050,539	1,034,118
10-16	L I D INSURANCE	24,885	24,888	25,102	26,293	-	21,937	26,293	26,056
10-17	WORKERS COMPENSATION	314,724	347,772	329,093	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	38,467	28,100	32,473	70,199	-	70,199	70,199	70,199
10-19	PENSION	883,000	852,082	892,227	959,702	-	872,023	959,702	952,865
10-20	OPEB	-	-	-	458,416	-	418,589	458,416	455,310
	PERSONNEL COSTS	**9,402,362**	**9,756,628**	**9,550,108**	**10,310,685**	**-**	**9,429,865**	**10,310,685**	**10,133,991**

POLICE – EXTRA DUTY

110-1700-544

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	483,869	400,000	400,000	400,000	-	400,000	400,000	400,000
10-14	FICA TAXES	37,016	30,600	30,600	30,600	-	30,600	30,600	30,600
10-17	WORKERS COMPENSATION	23,564	18,916	18,916	-	-	-	-	-
10-20	OPEB	-	-	-	-	-	-	-	-
	PERSONNEL COSTS	**544,449**	**449,516**	**449,516**	**430,600**	**-**	**430,600**	**430,600**	**430,600**
30-31	CONTRACTUAL SERVICES	604	-	-	-	-	-	-	-
	ADMINISTRATIVE EXPENDITURES	**604**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	TOTAL EXPENDITURES	**545,053**	**449,516**	**449,516**	**430,600**	**-**	**430,600**	**430,600**	**430,600**

POLICE – ADMINISTRATION

110/147-1700-541

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
20-14	CI PETTY CASH DISBURSEMTS	-	-	-	13,300	-	13,300	13,300	13,300
20-21	FURNITURE/FIXTURES	300	-	250	-	-	-	-	-
20-22	OFFICE SUPPLIES	8,424	6,600	6,350	7,000	-	7,000	7,000	7,000
20-23	PRINTING AND DUPLICATING	13,094	15,000	15,000	14,000	-	14,000	14,000	14,000
20-24	PHOTOGRAPHIC	1,212	2,000	2,000	1,500	-	1,500	1,500	1,500
20-25	CUSTODIAL	6,434	4,120	4,120	4,200	-	4,200	4,200	4,200
20-26	PROGRAM EXPENSES/SUPPLIES	49,761	53,000	53,000	52,000	-	26,000	52,000	52,000
20-28	MEDICAL SUP & PHYSICALS	20,608	21,500	21,500	20,000	-	20,000	20,000	20,000
20-29	UNIFORMS/UNIFORM ALLOW	118,541	92,000	92,000	101,500	-	71,500	101,500	101,500
20-31	BOOKS	436	4,000	4,000	1,500	-	1,500	1,500	1,500
20-32	SECURITY/SAFETY MATERIALS	17,634	18,500	18,500	18,500	-	18,500	18,500	18,500
20-36	ANIMAL CARE EXPENSES	9,416	8,500	8,500	5,000	-	5,000	5,000	5,000
20-37	COMPUTER SOFTWARE	19,326	19,000	19,000	18,500	-	18,500	18,500	18,500
20-38	COMPUTER HARDWARE	63,400	73,200	73,200	86,700	-	86,700	86,700	86,700
20-46	CITY BLDG MAINT SUPPLIES	52,930	31,400	31,400	31,400	-	31,400	31,400	31,400
20-58	WATER/SEWER	2,609	2,100	2,100	2,100	-	2,100	2,100	2,100
	MATERIALS & SUPPLIES	**384,125**	**350,920**	**350,920**	**377,200**	**-**	**321,200**	**377,200**	**377,200**
30-21	TELEPHONE/FAX	49,127	55,000	55,000	55,000	-	55,000	55,000	55,000
30-22	POSTAGE	16	-	300	-	-	-	-	-
30-23	ELECTRICITY	104,953	100,500	103,000	100,500	-	100,500	100,500	100,500
30-24	HEATING OIL/GAS	12,808	17,000	17,000	16,200	-	16,200	16,200	16,200
30-25	ADVERTISEMENT	1,958	2,100	2,100	2,100	-	2,100	2,100	2,100
30-26	INSURANCE	13,505	2,500	2,500	2,500	-	2,500	2,500	2,500
30-27	SUBSCRIPTIONS AND DUES	4,585	4,440	4,440	4,500	-	4,500	4,500	4,500
30-28	TRAINING/CONF/FOOD/TRAVEL	9,878	19,450	19,450	19,500	4,500	19,500	24,000	24,000
30-29	CONSULTING FEES	7,044	9,700	9,700	8,500	5,000	8,500	13,500	13,500
30-31	CONTRACTUAL SERVICES	21,924	32,700	32,400	32,400	-	32,400	32,400	32,400
30-36	DONATIONS	-	-	-	-	-	-	-	-
30-39	IN-HOUSE TRAINING	-	-	-	-	-	-	-	-
30-61	OFF EQUIP/REPAIRS & MAINT	34,949	60,965	60,965	39,000	-	39,000	39,000	39,000
30-62	GASOLINE	136,552	150,000	150,000	150,000	-	150,000	150,000	150,000
30-63	AUTO REPAIRS/MAINTENANCE	124,309	123,100	130,000	124,000	-	124,000	124,000	124,000
30-67	RADIO REPAIRS/MAINTENANCE	13,424	15,625	15,625	15,700	-	15,700	15,700	15,700
30-68	RADIO EQUIPMENT/LEASE	5,459	2,500	2,500	2,500	-	2,500	2,500	2,500
	ADMINISTRATIVE EXPENDITURES	**540,491**	**595,580**	**604,980**	**572,400**	**9,500**	**572,400**	**581,900**	**581,900**
40-21	OFFICE EQUIP - PURCHASE	8,612	-	-	-	-	-	-	-
40-22	AUTOMOBILES - PURCHASE	21,006	282,380	270,028	241,234	-	-	241,234	131,234
40-28	COMPUTER HARDWARE PURCH	-	-	53,500	-	-	-	-	-
40-31	CONSTRUCTION - PURCHASE	-	-	20,000	25,300	-	-	25,300	-
40-42	LEASED EQUIP & VEHICLES	9,882	-	-	-	-	-	-	-
	CAPITAL OUTLAY	**39,500**	**282,380**	**343,528**	**266,534**	**-**	**-**	**266,534**	**131,234**
	TOTAL EXPENDITURES	**12,793,716**	**13,190,269**	**13,038,067**	**13,873,524**	**9,500**	**12,655,192**	**13,883,024**	**13,566,227**
	REVENUES								
	GENERAL FUND	12,754,216	12,907,889	12,694,539	13,606,990	9,500	12,655,192	13,616,490	13,434,993
	GOVERNMENTAL CAPITAL PROJECTS FUND	39,500	282,380	343,528	266,534	-	-	266,534	131,234
	PERSONNEL								
	FULL-TIME EQUIVALENT	120.0	120.0	120.0	122.0	-	110.0	122.0	121.0

TAX ASSESSOR

DEPARTMENTAL VISION

The Tax Assessor's office lists, discovers, and appraises/assesses all real property within the City of Dover. The Office engages in the assessment of properties in a fair, accurate, efficient, and equalized manner.

The Appraisal Assessment activities are conducted in full accordance with the International Association of Assessing Officers (IAAO) to ensure that each class of property is taxed at 100 percent of market value or equal percentage thereof. The appraisal functions are conducted in accordance with the Uniform Standards of Professional Appraisal Practices (USPAP) of the Appraisal Foundation passed by Congress effective July 2006.

MAJOR PROGRAMS

APPRAISAL AND ASSESSMENT

Objective: The objective of this program is to appraise, assess, and equalize all real property within the City of Dover, as accurately as possible, in accordance with Delaware State Law, City Charter, and Ordinances.

Measures:

1. Obtain a 90 percent confidence interval statistical measurement. Measurements for the market sales of real property to assessed valuation ratios for each class or stratum are the: coefficient of dispersion, price related differential, and coefficient of variation.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Finalize the Revaluation/ Equalization Program and the Sales/Market Ratio Study	Utilized Assessment Valuation obtained for the Revaluation Equalization Program	Utilize Assessment Valuation obtained for the Revaluation Equalization Program

2. Percent and number of assessments changed within 30 days of building permit completion. Goal is to complete 100 percent per month.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	≥2500 assessments with ≥90% changed within 30 days of building permit completion	≥2500 assessments with ≥90% changed within 30 days of building permit completion	≥2500 assessments with ≥90% changed within 30 days of building permit completion

ADMINISTRATION

Objective: The objective of this program is to process deeds, maintain maps, and to assign addresses in a timely fashion. This ensures that tax information for citizens and local businesses are kept current.

Measures:

1. Percent of addresses, within the City of Dover, assigned within two weeks of request by owner/developer.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	≥90% of all requested addresses assigned	≥90% of all requested addresses assigned	≥90% of all requested addresses assigned

2. Quantity and percent of mapping changes processed within one week after receiving notification from the County.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	≥35mapping changes; 100% processed on time	≥35mapping changes; 100% processed on time	≥35mapping changes; 100% processed on time

3. Quantity and percent of responses to department/citizen requests within two weeks from date of request.

	2009-2010 Actual	2010-2011 Estimate	2011-2012 Projected
Results	≥250 requests; ≥90% response rate	≥250 requests; ≥90% response rate	≥250 requests; ≥90% response rate

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Implement the Third Party Software for GIS System.** The project creates a bridge between the CAMA software and the GIS system, allowing the exchange of data. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure: Implementation is scheduled to be completed by June 2011. Due to budgetary constraints this project has been placed on hold.

2. **Development of land-splits for Five Subdivisions.** There are several subdivisions in the City that need to split into individual lots per the recorded plat. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure: The development of the land-split is scheduled to be completed after the revaluation process has been completed in December 2010. This project is on schedule for completion.

3. **Oblique Software.** The project includes purchasing software that allows the viewing of images and enhanced tools for data collection from oblique aerial photos. Oblique photography is an aerial photograph that is taken at an angle. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure: Purchase/installation of software is scheduled to be completed by June 2010. Due to budgetary constraints this project has been placed on hold.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

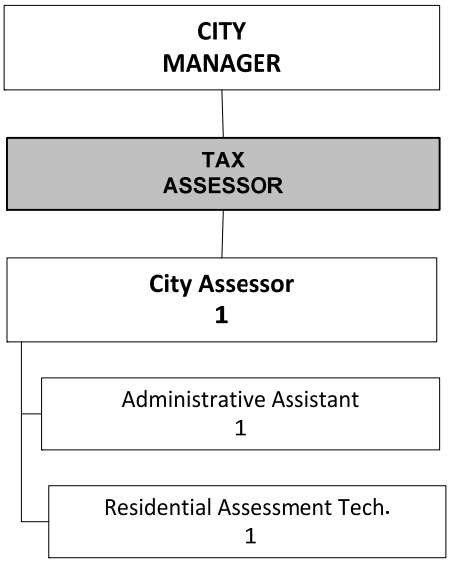
1. **Implement the Third Party Software for GIS System.** The project creates a bridge between the CAMA software and the GIS system, allowing the exchange of data. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure: Implementation is scheduled to be completed by June 2012.

2. **Oblique Software.** The project includes purchasing software that allows the viewing of images and enhanced tools for data collection from oblique aerial photos. Oblique photography is an aerial photograph that is taken at an angle. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure: Purchase/installation of software is scheduled to be completed by June 2012.

TAX ASSESSOR
ORGANIZATION CHART
FISCAL YEAR 2012



TAX ASSESSOR
110/147-1300-513

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	116,144	125,548	126,378	128,926	-	96,430	128,926	127,384
10-12	OVERTIME	-	-	-	-	-	-	-	-
10-13	TEMPORARY HELP	3,416	11,649	3,170	-	-	-	-	-
10-14	FICA TAXES	9,025	10,244	9,848	10,540	-	7,695	10,540	10,540
10-15	HEALTH INSURANCE	15,862	18,158	17,992	18,144	-	10,621	18,144	18,144
10-16	L I D INSURANCE	942	950	561	973	-	694	973	973
10-17	WORKERS COMPENSATION	770	863	763	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	6,968	10,000	-	10,000	-	10,000	10,000	10,000
10-19	PENSION	13,601	6,764	6,961	7,264	-	5,334	7,264	7,264
10-20	OPEB	-	-	-	8,509	-	6,386	8,509	8,509
	PERSONNEL COSTS	**166,728**	**184,176**	**165,673**	**184,356**	**-**	**137,160**	**184,356**	**182,814**
20-21	FURNITURE/FIXTURES	-	-	300	-	-	-	-	-
20-22	OFFICE SUPPLIES	1,821	2,988	2,988	2,988	-	1,988	2,988	2,988
20-23	PRINTING AND DUPLICATING	428	510	510	510	-	510	510	510
20-31	BOOKS	25	460	160	200	-	200	200	200
20-37	COMPUTER SOFTWARE	-	50	50	50	-	50	50	50
20-38	COMPUTER HARDWARE	-	-	-	1,600	-	1,600	1,600	1,600
	MATERIALS & SUPPLIES	**2,274**	**4,008**	**4,008**	**5,348**	**-**	**4,348**	**5,348**	**5,348**
30-21	TELEPHONE/FAX	914	1,105	1,105	1,105	-	1,105	1,105	1,105
30-25	ADVERTISEMENT	996	500	500	1,000	-	1,000	1,000	1,000
30-27	SUBSCRIPTIONS AND DUES	981	1,200	1,000	1,000	-	1,000	1,000	1,000
30-28	TRAINING/CONF/FOOD/TRAVEL	25	-	600	5,000	-	5,000	5,000	5,000
30-31	CONTRACTUAL SERVICES	372,503	5,000	8,175	8,200	7,300	15,500	15,500	15,500
30-32	LEGAL EXPENSES	-	-	88,000	20,000	-	20,000	20,000	20,000
30-44	AGENCY BILLING-TEMP HELP	-	-	-	-	-	-	-	-
30-61	OFF EQUIP/REPAIRS & MAINT	48	-	-	175	-	175	175	175
30-62	GASOLINE	481	1,260	660	660	-	660	660	660
30-63	AUTO REPAIRS/MAINTENANCE	-	-	-	-	-	-	-	-
	ADMINISTRATIVE EXPENDITURES	**375,948**	**9,065**	**100,040**	**37,140**	**7,300**	**44,440**	**44,440**	**44,440**
	TOTAL EXPENDITURES	**544,950**	**197,249**	**269,721**	**226,844**	**7,300**	**185,948**	**234,144**	**232,602**
	REVENUES								
	GENERAL FUND	544,950	197,249	269,721	226,844	7,300	185,948	234,144	232,602
	PERSONNEL								
	FULL-TIME EQUIVALENT	3.0	3.0	3.0	3.0	-	2.0	3.0	3.0

PLANNING AND COMMUNITY ENHANCEMENT SERVICES

DIVISIONAL VISION

Within the Department of Public Services, the Division of Planning protects the quality of life and character within the City of Dover while balancing growth and economic development according to the City's adopted Comprehensive Plan, Zoning Ordinances, and Land Subdivision Regulations.

MAJOR PROGRAMS

STAFF SUPPORT FOR CITY COUNCIL/COMMISSIONS/BOARDS

Objective: The objective of this program is to provide support to advisory Boards/Commissions and City Council regarding land use and zoning issues to ensure compliance with adopted land use regulations.

	2009 Calendar Year Actual	2010 Calendar Year Actual	2011 Calendar Year Projected
Results	15 Board of Adjustment Applications; 33 Planning Commission Applications (not incl. rezoning & annexation); Five Rezoning Applications; One Annexation Application	15 Board of Adjustment Applications; 38 Planning Commission Applications (not incl. rezoning & annexation); 8 Rezoning Applications; 0 Annexation Applications 11 Historic District Commission Applications	≥12 Board of Adjustment Applications; ≥35 Planning Commission Applications (not incl. rezoning & annexation); ≥5 Rezoning Applications; ≥5 Annexation Applications: ≥5 Historic District Commission Applications

ZONING AND LAND USE ADMINISTRATION

Objective: The objective of this program is to ensure compliance with plans and ordinances by proactively providing accurate information to the general public, property owners, developers, and design professionals in a timely fashion.

Measure: Provide written comments to applicants on plan reviews within 20 working days of receipt.

	2009-2010 Actual	2010-2011 Projected (YTD March, 31, 2011)	2011-2012 Projected
Results	Measure being developed	Provide written comments on 75% of submissions within 20-day time frame. Currently achieving a rate of 86%.	Provide written comments on ≥85% of submissions within ≥20-day time frame.

PLAN REVIEW

Objective: The objective of this program is to review development plans, applications, and permits for consistency with the Zoning Ordinance, Land Subdivision Regulations, and the Comprehensive Plan.

Measure: Monitor the number of administrative plan reviews, the number of plan reviews requiring Commission or Board approval, and the number of sign permits issued.

	2009 Calendar Year Actual	2010 Calendar Year Actual	2011 Calendar Year Projected
Results	27 administrative plans reviewed; 58 plans required commission or board approval; 192 sign permits issued (Total of 282 signs)	25 administrative plan reviews; 72 plans that require commission or board approval; 175 sign permits issued 625 building permits reviewed	≥30 administrative plan reviews; ≥60 plans that require commission or board approval; ≥175 sign permits issued ≥600 building permits reviewed

POLICY DEVELOPMENT

Objective: The objective of this program is to develop and implement City of Dover Ordinances and Administrative Policies to support the goals of the Comprehensive Plan and to meet the needs of the City of Dover in order to maintain a high quality of life for residents, businesses, and visitors.

Measure:

1. Monitor the number of ordinances created and adopted.

	2009-2010 Actual	2010-2011 Projected (YTD March, 31, 2011)	2011-2012 Projected
Results	Six ordinances created & adopted; Two ordinances in development	Three ordinances created & adopted; Two Ordinances in Development	Six ordinances created & adopted;

Measure:

1. Monitor the percentage of recommended implementation actions and projects completed as identified in 2008 Comprehensive Plan as amended, Chapter 15 Implementation for the Short-Term Implementation Actions (2009-2010) and Intermediate Term Implementation Actions (2010-2013).

2. *Monitor the percentage of recommended implementation actions and projects completed as identified in 2008 Comprehensive Plan as amended, Chapter 15 Implementation for the Long Tern Implementation Actions (2012-2014). **New measure for 2011-2012*

	2009-2010 Actual	2010-2011 Projected (YTD March, 31, 2011)	2011-2012 Projected
Results	Comprehensive Rezoning Project: zoning map revisions adopted by City Council on November 23, 2009. Total of 20 Short Term Implementation Actions: 3 complete; 8 in process; 9 with no action to date.	Comprehensive Rezoning Project: ROS revisions to zoning map adopted by City Council on August 9, 2010. Total of 20 Short Term Implementation Actions: 6 completed; 10 in process; 4 with no action to date. Total of 10 Intermediate Term Implementation Actions: 6 in process and 4 with no action to date.	Continue to work on and initiate recommended projects, studies, and code amendments listed in the Implementation Actions.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Rewrite the environmental protections within the zoning ordinance.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factors of Customer Satisfaction & Effective Community Communication.

   Measures:
   a. Continue monthly working group meetings that include staff from DNREC, representatives from the environmental advocate community, representatives from the real estate and development communities to review environmental provisions. Monthly meetings were held from January through August 2010 to draft an ordinance. This measure has been completed.
   b. Conduct meetings and prepare a draft ordinance to present to the Parks, Recreation and Community Enhancement Committee by summer 2010 with the adoption review process to follow. The draft ordinance was presented to the Parks, Recreation and Community Enhancement Committee on September 13, 2010. First reading was completed on September 27, 2010, and public hearing was held by the Planning Commission on October 18, 2010. Final reading and action by City Council was scheduled for November 8, 2010. This measure has been completed.

2. **Update the Historic District Design Standards and Guidelines.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factors of Improving Downtown and Surrounding Neighborhoods; and Customer Satisfaction & Effective Community Communication.

   Measures:
   a. Continue discussions of necessary improvements to the existing Design Standards and Guidelines then seek technical assistance and public input on revised concepts by February 2011. Measure is on track for completion.
   b. Create new Design Standards and Guidelines document for review and adoption by summer 2011. Measure is on track for completion.

3. **Improve the annexation process within the City of Dover.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factors of Customer Satisfaction & Effective Community Communication; and Economic Development and Job Growth.

   Measures:
   a. Draft a charter amendment to address annexation and submit to Legislative, Finance and Administration Committee for review by November 2010. This measure is on track for completion.
   b. Conduct meetings with City staff to develop incentives for annexation of Category One areas. This measure is on track for completion according to timeframe.

4. **Streamline text amendments to address process requirements in Zoning Ordinance,** Article 10 pertaining to site plans, conditional uses, and zoning amendments. Also amendments to allow for an additional extension of site plan approvals and to create a zoning review for change of use where new site disturbance is not proposed. This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction and Effective Community Communication.

   Measure: Draft and present a series of zoning text amendments to the Parks, Recreation and Community Enhancement Committee by December 2010 which address these process requirements. This measure is on track for completion.

5. **Complete at least four miscellaneous zoning text amendments.** Potential topics include a rewrite of the Board of Adjustment provisions to bring them into line with State statutes and case law; an update to the Agricultural Zone; and additional changes to the C-2 zone to improve redevelopment opportunities downtown. This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factors of Customer Satisfaction & Effective Community Communication; and Improve Downtown and Surrounding Neighborhoods.

   Measure: Complete amendments to the Zoning Ordinance by June 2011. To date, one is complete and others will be underway.

6. **Develop a Bicycle Advisory Group.** This object is a part of the Zoning and Land Use Administration and Transportation Planning, which advances the critical success factors to Improve Downtown and Surrounding Neighborhood; and Citywide Safety.

   Measures:
   a. Continue participation in the Dover/Kent County MPO Bicycle Study. Measure is underway.
   b. Convene a working group of transportation planners, citizens, and other interest groups in fall 2010 to discuss bicycle and pedestrian networks and planning for improvements. This will be done following the completion of the bicycle plan.

7. **Involvement in the NPDES Permit for Stormwater.** This objective is a part of the Zoning and Land Use Administration and Public Works Infrastructure Management, which advances the critical success factor of Customer Satisfaction & Effective Community Communication; Improve Downtown and Surrounding Neighborhoods; and Citywide Safety.

   Measure:
   a. Develop an ordinance to encourage the use of green technologies for stormwater management in new development by December 2010. This measure has not been completed; however, the Planning Office is now the lead agency on the City's MS4 permit. Many activities have been undertaken in this regard. This measure is on target for completion.

8. **Draft an Affordable Housing Ordinance that will offer incentives for affordable home-ownership in new subdivisions.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factors of Customer Satisfaction & Effective Community Communication.

   Measure: Present draft ordinance to the Parks, Recreation and Community Enhancement Committee by 2011. The substance of this measure may change with the development of the City's Fair Housing Plan, which will identify a number of code changes to further the goal of fair housing and affordable housing.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Manage the City's Municipal Separate Storm Sewer System (MS4) permit issued under the National Pollution Discharge Elimination System (NPDES)**. This objective is a part of the Zoning and Land Use Administration and Public Works Infrastructure Management, which advances the critical success factor of Customer Satisfaction & Effective Community Communication; Improve Downtown and Surrounding Neighborhoods; and Citywide Safety. The City is in the process of closing out our permit under this program, and following close-out, a new permit will be issued. Under this goal, the Planning Office will work with all City departments to ensure that the requirements of the existing and new permit are met.

Measures:

a. Complete and track tasks associated with the MS4 permit. This will include publication of materials for the public, ordinance development, working with City departments and completing the reporting requirements on the permit progress.

b. Ensure that affected City departments meet at least 4 times during the year to monitor permit progress.

2. **Draft and present zoning text amendments in accordance with the recommendations of the 2008 Comprehensive Plan.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measure: Draft and present zoning text amendments to Council for approval by June 2012.

3. **Downtown Master Plan Implementation.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction and Effective Community Communication. The Dover Kent County Metropolitan Planning Organization and the Downtown Dover Partnership held a charette in September 2010 to focus on downtown redevelopment, particularly in the area between the new transit center and the Loockerman Street corridor. We are currently awaiting the final results and list of implementation items; however, the Planning Office will be the lead in implementing many aspects of this downtown master plan.

Measure: Implementation of the Downtown Master Plan.

4. **Review and update the zoning requirements associated with industrial, institutional, office, and commercial zones.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measures:

a. Work with the Economic Development Office and the business and real estate community to review and update the industrial, institutional, office and commercial zoning districts.

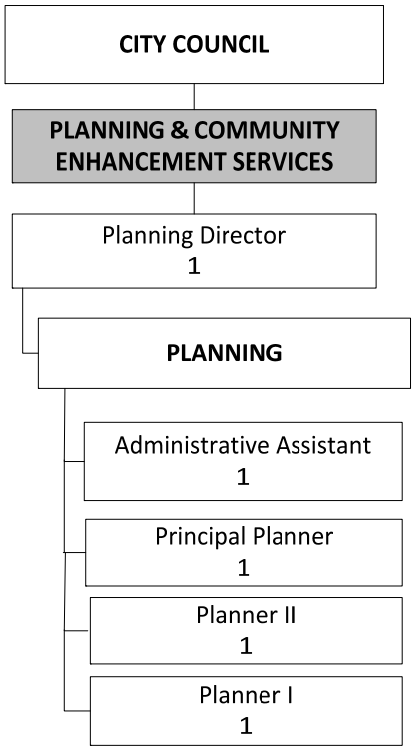
b. With the input from the business community, draft zoning text amendments to the industrial, institutional, office and commercial zoning districts to be presented to the Parks, Recreation and Community Enhancement Committee in spring 2012.

5. **Bicycle/Pedestrian Plan Implementation.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measures:

a. Convene a working group to 1) identify gaps in the City's sidewalk network; 2) identify impediments to safe pedestrian crossings; 3) propose solutions to fill the identified gaps and provide safe road crossings for pedestrians; 4) implement the City's components of the regional bicycle plan; and 5) identify code revisions necessary to improve the walk ability and bike ability of the City.

PLANNING
ORGANIZATIONAL CHART
FISCAL YEAR 2012



PLANNING
110/147-1600-533

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	267,651	290,615	290,615	296,333	-	250,453	296,333	252,994
10-12	OVERTIME	3,034	3,606	3,606	3,600	-	3,600	3,600	3,600
10-13	TEMPORARY HELP	14,100	18,956	15,000	18,971	-	18,971	18,971	18,971
10-14	FICA TAXES	21,195	23,131	23,131	22,895	-	19,603	22,895	19,603
10-15	HEALTH INSURANCE	38,334	43,901	43,901	43,948	-	36,385	43,948	36,385
10-16	L I D INSURANCE	1,711	1,725	1,725	1,783	-	1,680	1,783	1,680
10-17	WORKERS COMPENSATION	1,776	1,937	1,937	-	-	-	-	-
10-19	PENSION	24,642	16,292	16,292	17,245	-	14,663	17,245	14,663
10-20	OPEB	-	-	-	19,655	-	16,868	19,655	16,868
	PERSONNEL COSTS	**372,443**	**400,163**	**396,207**	**424,430**	**-**	**362,223**	**424,430**	**364,764**
20-21	FURNITURE/FIXTURES	-	100	100	-	-	-	-	-
20-22	OFFICE SUPPLIES	1,255	1,500	600	800	-	800	800	800
20-23	PRINTING AND DUPLICATING	3,000	5,000	3,000	4,500	-	3,000	4,500	4,500
20-24	PHOTOGRAPHIC	-	-	-	200	-	200	200	200
20-31	BOOKS	601	900	750	750	-	750	750	750
20-37	COMPUTER SOFTWARE	141	-	-	160	-	160	160	160
20-38	COMPUTER HARDWARE	8,858	3,750	-	10,100	-	10,100	10,100	10,100
	MATERIALS & SUPPLIES	**13,855**	**11,250**	**4,450**	**16,510**	**-**	**15,010**	**16,510**	**16,510**
30-21	TELEPHONE/FAX	1,529	1,400	1,500	1,680	-	1,680	1,680	1,680
30-25	ADVERTISEMENT	2,805	2,200	1,000	2,000	-	2,000	2,000	2,000
30-27	SUBSCRIPTIONS AND DUES	2,791	2,680	2,680	2,925	-	2,925	2,925	2,925
30-28	TRAINING/CONF/FOOD/TRAVEL	1,689	3,000	2,700	3,000	-	3,000	3,000	3,000
30-29	CONSULTING FEES	105	2,500	1,400	-	-	-	-	-
30-31	CONTRACTUAL SERVICES	-	-	-	-	18,500	18,500	18,500	18,500
	ADMINISTRATIVE EXPENDITURES	**8,919**	**11,780**	**9,280**	**9,605**	**18,500**	**28,105**	**28,105**	**28,105**
	TOTAL EXPENDITURES	**395,217**	**423,193**	**409,937**	**450,545**	**18,500**	**405,338**	**469,045**	**409,379**
	REVENUES								
	GENERAL FUND	395,217	423,193	409,937	450,545	18,500	405,338	469,045	409,379
	PERSONNEL								
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0	-	4.0	5.0	4.0

CODE ENFORCEMENT

DIVISIONAL VISION

Within the Department of Public Services, the Code Enforcement Division is responsible for enforcement of City codes, including property maintenance, zoning, and other requirements of the Dover Code of Ordinances to promote the health, safety, and welfare of the City and its neighborhoods while maintaining a standard for a suitable environment for residents to live, visit, work, and conduct business.

MAJOR PROGRAMS

PROACTIVE INSPECTION PROGRAM

Objective: The objective of this program is to proactively seek out and address code violations within the City before they become a source of complaint.

Measures:

1. Monitor the number of pick-up (initiated by Departmental staff) cases versus the number of complaints received by the department.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	2,700 pick ups 956 complaints*	3,000 pick-ups 1,000 complaints	≥3,000 pick-ups ≥1,000 complaints

**Number of cases is lower due to military deployments*

2. Monitor the number and percentage of cases brought into voluntary compliance within 30 days of case initiation.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	81 percent of cases brought into voluntary compliance within 30 days of case initiation	≥80 percent of cases brought into voluntary compliance within 30 days of case initiation	≥80 percent of cases brought into voluntary compliance within 30 days of case initiation

3. Number of vacant building inspections.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	12 Vacant Building Inspections	≥10 Vacant Building Inspections	≥10 Vacant Building Inspections

4. Attend community association meetings.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	15 Community Association Meetings Attended	≥10 Community Association Meetings Attended	≥12 Community Association Meetings Attended

5. Continue to perform Annual Housing Inspections on residential rental properties in the City.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	773 Annual Housing Inspection cases opened	≥650 Annual Housing Inspection cases opened	≥750 Annual Housing Inspection cases opened

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Track and monitor the progress of collections for unpaid enforcement fines and vacant building fees.** This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

   Measure: Track and monitor the progress of collections for unpaid enforcement fines and vacant building fees. This measure is partially complete and should be complete by the end of the fiscal year.

2. **Implement the problem rental dwelling procedure.** This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

   Measure: Begin tracking the number of properties that have their rental licenses suspended by June 2011. This measure is underway.

3. **Publish a list of dangerous buildings and activities**. This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

   Measure: Implement program to allow the public access to a list of dangerous buildings located within the City. List will include information on what priority level the building is categorized, what state the dangerous building process is in, and what are the next steps for demolition, repair or removal. Complete and publish list by June 2011. No progress has been made on this measure.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Track and monitor the progress of collections for unpaid enforcement fines and vacant building fees.** This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

   Measure: Track and monitor the progress of collections for unpaid enforcement fines and vacant building fees.

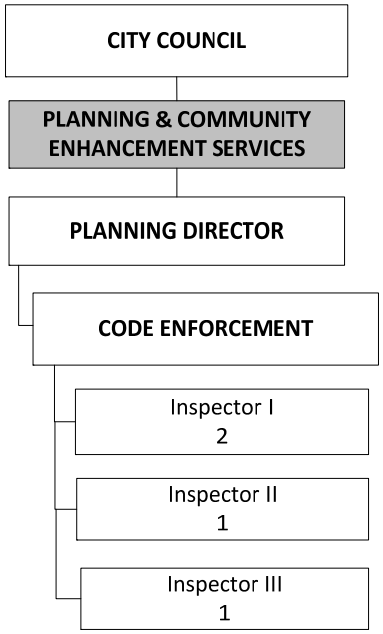
2. **Implement the problem rental dwelling procedure.** This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

   Measures:
   a. Continue tracking the number of properties that have their rental licenses suspended and report them in the City Planner's monthly report.
   b. Evaluate and potentially propose code amendments to penalize landlords who fail to maintain rental dwellings to a minimum code level.

3. **Develop procedures to improve the maintenance and vacant registration of foreclosed and vacant residential properties.** This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. Vacant and foreclosed properties continue to detract from residential neighborhoods across the City. Under this objective, staff would continue to improve implementation of the vacant building ordinance and possibly develop proposed code amendments to ensure that vacant and foreclosed properties are maintained and tracked.

   Measure: Develop policies to improve the implementation of the vacant building ordinance as they relate to vacant and foreclosed homes. Identify gaps in current code and develop amendments to close these gaps.

CODE ENFORCEMENT
ORGANIZATIONAL CHART
FISCAL YEAR 2012



CODE ENFORCEMENT
110/147-1600-532

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	205,151	169,682	163,846	200,953	-	182,301	200,953	182,935
10-12	OVERTIME	1,370	3,000	3,000	1,770	-	1,770	1,770	1,770
10-13	TEMPORARY HELP	6,164	-	24,275	-	-	-	-	-
10-14	FICA TAXES	15,550	12,549	14,205	15,380	-	13,987	15,380	13,987
10-15	HEALTH INSURANCE	49,038	50,377	47,522	41,412	-	41,412	41,412	41,412
10-16	L I D INSURANCE	1,101	1,016	1,016	1,023	-	1,023	1,023	1,023
10-17	WORKERS COMPENSATION	1,822	1,717	1,717	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	3,500	-	2,998	-	2,998	2,998	2,998
10-19	PENSION	47,275	7,270	6,759	8,436	-	8,436	8,436	8,436
10-20	OPEB	-	-	-	13,263	-	13,263	13,263	13,263
	PERSONNEL COSTS	**327,471**	**249,111**	**262,340**	**285,235**	**-**	**265,190**	**285,235**	**265,824**
20-21	FURNITURE/FIXTURES	-	-	-	60	-	60	60	60
20-22	OFFICE SUPPLIES	554	1,300	600	600	-	600	600	600
20-23	PRINTING AND DUPLICATING	802	2,200	2,200	1,800	-	300	1,800	1,800
20-24	PHOTOGRAPHIC	199	200	200	200	-	200	200	200
20-26	PROGRAM EXPENSES/SUPPLIES	8,215	8,000	13,000	-	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	743	1,500	1,000	1,000	-	1,000	1,000	1,000
20-31	BOOKS	299	300	300	300	-	300	300	300
20-32	SECURITY/SAFETY MATERIALS	325	625	500	500	-	500	500	500
20-33	SMALL TOOLS	499	100	200	100	-	100	100	100
20-37	COMPUTER SOFTWARE	-	300	-	-	-	-	-	-
20-38	COMPUTER HARDWARE	684	4,800	4,855	1,600	-	1,600	1,600	1,600
	MATERIALS & SUPPLIES	**12,320**	**19,325**	**22,855**	**6,160**	**-**	**4,660**	**6,160**	**6,160**
30-21	TELEPHONE/FAX	2,418	2,400	2,400	2,460	480	2,460	2,940	2,940
30-27	SUBSCRIPTIONS AND DUES	145	145	145	145	-	145	145	145
30-28	TRAINING/CONF/FOOD/TRAVEL	329	500	800	800	-	800	800	800
30-62	GASOLINE	4,261	4,700	4,700	4,700	-	4,700	4,700	4,700
30-63	AUTO REPAIRS/MAINTENANCE	55	200	200	-	-	-	-	-
30-67	RADIO REPAIRS/MAINTENANCE	49	100	100	-	-	-	-	-
	ADMINISTRATIVE EXPENDITURES	**7,257**	**8,045**	**8,345**	**8,105**	**480**	**8,105**	**8,585**	**8,585**
	TOTAL EXPENDITURES	**347,048**	**276,481**	**293,540**	**299,500**	**480**	**277,955**	**299,980**	**280,569**
	REVENUES								
	GENERAL FUND	347,048	276,481	293,540	299,500	480	277,955	299,980	280,569
	PERSONNEL								
	FULL-TIME EQUIVALENT	4.0	4.0	4.5	4.5	-	4.0	4.5	4.0

COMMUNITY DEVELOPMENT

DIVISIONAL VISION

Within the Department of Public Services, Community Development provides funds and assists eligible residents by making decent, safe, and affordable housing available and providing appropriate support services to low/moderate income persons.

MAJOR PROGRAMS

COMMUNITY DEVELOPMENT REHABILITATION PROGRAM

Objective: The objective of this program is to provide low/moderate income persons a better way of life by improving living conditions.

Measure: Monitor the number of homes brought up to code for the program year. Homes are allotted up to $15,000 each for rehabilitation.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Three homes improved $38,623 spent	8 homes improved $90,000 spent	≥5 homes improved ≥$60,000 spent

HOMEOWNERSHIP INITIATIVES PROGRAM

Objective: The objective of this program is to expand homeownership assistance to low/moderate income persons.

Measure: Monitor the number of families assisted with settlement assistance funding. Each family is allotted up to $10,000 for settlement assistance. During this budgeting period, there are two funding sources for this: 1) the Dover First Start funds through the CDBG Program, and 2) down payment assistance through the Neighborhood Stabilization Program (NSP).

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results: Dover 1st Start	Three families assisted, $30,000 spent	Four families assisted $35,000 spent	≥Four families assisted ≥$40,000 spent
Results: NSP Down Payment	Two families assisted $20,000 spent	Four families assisted $40,000 spent	≥Four families assisted ≥$40,000 spent

Measure: Work with Neighborhood Stabilization Program (NSP) partners to purchase, rehabilitate and sell foreclosed homes to qualified low and moderate income households.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	8 Homes purchased 8 Homes Rehabbed 2 Homes Sold	3 Homes purchased 3 Homes Rehabbed 6 Homes Sold	≥4 Homes purchased ≥4 Homes Rehabbed ≥4 Homes Sold

SUB-RECIPIENT PROGRAM

Objective: The objective of this program is to monitor the spending of grant monies allocated to sub-recipients to ensure compliance with the grant requirements.

Measure: Monitor the number of sub-recipients in compliance with grant requirements.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Three (100 percent) in compliance	Five (100 percent) in compliance	≥100 percent in compliance Unknown until grants awarded

ACTION PLAN/TIMELINESS STANDARD

Objective: The objective of the action plan is to focus on developing and sustaining viable communities and addressing the needs of low and moderate income persons as well as expending CDBG funds in a timely manner.

Measure: For the HUD timeliness requirement, a community may have no more than 1.5 times their most recent annual grant remaining in the line of credit 60-days prior to the end of the program year.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	1.4 times the most recent annual grant remaining	1.2 times the most recent annual grant remaining	≤1.2 times the most recent annual grant remaining

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Compliance with all HUD requirements associated with grant funding.** As a federal funding source, it is important that CDBG funds be administered in a way that complies with all requirements of the Department of Housing and Urban Development. This objective is a part of all the programs for this division and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measures:
   a. Comply with the timeliness standard for expending CDBG Funds. This measure has been completed.
   b. Continue to achieve a favorable review in the Annual Community Assessment performed by HUD. This measure is on target for completion.
   c. Successfully complete the HUD audit with no negative findings. To date HUD has not monitored or audited.

2. **Complete implementation of the Neighborhood Preservation Program.** This objective is a part of several major programs and advances the critical success factors of Improving Downtown and Surrounding Neighborhoods.

   Measure: Successfully sell the eight homes purchased through the Neighborhood Stabilization Program which provides affordable housing to low to moderate income persons. To date, two homes are sold, one is under a lease to purchase agreement, and two are under contract.

3. **Complete a Fair Housing Plan**. The City will work in cooperation with the Delaware State Housing Authority, New Castle County and the City of Wilmington to develop a Fair Housing Plan. This objective is a part of several major programs and advances the critical success factors of Customer Satisfaction & Effective Community Communication; Improve Downtown and Surrounding Neighborhoods; and increase affordable housing.

   Measure: To successfully complete a Fair Housing Plan in conjunction with the Delaware State Housing Authority, New Castle County and the City of Wilmington that will assist in eliminating barriers to affordable housing. This measure is underway and on target to be completed.

4. **Implementation of the 2010 Consolidated Plan.** The 2010 Consolidated Plan establishes a series of goals and objectives to be carried out with the use of Community Development Block Grant funding and other program initiatives. This objective is a part of several major programs and advances the critical successful factors of Customer Satisfaction & Effective Community Communication; Improve Downtown and Surrounding Neighborhoods; Economic Development and Job Growth; and Citywide Safety.

   Measure: Focus on meeting the goals and objectives identified in the Plan in order to provide decent safe and affordable housing in Dover. This will be accomplished through the implementation of programs and sub-grant projects. This measure is ongoing and on track.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Compliance with all HUD requirements associated with grant funding.** As a federal funding source, it is important that CDBG funds be administered in a way that complies with all requirements of the Department of Housing and Urban Development. This objective is a part of all the programs for this division and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measures:
   a. Comply with the timeliness standard for expending CDBG Funds.
   b. Continue to achieve a favorable review in the Annual Community Assessment performed by HUD.

2. **Complete implementation of the Neighborhood Preservation Program.** This objective is a part of several major programs and advances the critical success factors of Improving Downtown and Surrounding Neighborhoods.

   Measure: To successfully sell the additional homes purchased through the Neighborhood Stabilization Program (with program income) to provide affordable housing to low to moderate income persons.

3. **Implement the Fair Housing Plan**. The City will work to implement the items identified in the Analysis to Impediments to Fair Housing and Fair Housing Plan. This objective is a part of several major programs and advances the critical success factors of Customer Satisfaction & Effective Community Communication; Improve Downtown and Surrounding Neighborhoods; and increase affordable housing.

   Measure: Implement at least two recommendations of the Fair Housing Plan.

4. **Implementation of the 2010 Consolidated Plan.** The 2010 Consolidated Plan establishes a series of goals and objectives to be carried out with the use of Community Development Block Grant funding and other program initiatives. This objective is a part of several major programs and advances the critical successful factors of Customer Satisfaction & Effective Community Communication; Improve Downtown and Surrounding Neighborhoods; Economic Development and Job Growth; and Citywide Safety.

   Measure: Focus on meeting the goals and objectives identified in the Plan in order to provide decent safe and affordable housing in Dover. This will be accomplished through the implementation of programs and sub-grant projects.

COMMUNITY DEVELOPMENT
ORGANIZATIONAL CHART
FISCAL YEAR 2012



COMMUNITY DEVELOPMENT
715-9900-596

							ALTERNATIVE BALANCING PLANS		
		2009-10	2010-11	2010-11	2011-12	2011-12	2011-12	2011-12	2011-12
ACCT	DESCRIPTION	ACTUAL	BUDGET	REVISED	BASE	STRATEGIC	BUDGET A	BUDGET B	BUDGET C
10-11	SALARIES	50,642	53,698	53,698	55,042	-	55,042	55,042	55,042
10-13	TEMPORARY HELP	-	6,000	6,000	-	-	-	-	-
10-14	FICA TAXES	3,816	4,536	4,536	4,176	-	4,176	4,176	4,176
10-15	HEALTH INSURANCE	6,617	7,575	7,575	7,551	-	7,551	7,551	7,551
10-17	WORKERS COMPENSATION	268	345	345	-	-	-	-	-
10-19	PENSION	3,039	3,222	3,222	3,302	-	3,302	3,302	3,302
10-20	OPEB	-	-	-	3,633.0	-	3,633	3,633	3,633
	PERSONNEL COSTS	**64,756.0**	**75,753.0**	**75,753.0**	**74,087.0**	**-**	**74,087**	**74,087**	**74,087**
20-22	OFFICE SUPPLIES	276	310	310	310	-	310	310	310
20-23	PRINTING AND DUPLICATING	336	300	275	275	-	275	275	275
	MATERIALS & SUPPLIES	**612**	**610**	**585**	**585**	**-**	**585**	**585**	**585**
30-21	TELEPHONE/FAX	242	250	250	250	-	250	250	250
30-25	ADVERTISEMENT	646	468	468	468	-	468	468	468
30-27	SUBSCRIPTIONS AND DUES	335	360	385	385	-	385	385	385
30-28	TRAINING/CONF/FOOD/TRAVEL	632	1,500	1,500	1,500	-	1,500	1,500	1,500
	ADMINISTRATIVE EXPENDITURES	**1,855**	**2,578**	**2,603**	**2,603**	**-**	**2,603**	**2,603**	**2,603**
70-42	CLOSING COST/DWNPYMT PROG	29,846	-	40,000	40,000	-	40,000	40,000	40,000
70-43	CONNECTIONS COMM SUPPORT	-	-	15,000	5,000	-	5,000	5,000	5,000
70-44	DOVER INTERFAITH MINISTRY	-	-	-	37,826	-	37,826	37,826	37,826
70-45	COMMUNITY REHAB ASSITANCE	3,804	-	54,087	57,101	-	57,101	57,101	57,101
70-52	COMM REVITALIZATION INFAS	-	-	63,434	65,580	-	65,580	65,580	65,580
70-59	FIRST STATE RES CONSV&DEV	35,000	-	40,000	40,000	-	40,000	40,000	40,000
70-60	GEM PROP 217-219 W REED S	6,956	-	6,956	-	-	-	-	-
70-61	ELIZABETH W MURPHEY SCH	50,483	-	50,483	-	-	-	-	-
70-62	DOWNTOWN DOVER PART INC	27,348	-	14,652	-	-	-	-	-
70-63	HABITAT FOR HUMANITY	-	-	40,000	40,000	-	40,000	40,000	40,000
	CAPITAL OUTLAY	**153,437**	**-**	**324,612**	**285,507**	**-**	**285,507**	**285,507**	**285,507**
	TOTAL EXPENDITURES	**220,660**	**78,941**	**403,553**	**362,782**	**-**	**362,782**	**362,782**	**362,782**
	REVENUES								
	GENERAL FUND	220,660	78,941	403,553	362,782	-	362,782	362,782	362,782
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	-	-	-	-	-
	PERSONNEL								
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0		1.0	1.0	1.0

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LIFE SAFETY

DIVISIONAL VISION

Within the Department of Public Services, the Office of the Fire Marshal fosters a fire safe environment for all citizens and visitors of Dover through plan review, inspections, educational programs, and fire investigations.

MAJOR PROGRAMS

FIRE INSPECTIONS PROGRAM

Objective: The objective of this program is to ensure that new and existing buildings comply with Fire and Life Safety Codes adopted in the City of Dover.

Measures:

1. The number of inspections performed for existing buildings.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	2,080 inspections performed	Information was not submitted in a timely fashion to be included in this publication.	≥3,000 inspections performed

2. The number of violations reported for those existing buildings that were inspected.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	900 violations reported	Information was not submitted in a timely fashion to be included in this publication.	≥1,500 violations reported

3. The number of fires in which the fixed fire protection systems deployed.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Nine fire systems deployed	Information was not submitted in a timely fashion to be included in this publication.	≥Eight fire systems deployed

FIRE SAFETY EDUCATION

Objective: The objective of this program is to educate adult citizens in the area of fire safety and prevention.

Measures:

1. Monitor the number of attendees for fire safety/prevention classes per year with a target of six classes per year.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	1,500 attendees, Ten classes presented	Information was not submitted in a timely fashion to be included in this publication.	≥1,500 attendees, ≥Six classes presented

Note: The Fire Marshal focuses on adult education, and the Fire Department focuses on youth education.

2. Conduct two fire safety outreach shows per year to promote fire safety for the citizens of Dover.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	5,100 people contacted, Two fire safety outreach shows conducted	Information was not submitted in a timely fashion to be included in this publication.	≥5,100 people contacted, ≥Two fire safety outreach shows conducted

PLAN REVIEW PROGRAM

Objective: The objective of the Plan Review Program is to ensure that fixed fire protection systems being installed meet the adopted fire codes for the City of Dover as well as State of Delaware regulations.

Measure: Monitor the number of plan reviews completed per year.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	93 plan reviews	Information was not submitted in a timely fashion to be included in this publication.	Complete ≥180 plan reviews

FIRE INVESTIGATIONS PROGRAM

Objective: The objective of the Fire Investigations Program is to determine the cause and origin of fires.

Measures:

1. The number of fires investigated.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	56 fires investigated	Information was not submitted in a timely fashion to be included in this publication.	≥75 fires investigated

Note: All fires investigated involve over $2,000 worth of damage; those under that dollar amount are not investigated.

2. The number of fires investigated that are suspicious in origin.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Ten fires investigated	Information was not submitted in a timely fashion to be included in this publication.	≥Seven fires investigated

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

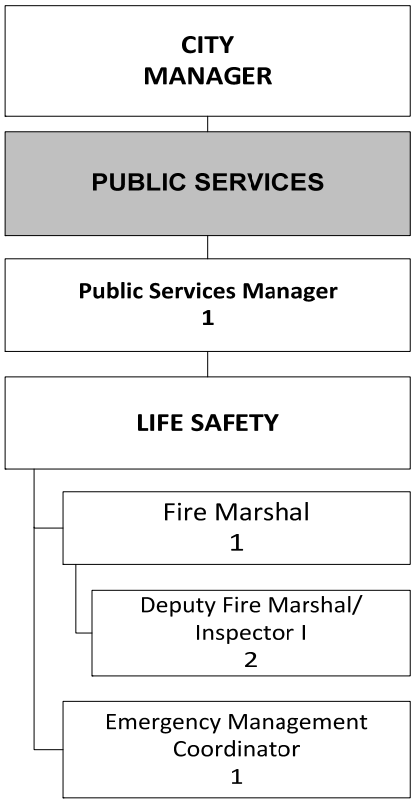
1. **Complete revisions to the City's Snow Emergency Plan.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

   Measures:
   a. Develop a specific section for deep snow operations.
   b. Incorporate lessons learned from recent debriefings of City staff with respect to these events.
   c. Present revisions to City Council by December 1, 2010.

2. **Develop "full scale" exercise scenario for the failure of the Silver Lake Dam.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

***The Strategic Objectives for Life Safety will be presented in the 2011-2012 Final Budget.**

LIFE SAFETY
ORGANIZATION CHART
FISCAL YEAR 2012



LIFE SAFETY

110/147-1600-531

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	192,373	199,292	196,165	203,281	-	148,545	203,281	148,587
10-12	OVERTIME	14,994	10,000	10,000	10,000	-	10,000	10,000	10,000
10-14	FICA TAXES	15,847	15,788	15,744	16,370	-	12,229	16,370	12,229
10-15	HEALTH INSURANCE	19,820	22,687	25,427	39,098	-	22,717	39,098	22,717
10-16	L I D INSURANCE	1,062	1,072	1,185	1,220	-	839	1,220	839
10-17	WORKERS COMPENSATION	1,817	1,805	2,262	-	-	-	-	-
10-19	PENSION	22,158	10,705	10,323	11,411	-	8,210	11,411	8,210
10-20	OPEB	-	-	-	13,417	-	9,896	13,417	9,896
	PERSONNEL COSTS	**268,071**	**261,349**	**261,106**	**294,797**	**-**	**212,436**	**294,797**	**212,478**
20-21	FURNITURE/FIXTURES	-	-	-	125	-	125	125	125
20-22	OFFICE SUPPLIES	772	1,000	1,000	750	-	750	750	750
20-23	PRINTING AND DUPLICATING	753	1,000	1,000	750	-	750	750	750
20-24	PHOTOGRAPHIC	339	100	-	-	-	-	-	-
20-26	PROGRAM EXPENSES/SUPPLIES	462	500	-	500	9,000	500	9,500	9,500
20-28	MEDICAL SUP & PHYSICALS	-	-	-	-	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	1,137	900	900	900	-	900	900	900
20-31	BOOKS	384	500	500	500	-	500	500	500
20-32	SECURITY/SAFETY MATERIALS	7,579	15,400	20,000	10,000	-	7,500	10,000	10,000
20-33	SMALL TOOLS	170	200	6,900	200	-	200	200	200
20-37	COMPUTER SOFTWARE	-	-	-	80	-	80	80	80
20-38	COMPUTER HARDWARE	6,385	2,400	2,400	800	-	800	800	800
	MATERIALS & SUPPLIES	**17,981**	**22,000**	**32,700**	**14,605**	**9,000**	**12,105**	**23,605**	**23,605**
30-21	TELEPHONE/FAX	3,334	3,526	3,526	3,526	-	3,526	3,526	3,526
30-27	SUBSCRIPTIONS AND DUES	1,038	1,000	1,000	1,000	-	1,000	1,000	1,000
30-28	TRAINING/CONF/FOOD/TRAVEL	1,671	2,000	2,000	2,000	4,000	2,000	6,000	6,000
30-31	CONTRACTUAL SERVICES	200,630	205,360	205,360	205,360	-	205,360	205,360	205,360
30-62	GASOLINE	5,982	5,000	5,500	5,000	-	5,000	5,000	5,000
30-63	AUTO REPAIRS/MAINTENANCE	543	1,400	500	800	-	800	800	800
30-67	RADIO REPAIRS/MAINTENANCE	101	200	1,100	280	-	280	280	280
	ADMINISTRATIVE EXPENDITURES	**213,299**	**218,486**	**218,986**	**217,966**	**4,000**	**217,966**	**221,966**	**221,966**
	TOTAL EXPENDITURES	**499,351**	**501,835**	**512,792**	**527,368**	**13,000**	**442,507**	**540,368**	**458,049**
	REVENUES								
	GENRAL FUND	499,351	501,835	512,792	527,368	13,000	442,507	540,368	458,049
	PERSONNEL								
	FULL-TIME EQUIVLENT	4.0	4.0	4.0	4.0	-	3.0	4.0	3.0

INSPECTIONS AND PERMITTING

DIVISIONAL VISION

Within the Department of Public Services, the Division of Inspections and Permitting protect the existing and future public health, safety, and welfare of the City through effective implementation and enforcement of the International Building Code and other related codes.

PERMITTING & LICENSING ADMINISTRATION

Objective: The purpose of this program is to receive and process permits, licenses, and miscellaneous fees in accordance with Dover Code and in a timely and satisfactory manner.

Measures:

1. Maintain the median time between intake and approval for permit reviews.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	**Accessory** = 80% in 24 hrs **New Residential** = 80% in 48 hrs **New Commercial** = 80% in five days for those with all other approvals.	Information was not submitted in a timely fashion to be included in this publication.	**Accessory** = ≥ 82% in 24 hrs **New Residential** = ≥ 82% in 48 hrs **New Commercial** = ≥82% in five days for those with all other approvals.

2. To increase the number of business license renewals received by the 30th of September, with a target of 98% collected.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	3,496 of 3,594 business license renewals received = 97% collected	Information was not submitted in a timely fashion to be included in this publication.	≥3,528 of 3,600 business license renewals received = ≥98% collected

3. To increase the number of rental licenses and public occupancy license renewals received by the 31st of March, with a target of 98% collected.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	3,000 of 3,100 renewals received = 97% collected	Information was not submitted in a timely fashion to be included in this publication.	≥4,143 of 4,228 renewals received = 98% collected

BUILDING CONSTRUCTION & INFRASTRUCTURE INSPECTIONS PROGRAM

Objective: The objective of this program is to provide building permit and infrastructure related inspection services to citizens; to ensure the construction of safe, code compliant buildings and properties within the City of Dover.

Measures:

1. Track the number of building/plumbing/mechanical inspections and the number of permits issued.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	8,236 inspections 2,270 permits issued	Information was not submitted in a timely fashion to be included in this publication.	≥8,300 inspections ≥2,300 permits issued

2. Track the number of building inspections, re-inspections, and second re-inspections performed in relation to the number of required inspections.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	7,000 – first inspections 780 – re-inspections 100 – second re-inspections	Information was not submitted in a timely fashion to be included in this publication.	≥7,000 – first inspections ≥780 – re-inspections ≥100 – second re-inspections

Note: Required inspections = First Inspections. All permit totals are driven by construction activity.

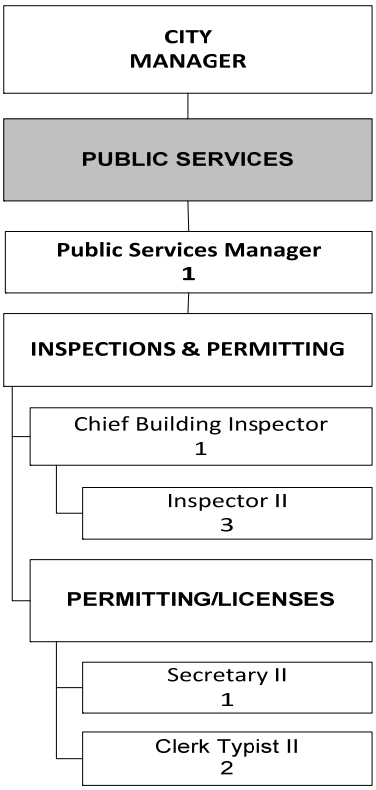
FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Schedule no less than four training sessions during the fiscal year regarding the new 2009 IBC codes recently adopted by the City of Dover.** This objective is a part of the Licensing and Permitting Administration program, and advances the critical success factors of Employee Satisfaction and Effective Organization Communication.

   Measure: Ensure that the necessary staff attends, and that all training sessions are held by June 30, 2011.

***The Strategic Objectives for Inspections & Permitting will be presented in the 2011-2012 Final Budget.**

INSPECTIONS AND PERMITTING
ORGANIZATION CHART
FISCAL YEAR 2012



INSPECTIONS AND PERMITTING

110/147-1600-534

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	271,290	294,736	294,736	303,124	-	238,006	303,124	274,340
10-12	OVERTIME	67	1,500	1,500	1,500	-	1,500	1,500	1,500
10-13	TEMPORARY HELP	9,203	-	-	-	-	-	-	-
10-14	FICA TAXES	21,304	22,270	22,270	22,909	-	17,719	22,909	20,627
10-15	HEALTH INSURANCE	60,879	72,092	72,092	72,142	-	51,101	72,142	64,624
10-16	L I D INSURANCE	1,669	1,682	1,682	1,694	-	1,259	1,694	1,508
10-17	WORKERS COMPENSATION	2,360	2,494	2,494	-	-	-	-	-
10-19	PENSION	51,034	14,380	14,380	15,746	-	12,181	15,746	13,956
10-20	OPEB	-	-	-	20,006	-	15,528	20,006	18,038
	PERSONNEL COSTS	**417,806**	**409,154**	**409,154**	**437,121**	**-**	**337,294**	**437,121**	**394,593**
20-21	FURNITURE/FIXTURES	-	-	-	125	-	125	125	125
20-22	OFFICE SUPPLIES	2,924	2,975	2,975	2,975	-	1,275	2,975	2,975
20-23	PRINTING AND DUPLICATING	3,576	4,000	4,000	4,000	-	4,000	4,000	4,000
20-24	PHOTOGRAPHIC	-	25	-	-	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	1,025	1,400	1,400	1,400	-	1,400	1,400	1,400
20-31	BOOKS	2,859	1,000	1,000	1,000	-	1,000	1,000	1,000
20-32	SECURITY/SAFETY MATERIALS	326	500	500	500	-	500	500	500
20-33	SMALL TOOLS	17	125	100	100	-	100	100	100
20-37	COMPUTER SOFTWARE	169	-	238	80	-	80	80	80
20-38	COMPUTER HARDWARE	2,444	5,600	5,600	5,800	-	5,800	5,800	5,800
	MATERIALS & SUPPLIES	**13,340**	**15,625**	**15,813**	**15,980**	**-**	**14,280**	**15,980**	**15,980**
30-21	TELEPHONE/FAX	3,648	4,400	3,300	3,600	-	3,600	3,600	3,600
30-27	SUBSCRIPTIONS AND DUES	462	700	1,025	700	-	700	700	700
30-28	TRAINING/CONF/FOOD/TRAVEL	1,020	2,300	800	1,000	-	1,000	1,000	1,000
30-33	DEMOLITION EXPENSES	35,135	50,000	120,000	-	-	-	-	-
30-61	OFF EQUIP/REPAIRS & MAINT	4,449	4,668	4,668	3,236	-	3,236	3,236	3,236
30-62	GASOLINE	3,881	5,500	5,500	5,500	-	5,500	5,500	5,500
30-63	AUTO REPAIRS/MAINTENANCE	-	200	200	200	-	200	200	200
30-67	RADIO REPAIRS/MAINTENANCE	1,519	2,260	1,208	1,400	-	1,400	1,400	1,400
	ADMINISTRATIVE EXPENDITURES	**50,114**	**70,028**	**136,701**	**15,636**	**-**	**15,636**	**15,636**	**15,636**
	TOTAL EXPENDITURES	**481,260**	**494,807**	**561,668**	**468,737**	**-**	**367,210**	**468,737**	**426,209**
	REVENUES								
	GENERAL FUND	481,260	494,807	561,668	468,737	-	367,210	468,737	426,209
	PERSONNEL								
	FULL-TIME EQUIVALENT	7.0	7.0	7.0	7.0	-	5.0	7.0	6.0

ECONOMIC DEVELOPMENT

DIVISIONAL VISION

Within the Department of Public Services, the Economic Development division has been charged to improve the quality of life in Dover by attracting and retaining quality jobs, supporting a vibrant town center, and creating an atmosphere that encourages and fosters business growth.

MAJOR PROGRAMS

DOWNTOWN DOVER PARTNERSHIP (DDP)

Objective: Provide administrative and other staff support to the Downtown Dover Partnership so that the organization can foster grass roots driven downtown redevelopment.

Measures:

1. Number of events where DDP is either the lead organizer or partner in event.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	13 events (one cancellation) held in Downtown where DDP is either the lead organizer or partner.	Information was not submitted in a timely fashion to be included in this publication.	≥Ten events held in Downtown where DDP is either the lead organizer or partner.

2. Set and reach an annual fundraising goal for the DDP.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Raised ≥$10,000 for DDP activities currently in development	Information was not submitted in a timely fashion to be included in this publication.	Raise ≥$25,000 for DDP activities

3. Monitor downtown merchant and business owner satisfaction.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Survey developed and completed in April 2010 with above average ratings**.**	Information was not submitted in a timely fashion to be included in this publication.	Increase survey response rate and maintain above average rating

DOWNTOWN DOVER BUSINESS GROWTH

Objective: Promote Downtown Dover as a location for new businesses, and provide support to existing businesses to ensure they survive.

Measures:

1. Monitor number of businesses opened in the Downtown Target Area.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Five new businesses opened with a net of three new businesses open in Downtown Target Area	Information was not submitted in a timely fashion to be included in this publication.	≥Six new businesses open in Downtown Target Area ≥Four net new businesses open in Downtown Target Area

2. Work with property owners and entrepreneurs to fill vacant commercial spaces on Loockerman Street with viable businesses.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Four vacant commercial tenant spaces filled	Information was not submitted in a timely fashion to be included in this publication.	≥Four vacant commercial tenant spaces filled

CITY-WIDE ECONOMIC DEVELOPMENT

Objective: Promote Dover as a location for business growth.

Measures:

1. Maintain an unemployment rate for the City of Dover that is lower than national and state averages.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	8.8% unemployment rate in July 2010	Information was not submitted in a timely fashion to be included in this publication.	<10% unemployment rate in July 2011

2. Monitor number of contacts with small businesses and with out-of-town companies interested in locating in Dover.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Ten contacts YTD with potential small businesses; Seven contacts YTD with out-of-town companies interested in locating in Dover	Information was not submitted in a timely fashion to be included in this publication.	≥20 contacts with potential small businesses; ≥Ten contacts with out-of-town companies interested in locating in Dover

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Complete a site development master plan for the Garrison tract.** This objective is a part of the Citywide Economic Development program and advances the critical success factors of Economic Development and Job Growth.

   Measures:

   a. Develop an overall marketing plan for this site and attract at least one serious prospect by June 30, 2011.

   b. Complete the CEDS Application for Infrastructure Development of Garrison Tract by October 30, 2010.

   c. Complete a professional marketing brochure by December 31, 2010.

2. **Promote citywide economic development initiatives**. This objective is a part of the Citywide Economic Development program and advances the critical success factors of Economic Development and Job Growth.

   Measures:

   a. Continue to improve working relationship with Kent Economic Partnership, by providing quarterly updates, and working with the Partnership's Economic Development Committee. This measure is ongoing with no set completion date.

   b. Attract one serious prospect to the Aero Park by June 15, 2011.

c. Update the Job Growth Report of the City's twelve largest employers including Dover Air Force Base and State Government and provide to Council.

d. Develop a table of vacant buildings over 20,000 square feet; and vacant properties of ten acres or more to track leasing and/or sales activity. This measure is ongoing with no set completion date.

e. Develop a list of renewable energy manufacturers and higher education renewable energy researchers, and bring them together in a roundtable with state officials. Develop a strategy to attract renewable energy manufacturers to Dover by September 30, 2010.

3. **Advance initiatives of the Downtown Dover Partnership**. This objective is a part of the Downtown Dover Partnership program and advances the critical success factors of Economic Development and Job Growth.

Measures:

a. Develop a recruitment strategy to attract new business to downtown with the assistance of the Recruitment Subcommittee of the Economic Development Committee by August 31, 2010.

b. Develop a marketing brochure which includes a current vacant property list and a map of the downtown district as part of a business recruitment package. Brochure will be provided to commercial realtors and be accessible on the Downtown Dover Partnership website. Complete by August 31, 2010.

c. Complete asbestos clean-up at 22-24 W Loockerman Street. Recruit a business partner to renovate interior of the building and recruit a tenant by March 31, 2011.

d. Facilitate a meeting of downtown property owners to develop a strategy to bring vacant buildings up to code and attract tenants by September 30, 2010.

e. Coordinate with the Dover/Kent Metropolitan Planning Organization (MPO) to host a charrette to develop a strategy for economic development and rehabilitation of the Business Improvement District by December 31, 2010.

f. Complete the Memorandum of Agreement between the DDP and DELDOT for the development of a public private partnership for the Transit Center by July 31, 2011.

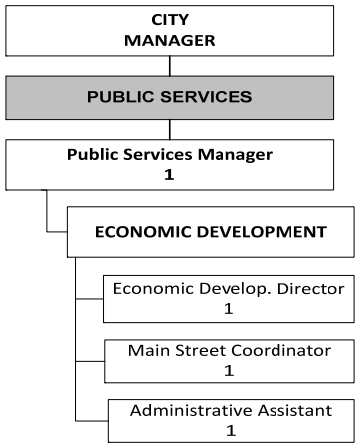
g. Recruit a private partner for the P3 Agreement to construct the Transit Center Building by December 31, 2011.

***The Strategic Objectives for Economic Development will be presented in the 2011-2012 Final Budget.**

ECONOMIC DEVELOPMENT

ORGANIZATION CHART

FISCAL YEAR 2012



ECONOMIC DEVELOPMENT

110/147-1600-535

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	128,594	136,353	136,353	139,052	-	66,204	139,052	97,163
10-14	FICA TAXES	9,711	10,400	10,400	10,749	-	4,953	10,749	7,485
10-15	HEALTH INSURANCE	19,785	22,652	22,652	22,695	-	7,654	22,695	15,172
10-16	L I D INSURANCE	1,008	1,016	1,016	1,031	-	372	1,031	704
10-17	WORKERS COMPENSATION	871	922	922	-	-	-	-	-
10-19	PENSION	16,083	7,395	7,395	7,776	-	3,798	7,776	5,784
10-20	OPEB	-	-	-	9,177	-	4,176	9,177	6,361
	PERSONNEL COSTS	**176,052**	**178,738**	**178,738**	**190,480**	**-**	**87,157**	**190,480**	**132,669**
20-22	OFFICE SUPPLIES	1,258	600	400	400	-	400	400	400
20-23	PRINTING AND DUPLICATING	940	1,400	1,000	1,000	-	500	1,000	1,000
20-26	PROGRAM EXPENSES/SUPPLIES	15	-	-	-	-	-	-	-
20-33	SMALL TOOLS	28	-	-	-	-	-	-	-
20-38	COMPUTER HARDWARE	-	-	-	2,600	-	2,600	2,600	2,600
20-48	PERSONNEL RELATED SUP	-	-	-	-	-	-	-	-
	MATERIALS & SUPPLIES	**2,241**	**2,000**	**1,400**	**4,000**	**-**	**3,500**	**4,000**	**4,000**
30-21	TELEPHONE/FAX	3,974	2,450	3,400	2,450	-	2,450	2,450	2,450
30-25	ADVERTISEMENT	-	500	-	1,700	-	1,700	1,700	1,700
30-27	SUBSCRIPTIONS AND DUES	-	300	-	-	-	-	-	-
30-28	TRAINING/CONF/FOOD/TRAVEL	75	2,000	300	300	-	300	300	300
30-31	CONTRACTUAL SERVICES	9,831	35,000	20,000	12,000	-	12,000	12,000	12,000
30-62	GASOLINE	107	500	100	100	-	100	100	100
30-91	ECONOMIC DEVELOPMENT	22,311	26,000	26,000	26,000	-	26,000	26,000	26,000
	ADMINISTRATIVE EXPENDITURES	**36,298**	**66,750**	**49,800**	**42,550**	**-**	**42,550**	**42,550**	**42,550**
	TOTAL EXPENDITURES	**214,591**	**247,488**	**229,938**	**237,030**	**-**	**133,207**	**237,030**	**179,219**
	REVENUES								
	GENERAL FUND	214,591	247,488	229,938	237,030	-	133,207	237,030	179,219
	PERSONNEL								
	FULL-TIME EQUIVALENT	3.0	3.0	3.0	3.0	-	1.0	3.0	2.0

GROUNDS

DIVISIONAL VISION

Within the Public Services Group, the Grounds Division is dedicated to the beautification and maintenance of Dover's green resources. Through our efforts Dover is known as a beautiful and scenic place in which to live, work, and visit.

MAJOR PROGRAMS

BEAUTIFICATION PROGRAM

Objective: The objective of the Beautification Program is to provide seasonal floral displays throughout Dover that enhance the community's appearance and make it a place people want to visit.

Measures:

1. Maintain a community satisfaction rating for overall appearance of 50% or greater as documented in the Annual Citizens Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizen Survey was not conducted.	Annual Citizen Survey was not conducted.	Due to budgetary constraints the Annual Citizen Survey will not be conducted.

2. Maintenance of the City's flower beds.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	50 flower beds maintained	Information was not submitted in a timely fashion to be included in this publication.	≥50 flower beds maintained

TREE PROGRAM

Objective: The objective of the Tree Program is to maintain and continually renew Dover's tree population so that Dover remains a designated Tree City USA.

Measures:

1. Number of Trees Pruned.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	651 trees pruned	Information was not submitted in a timely fashion to be included in this publication.	Prune ≥625 trees

2. Number of Trees Removed.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	219 trees removed	Information was not submitted in a timely fashion to be included in this publication.	Remove ≥300 trees

3. Number of Trees Planted.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	54 trees planted	Information was not submitted in a timely fashion to be included in this publication.	Plant ≥50 trees

TURF MAINTENANCE PROGRAM

Objective: The objective of the Turf Maintenance Program is to maintain Dover's 280 acres of turf through a seasonal mowing, planting, aeration, and top dressing program.

Measure: Maintain a community satisfaction rating for appearance and maintenance of parks of 63% or greater as documented in the Annual Citizens Survey.

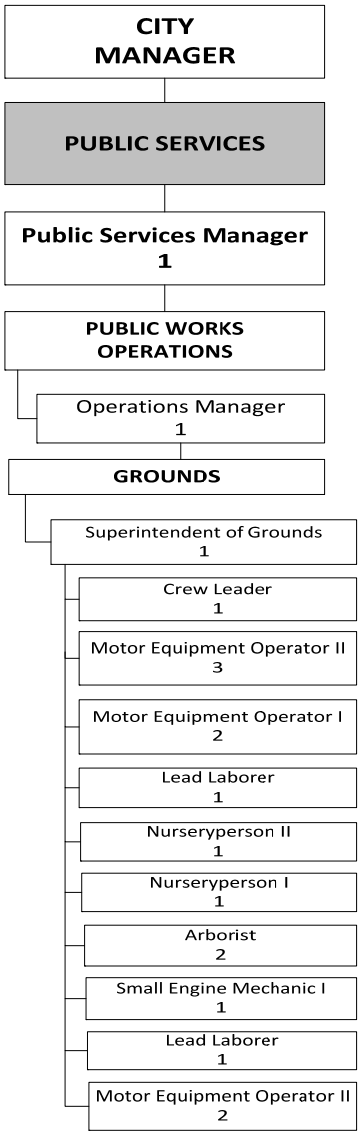
	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizens Survey was not conducted	Annual Citizens Survey was not conducted	Due to budgetary constraints the Annual Citizens Survey will not be conducted.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Expand on the St. Jones River Watershed Riparian Project.** This objective is part of the entire Grounds Division and advances the critical success factors of Cost and Revenue Efficiency.

***The Strategic Objectives for the Grounds division will be presented in the 2011-2012 Final Budget.**

GROUNDS
ORGANIZATION CHART
FISCAL YEAR 2011



GROUNDS

110-1500-522

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	564,588	619,274	599,053	605,670	-	566,724	605,670	567,620
10-12	OVERTIME	37,891	17,000	34,110	17,000	-	17,000	17,000	17,000
10-14	FICA TAXES	45,098	48,250	48,147	47,715	-	44,698	47,715	44,698
10-15	HEALTH INSURANCE	129,739	150,022	131,609	131,762	-	124,244	131,762	124,244
10-16	L I D INSURANCE	3,525	3,550	3,550	3,388	-	3,176	3,388	3,176
10-17	WORKERS COMPENSATION	24,198	25,946	25,946	-	-	-	-	-
10-19	PENSION	136,648	26,486	24,445	27,659	-	26,012	27,659	26,012
10-20	OPEB	-	-	-	40,378	-	37,775	40,378	37,775
	PERSONNEL COSTS	**941,687**	**890,528**	**866,860**	**873,572**	**-**	**819,629**	**873,572**	**820,525**
20-22	OFFICE SUPPLIES	85	150	150	150	-	150	150	150
20-25	CUSTODIAL	231	250	250	250	-	250	250	250
20-26	PROGRAM EXPENSES/SUPPLIES	45,094	50,205	50,205	50,205	-	46,205	50,205	50,205
20-29	UNIFORMS/UNIFORM ALLOW	3,591	3,535	3,535	3,535	-	3,535	3,535	3,535
20-31	BOOKS	-	100	-	-	-	-	-	-
20-32	SECURITY/SAFETY MATERIALS	3,686	4,400	4,400	4,400	-	4,400	4,400	4,400
20-33	SMALL TOOLS	3,175	4,411	4,411	3,200	-	3,200	3,200	3,200
20-44	SAND AND SALT	674	750	420	750	-	750	750	750
20-46	CITY BLDG MAINT SUPPLIES	499	400	900	400	-	400	400	400
20-58	WATER/SEWER	2,855	3,800	3,800	3,800	-	3,800	3,800	3,800
	MATERIALS & SUPPLIES	**59,890**	**68,001**	**68,071**	**66,690**	**-**	**62,690**	**66,690**	**66,690**
30-21	TELEPHONE/FAX	680	710	710	710	-	710	710	710
30-23	ELECTRICITY	3,732	3,900	3,500	3,500	-	3,500	3,500	3,500
30-24	HEATING OIL/GAS	4,917	8,400	5,000	5,000	-	5,000	5,000	5,000
30-27	SUBSCRIPTIONS AND DUES	425	385	425	425	-	425	425	425
30-28	TRAINING/CONF/FOOD/TRAVEL	1,326	1,300	1,800	1,300	-	1,300	1,300	1,300
30-43	ENVIRONMENTAL EXPENSES	2,625	2,500	2,750	3,000	-	3,000	3,000	3,000
30-44	AGENCY BILLING-TEMP HELP	20,974	27,000	24,000	27,000	-	27,000	27,000	27,000
30-62	GASOLINE	27,019	32,500	30,000	32,500	-	32,500	32,500	32,500
30-64	TRUCK REPAIRS/MAINTENANCE	3,323	1,825	700	1,825	-	1,825	1,825	1,825
30-65	MAINT EQUIP REPAIRS/MAINT	24,347	16,800	24,300	16,800	-	16,800	16,800	16,800
30-67	RADIO REPAIRS/MAINTENANCE	1,401	1,708	1,708	1,708	-	1,708	1,708	1,708
	ADMINISTRATIVE EXPENDITURES	**90,769**	**97,028**	**94,893**	**93,768**	**-**	**93,768**	**93,768**	**93,768**
40-23	TRUCKS - PURCHASE	-	54,575	37,170	44,720	-	-	44,720	-
40-24	MAINT EQUIP - PURCHASE	-	9,100	9,347	-	-	-	-	-
	CAPITAL OUTLAY	**-**	**63,675**	**46,517**	**44,720**	**-**	**-**	**44,720**	**-**
	TOTAL EXPENDITURES	**1,092,346**	**1,119,232**	**1,076,341**	**1,078,750**	**-**	**976,087**	**1,078,750**	**980,983**
	REVENUES								
	GENERAL FUND	**1,092,346**	**1,055,557**	**1,029,824**	**1,034,030**	**-**	**976,087**	**1,034,030**	**980,983**
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	63,675	46,517	44,720	-	-	44,720	-
	PERSONNEL								
	FULL-TIME EQUIVALENT	16.0	16.0	15.0	15.0	-	14.0	15.0	14.0

STREETS

DIVISIONAL VISION:

Within the Public Services Group, the Streets Division is dedicated to the timely maintenance and improvements of the streets, sidewalks, and the stormwater infrastructure as well as improving our quality of life.

MAJOR PROGRAMS:

STREET AND SIDEWALK MAINTENANCE

Objective: The objective of this program is to provide cleaning, maintenance, and the timely repair of streets and sidewalks within the City of Dover.

Measures:

1. Maintain a community satisfaction rating for streets repairs of 50% or greater as documented in the Annual Citizens Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizens Survey was not conducted.	Annual Citizens Survey was not conducted.	Due to budgetary constraints, the Annual Citizens Survey will not be conducted.

2. Maintain a community satisfaction rating for street cleaning of 60% percent or greater as documented in the Annual Citizens Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizens Survey was not conducted.	Annual Citizens Survey was not conducted.	Due to budgetary constraints, the Annual Citizens Survey will not be conducted.

3. Maintain a community satisfaction rating for sidewalk maintenance of 55% or greater as documented in the Annual Citizens Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizens Survey was not conducted.	Annual Citizens Survey was not conducted.	Due to budgetary constraints, the Annual Citizens Survey will not be conducted.

4. Estimated linear feet of sidewalk repaired.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	8,034 square feet of sidewalk repaired	Information was not submitted in a timely fashion to be included in this publication.	≥4,500 square feet of sidewalk repaired

STORMWATER MANAGEMENT PROGRAM

Objective: To comply with the City's stormwater management quality and to support the City's National Pollutant Discharge Elimination System (NPDES) permit.

Measures:

1. Miles of streets swept.

Results	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
	11,973 miles swept	Information was not submitted in a timely fashion to be included in this publication.	≥15,500 miles swept

2. Cubic yards of sweeper debris.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	2,717 cubic yards of debris	Information was not submitted in a timely fashion to be included in this publication.	≥2,600 cubic yards of debris

3. Number of catch basins cleaned.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	1,296 catch basins cleaned	Information was not submitted in a timely fashion to be included in this publication.	≥2,800 catch basins cleaned

4. Maintain a community satisfaction rating for stormwater management of 50% or greater as documented in the Annual Citizens Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizens Survey was not conducted.	Annual Citizens Survey was not conducted.	Due to budgetary constraints, the Annual Citizens Survey will not be conducted.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

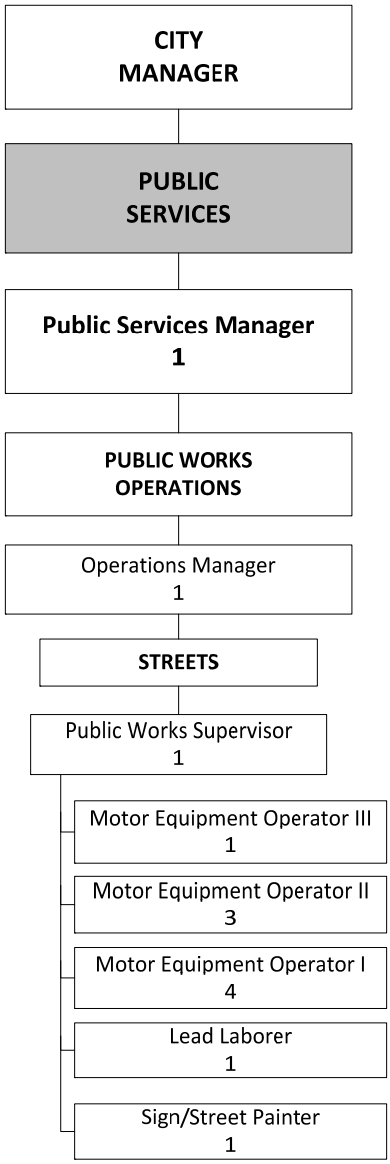
1. **Study the potential for a Storm Water Utility.** This objective is a part of the Storm Water Management program advances the critical success factors of Customer Satisfaction, Effective Community Communication and Cost Efficiency.

   Measures:

   a. Conduct a study of Wilmington's existing Storm Water Utility and Newark's ongoing efforts to establish a storm water utility.
   b. Ensure the study focuses on establishing, calculating and applying rates.
   c. Determine what expenses are covered by the rates and what advantages this has bought to Wilmington and Newark.
   d. Determine applicability to the City of Dover and submit a report to Council by April 2011.

***The Strategic Objectives for the Streets division will be presented in the 2011-2012 Final Budget.**

STREETS
ORGANIZATION CHART
FISCAL YEAR 2012



STREETS

110/147-800-554

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	439,752	431,156	410,660	410,215	-	407,193	410,215	408,704
10-12	OVERTIME	19,474	13,200	13,200	13,200	-	13,200	13,200	13,200
10-13	TEMPORARY HELP	2,889	-	-	-	-	-	-	-
10-14	FICA TAXES	34,742	33,609	32,493	32,264	-	32,264	32,264	32,264
10-15	HEALTH INSURANCE	89,757	99,023	95,073	88,569	-	88,569	88,569	88,569
10-16	L I D INSURANCE	2,615	2,618	2,618	2,427	-	2,427	2,427	2,427
10-17	WORKERS COMPENSATION	15,336	15,590	15,590	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	2,682	1,500	1,500	1,500	-	1,500	1,500	1,500
10-19	PENSION	92,405	19,677	19,677	20,793	-	20,793	20,793	20,793
10-20	OPEB	-	-	-	27,074	-	27,074	27,074	27,074
	PERSONNEL COSTS	**699,652**	**616,373**	**590,811**	**596,042**	**-**	**593,020**	**596,042**	**594,531**
20-22	OFFICE SUPPLIES	136	150	150	150	-	150	150	150
20-26	PROGRAM EXPENSES/SUPPLIES	15,046	26,707	26,707	26,707	-	22,707	26,707	26,707
20-29	UNIFORMS/UNIFORM ALLOW	1,863	2,076	2,076	2,076	-	2,076	2,076	2,076
20-32	SECURITY/SAFETY MATERIALS	4,179	4,376	4,376	4,376	-	4,376	4,376	4,376
20-33	SMALL TOOLS	2,299	2,893	2,893	2,893	-	2,893	2,893	2,893
20-35	CHEMICALS & ADDITIVES	-	100	-	-	-	-	-	-
20-38	COMPUTER HARDWARE	1,222	-	-	-	-	-	-	-
20-41	STREET REPAIRING MATERIAL	8,030	18,900	17,807	18,900	-	18,900	18,900	18,900
20-42	STREET CLEANING SUPPLIES	3,507	4,300	4,300	4,300	-	4,300	4,300	4,300
20-43	STREET SIGNS/MARKING	13,161	16,800	16,800	16,800	-	16,800	16,800	16,800
20-44	SAND AND SALT	7,395	4,000	24,576	13,000	-	13,000	13,000	13,000
20-46	CITY BLDG MAINT SUPPLIES	10,116	11,585	11,585	11,585	-	11,585	11,585	11,585
20-62	STORM SEWER SUPPLIES	948	4,000	4,000	4,000	-	4,000	4,000	4,000
20-64	DITCH MAINTENANCE	1,087	775	775	775	-	775	775	775
	MATERIALS & SUPPLIES	**68,989**	**96,662**	**116,045**	**105,562**	**-**	**101,562**	**105,562**	**105,562**
30-21	TELEPHONE/FAX	930	964	964	964	-	964	964	964
30-25	ADVERTISEMENT	666	1,000	300	300	-	300	300	300
30-28	TRAINING/CONF/FOOD/TRAVEL	820	100	3,400	850	-	850	850	850
30-31	CONTRACTUAL SERVICES	14,023	500	500	500	-	500	500	500
30-43	ENVIRONMENTAL EXPENSES	-	-	-	2,500	-	2,500	2,500	2,500
30-44	AGENCY BILLING-TEMP HELP	9,978	12,250	13,120	12,250	-	12,250	12,250	12,250
30-62	GASOLINE	52,970	47,780	45,000	47,780	-	47,780	47,780	47,780
30-64	TRUCK REPAIRS/MAINTENANCE	168	1,000	500	500	-	500	500	500
30-65	MAINT EQUIP REPAIRS/MAINT	20,047	24,000	65,000	24,000	-	24,000	24,000	24,000
30-67	RADIO REPAIRS/MAINTENANCE	1,449	1,400	1,400	1,400	-	1,400	1,400	1,400
30-99	SNOW EMERGENCY	236,582	-	-	-	-	-	-	-
	ADMINISTRATIVE EXPENDITURES	**337,633**	**88,994**	**130,184**	**91,044**	**-**	**91,044**	**91,044**	**91,044**
40-23	TRUCKS - PURCHASE	-	131,055	104,476	328,027	-	-	328,027	200,027
40-25	OTHER EQUIPMENT PURCHASE	-	-	-	33,210	-	-	33,210	-
40-31	CONSTRUCTION - PURCHASE	50,467	350,000	350,000	460,000	-	-	460,000	1,030,000
	CAPITAL OUTLAY	**50,467**	**481,055**	**454,476**	**821,237**	**-**	**-**	**821,237**	**1,230,027**
	TOTAL EXPENDITURES	**1,156,741**	**1,283,084**	**1,291,516**	**1,613,885**	**-**	**785,626**	**1,613,885**	**2,021,164**
	REVENUES								
	GENERAL FUND	1,106,274	802,029	837,040	792,648	-	785,626	792,648	791,137
	GOVERNMENTAL CAPITAL PROJECTS	50,467	481,055	454,476	821,237	-	-	821,237	1,230,027
	PERSONNEL								
	FULL-TIME EQUIVALENT	11.0	11.0	11.0	12.0	-	12.0	12.0	12.0

SANITATION

DIVISIONAL VISION

Within the Public Services Group, the Sanitation Division is dedicated to the timely collection and transportation of municipal solid waste. Our sanitation services significantly contribute to making the City of Dover a clean and safe community.

MAJOR PROGRAMS

SOLID WASTE COLLECTION

Objective: The objective of this program is to provide regular collection and transportation of solid waste for residential and commercial customers inside and outside of the City of Dover corporate limits. This includes automated pickup, hand trash pickup, and bulk collection.

Measures:

1. Maintain a community satisfaction rating for solid waste collection of 80% or greater as documented in the Annual Citizens Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizens Survey was not conducted	Annual Citizens Survey was not conducted	Due to budgetary constraints, Annual Citizens Survey will not be conducted.

2. Maintain a community satisfaction rating for yard waste collection of 70% or greater as documented in the Annual Citizens Survey.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Annual Citizens Survey was not conducted	Annual Citizens Survey was not conducted	Due to budgetary constraints, Annual Citizens Survey will not be conducted.

3. Total tonnage of municipal solid waste collected and delivered to DSWA landfill in Sandtown.

Results	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Automated Collection	11,264 tons	Information was not submitted in a timely fashion to be included in this publication.	≥11,825 tons
Bulk Collection	4,699 tons		≥4,903 tons
Total	15,963 tons of municipal solid waste collected and delivered to landfill		≥16,728 tons of municipal solid waste collected and delivered to landfill

CONTAINER MAINTENANCE AND REPLACEMENT

Objective: To provide timely delivery and maintenance of the City's automated containers to all customers so that solid waste can be collected efficiently.

Measures:

1. Number of man-hours spent on container maintenance and replacement.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	440 man-hours spent on container maintenance & replacement	Information was not submitted in a timely fashion to be included in this publication.	≥ 650 man-hours spent on container maintenance & replacement

2. Number of containers delivered.

Results	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
90 Gallon Containers	345 deliveries	Information was not submitted in a timely fashion to be included in this publication.	≥ 400 deliveries
300 Gallon Containers	41 deliveries		≥ 40 deliveries

ELECTRONIC GOODS RECYCLING

Objective: To collect electronic goods for recycling by partnering with the Delaware Solid Waste Authority.

Measures:

1. Tonnage of electronic recycling goods collected.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	No measurement provided by DSWA	Information was not submitted in a timely fashion to be included in this publication.	This objective will be phased out in 2011.

2. Man-hours spent collecting electronic goods for recycling.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	78 man-hours spent collection electronic goods	Information was not submitted in a timely fashion to be included in this publication.	≥175 man-hours spent collected electronic goods

CURBSIDE RECYCLING PROGRAM

Objective: To collect single stream recycling materials by partnering with the Delaware Solid Waste Authority.

Measures:

1. Tonnage of single stream recycling materials collected.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	1,352 tons collected	Information was not submitted in a timely fashion to be included in this publication.	≥1,500 tons collected

2. Total number of recycling customers.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	7,684 recycling customers	Information was not submitted in a timely fashion to be included in this publication.	≥7,850 recycling customers

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Evaluate a Pay-As-You-Throw (PAYT) Plan for the City of Dover.** This objective is an evolution of the current curbside recycling, regular trash, and bulk trash services provided by the City of Dover and is a part of the Solid Waste Collection program, advancing the critical success factors of Customer Service, Effective Community Communication and Cost Efficiency.

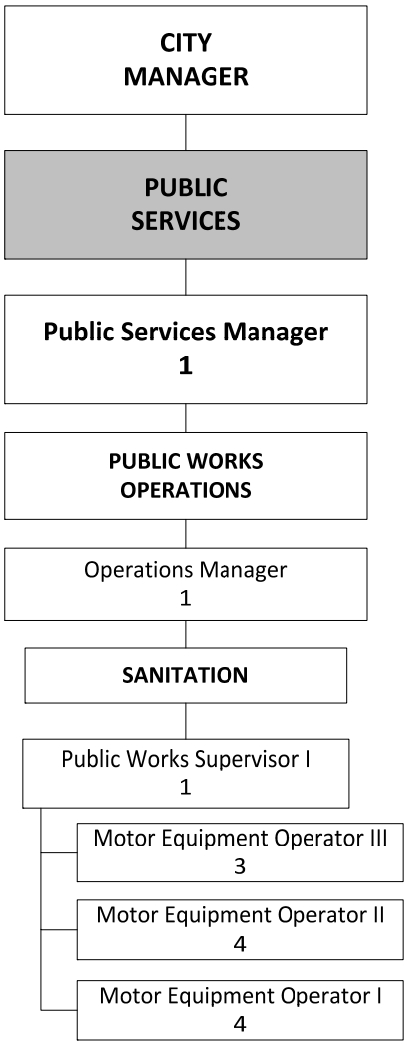
   Measure: Prepare a feasibility report and submit to the City Manager by June 30, 2011.

2. **Implement an effective Yard Waste Separation Plan for the City of Dover.** This objective is a part of the Solid Waste Collection program, advancing the critical success factors of Customer Service, Effective Community Communication and Cost Efficiency.

   Measure: As a result on disposal policy changes at the DSWA Landfill in Sandtown, complete and implement a Yard Waste Separation plan by June 30, 2011.

*The Strategic Objectives for the Sanitation division will be presented in the 2011-2012 Final Budget.

SANITATION
ORGANIZATION CHART
FISCAL YEAR 2011



SANITATION
110/147-1800-555

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	417,692	449,699	452,320	513,093	-	511,758	513,093	512,426
10-12	OVERTIME	36,329	18,000	26,761	18,000	-	18,000	18,000	18,000
10-14	FICA TAXES	33,851	35,282	35,282	40,186	-	40,186	40,186	40,186
10-15	HEALTH INSURANCE	108,957	118,166	117,065	133,141	-	133,141	133,141	133,141
10-16	L I D INSURANCE	2,532	2,637	2,637	3,078	-	3,078	3,078	3,078
10-17	WORKERS COMPENSATION	18,416	19,140	19,140	-	-	-	-	-
10-19	PENSION	91,777	19,685	19,685	24,880	-	24,880	24,880	24,880
10-20	OPEB	-	-	-	34,206	-	34,206	34,206	34,206
	PERSONNEL COSTS	**709,554**	**662,609**	**672,890**	**766,584**	**-**	**765,249**	**766,584**	**765,917**
20-22	OFFICE SUPPLIES	111	150	150	150	-	150	150	150
20-23	PRINTING AND DUPLICATING	77	1,000	5,000	1,000	-	1,000	1,000	1,000
20-26	PROGRAM EXPENSES/SUPPLIES	23,821	34,740	30,000	34,740	-	24,740	34,740	34,740
20-28	MEDICAL SUP & PHYSICALS	-	20	-	-	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	2,560	2,732	2,732	2,732	-	2,732	2,732	2,732
20-32	SECURITY/SAFETY MATERIALS	2,583	2,825	2,825	2,825	-	2,825	2,825	2,825
20-33	SMALL TOOLS	402	800	400	400	-	400	400	400
20-35	CHEMICALS & ADDITIVES	-	500	-	-	-	-	-	-
20-38	COMPUTER HARDWARE	-	1,400	1,400	-	-	-	-	-
20-46	CITY BLDG MAINT SUPPLIES	819	1,000	1,000	1,000	-	1,000	1,000	1,000
	MATERIALS & SUPPLIES	**30,373**	**45,167**	**43,507**	**42,847**	**-**	**32,847**	**42,847**	**42,847**
30-21	TELEPHONE/FAX	450	460	460	460	-	460	460	460
30-25	ADVERTISEMENT	1,130	1,500	1,500	1,500	-	1,500	1,500	1,500
30-28	TRAINING/CONF/FOOD/TRAVEL	413	100	2,150	100	-	100	100	100
30-31	CONTRACTUAL SERVICES	1,138,541	1,442,186	1,382,400	1,355,600	-	1,355,600	1,355,600	1,355,600
30-43	ENVIRONMENTAL EXPENSES	145	5,000	1,000	3,000	-	3,000	3,000	3,000
30-44	AGENCY BILLING-TEMP HELP	58,821	45,000	45,000	45,000	-	45,000	45,000	45,000
30-62	GASOLINE	79,396	118,000	98,300	118,000	-	118,000	118,000	118,000
30-64	TRUCK REPAIRS/MAINTENANCE	4,310	26,000	5,000	26,000	-	26,000	26,000	26,000
30-67	RADIO REPAIRS/MAINTENANCE	1,156	1,322	1,322	1,322	-	1,322	1,322	1,322
	ADMINISTRATIVE EXPENDITURES	**1,284,362**	**1,639,568**	**1,537,132**	**1,550,982**	**-**	**1,550,982**	**1,550,982**	**1,550,982**
40-23	TRUCKS - PURCHASE	-	246,075	212,419	368,584	-	-	368,584	136,500
	CAPITAL OUTLAY	**-**	**246,075**	**212,419**	**368,584**	**-**	**-**	**368,584**	**136,500**
	TOTAL EXPENDITURES	**2,024,289**	**2,593,419**	**2,465,948**	**2,728,997**	**-**	**2,349,078**	**2,728,997**	**2,496,246**
	REVENUE								
	GENERAL FUND	2,024,289	2,347,344	2,253,529	2,360,413	-	2,349,078	2,360,413	2,359,746
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	246,075	212,419	368,584	-	-	368,584	136,500
	PERSONNEL								
	FULL-TIME EQUIVALENT	12.0	12.0	12.0	12.0	-	12.0	12.0	12.0

PUBLIC SERVICES - ADMINISTRATION

110/147-2400-551

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BASE	2011-12 STRATEGIC	ALTERNATIVE BALANCING PLANS 2011-12 BUDGET A	2011-12 BUDGET B	2011-12 BUDGET C
10-11	SALARIES	250,798	271,227	271,227	311,227	-	305,117	311,227	308,173
10-12	OVERTIME	1,967	500	500	500	-	500	500	500
10-14	FICA TAXES	19,001	19,089	19,089	20,661	-	20,661	20,661	20,661
10-15	HEALTH INSURANCE	31,661	36,250	36,250	43,785	-	43,785	43,785	43,785
10-16	L I D INSURANCE	1,591	1,604	1,604	1,921	-	1,921	1,921	1,921
10-17	WORKERS COMPENSATION	2,078	2,181	2,181	-	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	1,500	1,500	1,500	-	1,500	1,500	1,500
10-19	PENSION	21,941	13,529	13,529	15,959	-	15,959	15,959	15,959
10-20	OPEB	-	-	-	20,541	-	20,541	20,541	20,541
	PERSONNEL COSTS	**329,037**	**345,880**	**345,880**	**416,094**	**-**	**409,984**	**416,094**	**413,040**
20-22	OFFICE SUPPLIES	2,036	2,500	2,500	2,500	-	700	2,500	2,500
20-23	PRINTING AND DUPLICATING	1,254	1,500	1,300	1,300	-	1,300	1,300	1,300
20-31	BOOKS	-	100	100	100	-	100	100	100
20-32	SECURITY/SAFETY MATERIALS	157	125	125	125	-	125	125	125
20-33	SMALL TOOLS	-	-	-	-	42,276	42,276	42,276	42,276
20-37	COMPUTER SOFTWARE	169	325	325	370	-	370	370	370
20-38	COMPUTER HARDWARE	3,654	700	700	5,200	-	5,200	5,200	5,200
	MATERIALS & SUPPLIES	**7,270**	**5,250**	**5,050**	**9,595**	**42,276**	**50,071**	**51,871**	**51,871**
30-21	TELEPHONE/FAX	3,997	3,688	3,688	3,688	-	3,688	3,688	3,688
30-27	SUBSCRIPTIONS AND DUES	1,991	1,650	1,650	1,650	-	1,650	1,650	1,650
30-28	TRAINING/CONF/FOOD/TRAVEL	672	1,500	750	1,500	-	1,500	1,500	1,500
30-31	CONTRACTUAL SERVICES	1,228	8,228	8,228	8,228	-	8,228	8,228	8,228
30-62	GASOLINE	2,261	3,000	2,300	3,000	-	3,000	3,000	3,000
30-67	RADIO REPAIRS/MAINTENANCE	75	556	100	100	-	100	100	100
	ADMINISTRATIVE EXPENDITURES	**10,224**	**18,622**	**16,716**	**18,166**	**-**	**18,166**	**18,166**	**18,166**
40-28	COMPUTER HARDWARE PURCH	-	-	-	18,000	-	-	18,000	-
	CAPITAL OUTLAY	**-**	**-**	**-**	**18,000**	**-**	**-**	**18,000**	**-**
	TOTAL EXPENDITURES	**346,531**	**369,752**	**367,646**	**461,855**	**42,276**	**478,221**	**504,131**	**483,077**
	REVENUES								
	GENERAL FUND	346,531	369,752	367,646	443,855	42,276	478,221	486,131	483,077
	GOVERMENTAL CAPITAL PROJECTS FUND	-	-	-	18,000	-	-	18,000	-
	PERSONNEL								
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	5.0	-	5.0	5.0	5.0

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PUBLIC UTILITIES – WATER/WASTEWATER

DEPARTMENTAL VISION

In order to ensure that the City of Dover is a place where people will want to live, Public Utilities will endeavor to provide our customers with the safest and most reliable utility services at the lowest possible cost.

MAJOR PROGRAMS

WATER DISTRIBUTION / WASTEWATER TRANSMISSION

Objective: The objective of this program is to operate and maintain the water distribution and wastewater transmission system for our customers and the fire department in a courteous, timely, and accurate manner. The water division typically performs the following functions: repairing water leaks; installing new and replacing aging water services; replacing obsolete water mains; instituting water quality programs; testing, repairing, and replacing fire hydrants; flushing the water systems; inspecting meters; and responding to customer concerns. This division also operates and maintains the wastewater transmission and pump stations for our customers and typically performs the following functions: cleaning, inspecting, and repairing or replacing sewer mains; maintaining and repairing pump stations; and responding to customer concerns.

Measures:

1. Complete water system flushing operations within published schedule (100%).

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	30 days - published	30 days - published) (as of April 8, 2011)	30 days (published)
Results	30 days - actual	25 days - actual (as of April 8, 2011)	≤30 days
Results	100%	83% (as of April 8, 2011)	100%

2. Maintain an overall average response time of less than 30 minutes for water and sewer customer complaints.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Average response time 18.9 minutes	Average response time 21 minutes (as of April 4, 2011)	Average response time ≤30 minutes

3. Increase the number of linear feet of sewer mains cleaned and maintained annually.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	704,000 linear feet of sewer mains cleaned and maintained	648,679 linear feet of sewer mains cleaned and maintained (as of March 25, 2011)	≥1,000,000 linear feet of sewer mains cleaned and maintained

WATER TREATMENT AND PRODUCTION

Objective: The objective of this program is to provide the citizens of the City of Dover with safe drinking water and an adequate supply for prudent fire protection. This service will be delivered in a courteous, timely, and accurate manner by performing the following: maintaining production and treatment equipment to ensure capacity and availability; adding and adjusting chemicals daily; performing daily sampling for compliance with State and Federal regulations and guidelines to ensure customer safety; improving water aesthetics; and responding to customer concerns.

Measures:

1. Maintain zero violations of State and Federal regulations.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	0 violations	0 violations (as of April 8, 2011)	0 violations

ENGINEERING AND INSPECTIONS – WATER / WASTEWATER

Objective: The objective of this program is to provide timely, accurate, and professional design, inspection, and evaluation of existing and proposed water/wastewater infrastructure for City personnel, developers, and contractors while ensuring compliance with all applicable code requirements. Furthermore, this division is responsible for the water/wastewater Capital Improvements projects to ensure they are completed under budget and within the allocated time constraints. This division also evaluates the current pipe assets and is developing/updating an Asset Management program to ensure timely replacement of water/sewer infrastructure to ensure the replacement of piping prior to the 100-year life expectancy. These efforts are performed to ensure the safety, quality, and effectiveness of the water and wastewater systems.

Measures:

1. Complete 100% of the plan reviews within 30 days of submission.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	95% of plan reviews completed within 30 days	96% of plan reviews completed within 30 days (as of March 31, 2011)	100% of plan reviews completed within 30 days

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Improve public relations during Inflow/Infiltration removal and Water Quality projects.** It is important for the City to maintain and improve communications with residents, whose daily routines may be impacted by work being done on their street. This is a part of several programs and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

   Measures:

   a. Work with the Public Affairs Coordinator to develop a standard procedure for public notices, including the methods, venues, messages, and frequency. Also include expected impact to residents and time frames. This goal has been met.

   b. Complete development of standard procedure by August 2010 and submit for City Manager approval. This goal has been met.

2. **Inflow/Infiltration Removal.** This project will identify and correct areas in the sanitary sewer collection system that are deteriorating and allowing groundwater to enter the system through cracked pipes and/or joints. Complete the projects previously identified provided funding is available. This is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency.

Measure:

a. Identify and develop remediation projects in areas that have had historically high infiltration issues. This goal has been met.

b. Complete the project planned based upon prior investigation which includes the relining of portions of the Loockerman Street and St. Jones Interceptors as well as manhole rehabilitation on the Division Street, Northwest, Loockerman Street and St. Jones Interceptors. This goal is currently in progress.

3. **Complete Wastewater Capital Investment Projects.** Ensure 90% of all scheduled projects are completed on time and within budget. This is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency.

Measures:

a. Complete Delaware State/Del. Tech Force Main Rerouting. This goal is in progress pending final punchlist, conditional acceptance as of April 4, 2011.

b. Complete Fox Hall Pump Station Replacement. This goal is in progress due to funding delay; bids due May 11, 2011.

c. Complete Heatherfield Force Main Upgrade. This goal is in progress due to funding delay; bids due May 11, 2011.

d. Complete Tar Ditch Interceptor Upgrade. This goal is in progress, design delay experienced.

e. Engineer and design Lepore Road Pump Station Replacement. This goal is in progress.

4. **Complete Water Capital Investment Projects.** Ensure 90% of all scheduled projects are completed on time and within budget. This is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency.

Measures:

a. Complete Phase A of the East of North State Street Area Water Main Upgrade (Hazel Road, American Avenue, and Maryland Avenue). This goal has been met.

b. Start Construction on the Bayard Avenue Area Water Main Upgrade (Greenhill Road, Bayard Avenue, and Bayard Avenue Alley). This goal is in progress.

c. Engineer, Design and Complete Loockerman Street Water Main Upgrade. This goal has been met.

d. Engineer, Design and Start Construction on the Route 13 Water Main Replacement. This goal is in progress.

e. Engineer and Design Columbia Street Water Main Upgrade. This goal is in progress.

f. Engineer and Design Ross Street Water Main Upgrade. This goal is in progress.

g. Engineer and Design William Street Water Main Upgrade. This goal is in progress.

h. Engineer and Design West Street West Alley Water Main Upgrade. This goal is in progress.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Improve public relations during Inflow/Infiltration removal and Water Quality projects.** It is important for the City to maintain and improve communications with residents, whose daily routines may be impacted by work being done on their street. This is a part of several programs and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures:

a. Ensure that the standard procedure for public notices, including the methods, venues, messages, frequency, expected impact, and time frames are distributed to all impacted parties prior to the start of construction.

b. Since this will be a living document ensure that the standard procedures are updated on a routine basis to included new procedures or modify as deficiencies are discovered. Submit to City Manager for approval on an annual basis.

2. **Inflow/Infiltration Removal.** This project will identify and correct areas in the sanitary sewer collection system that are deteriorating and allowing groundwater to enter the system through cracked pipes and/or joints. Complete the projects previously identified provided funding is available. This is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency.

Measure:

a. Continue to identify and develop remediation projects in areas that have had historically high infiltration issues.

b. Complete the project planned based upon in-house CATV investigations which are to include pipe replacement, sewer line relining and manhole rehabilitation. Key areas to be addressed include projects within the Fox Hall Subdivision, Morris Estates and the Downtown area. The specific, prioritized scope of work is to be submitted to DNREC for State Revolving Loan Fund related approval in the spring of 2011. The official scope and design shall be initiated following DNREC acceptance, expected by July, 2012.

3. **Complete Wastewater Capital Investment Projects.** Ensure 90% of all scheduled projects are completed on time and within budget. This is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency.

Measures:

a. Complete Delaware State/Del. Tech Force Main Rerouting.

b. Complete Fox Hall Pump Station Replacement.

c. Complete Heatherfield Force Main Upgrade.

d. Complete Tar Ditch Interceptor Upgrade.

e. Complete Lepore Road Pump Station Replacement.

f. Engineer and Design Baltray Pump Station Replacement, Dover Brook Gardens Pump Station Upgrade, Brandywine Pump Station Replacement, and McKee Road Pump Station Communator Replacement.

4. **Complete Water Capital Investment Projects.** Ensure 90% of all scheduled projects are completed on time and within budget. This is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency.

Measures: Complete the following Water Quality Improvements:

a. Complete the Bayard Avenue Area Water Main Upgrade (Greenhill Road, Bayard Avenue, and Bayard Avenue Alley).

b. Complete the Route 13 Water Main Replacement.

c. Complete Phase B of the East of North State Street Area Water Main Upgrade (Rodney Road, Madison Street, American Avenue Extension and Pennsylvania Avenue).

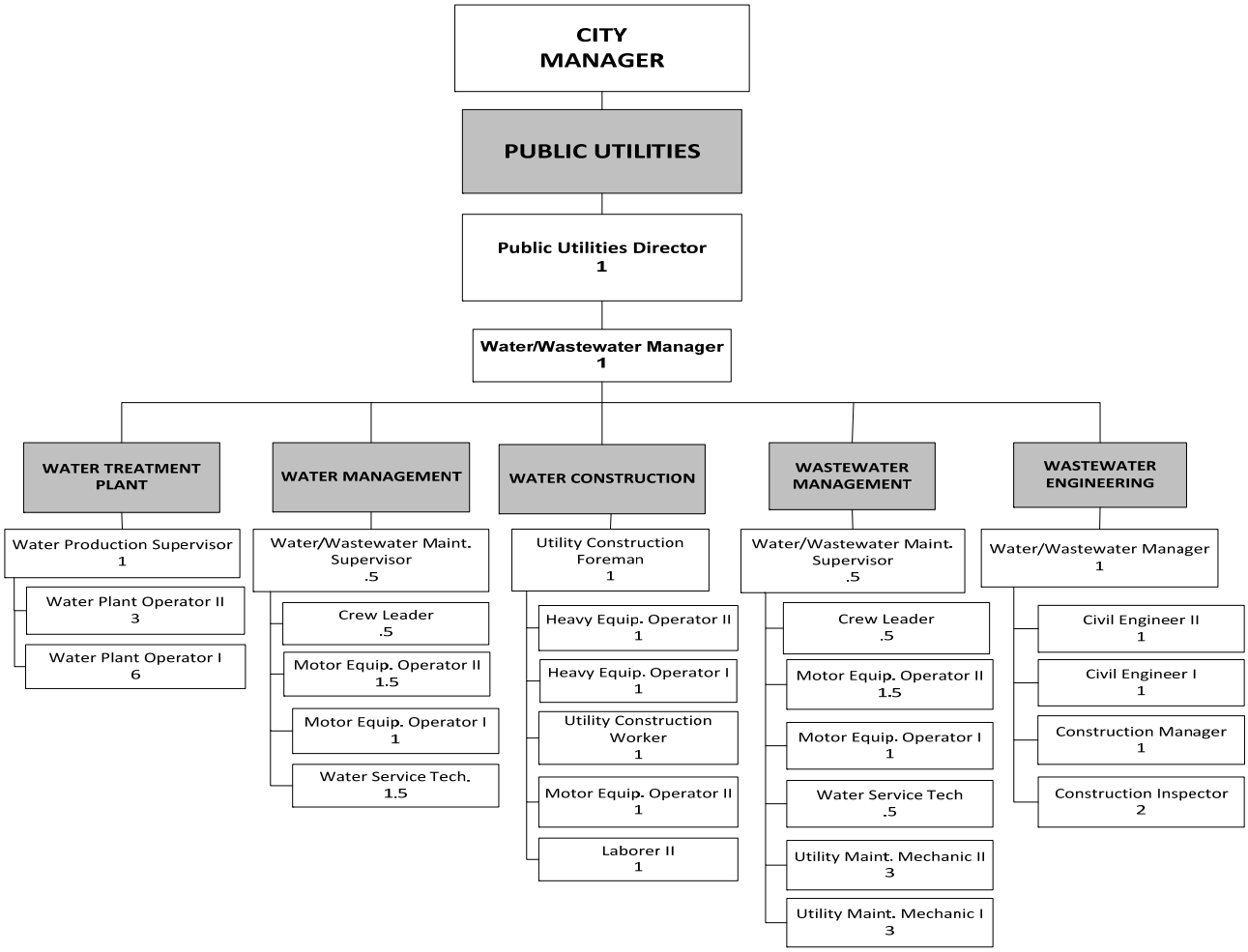
d. Complete Ross Street Water Main Upgrade

e. Engineer and Design Water Main Upgrades at the following locations: West Street – east alley, Fairview Avenue – west alley, Lakewood Place, and Governors Avenue – west alley.

PUBLIC UTILTIES – WATER/WASTEWATER

ORGANIZATION CHART

FISCAL YEAR 2012



WATER/WASTEWATER ENGINEERING

412/417-2600-553

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC
10-11	SALARIES	474,843	427,574	366,975	409,890	409,890	-
10-12	OVERTIME	3,856	3,120	3,120	1,000	1,000	-
10-14	FICA TAXES	35,810	31,821	27,878	29,994	29,994	-
10-15	HEALTH INSURANCE	68,436	75,434	70,855	76,844	76,844	-
10-16	L I D INSURANCE	2,588	2,597	2,298	2,012	2,012	-
10-17	WORKERS COMPENSATION	4,347	3,660	4,372	-	-	-
10-18	EDUCATIONAL ASSISTANCE	5,962	8,000	8,000	7,500	7,500	-
10-19	PENSION	78,949	17,716	15,876	19,799	19,799	-
10-20	OPEB	-	-	-	21,724	21,724	-
	PERSONNEL COSTS	**674,791**	**569,922**	**499,374**	**568,763**	**568,763**	**-**
20-29	UNIFORMS/UNIFORM ALLOW	21	555	50	555	555	-
20-31	BOOKS	69	200	25	200	200	-
20-32	SECURITY/SAFETY MATERIALS	261	1,200	1,200	1,200	1,200	-
20-33	SMALL TOOLS	140	450	200	200	200	-
20-37	COMPUTER SOFTWARE	7,978	5,250	5,250	13,050	9,140	3,910
20-38	COMPUTER HARDWARE	4,174	-	-	5,800	5,800	-
	MATERIALS & SUPPLIES	**12,643**	**7,655**	**6,725**	**21,005**	**17,095**	**3,910**
30-21	TELEPHONE/FAX	1,261	1,800	1,300	1,800	1,800	-
30-27	SUBSCRIPTIONS AND DUES	1,020	1,491	1,000	1,150	1,150	-
30-28	TRAINING/CONF/FOOD/TRAVEL	188	500	500	500	500	-
30-31	CONTRACTUAL SERVICES	-	56,160	25,000	32,400	32,400	-
30-39	IN-HOUSE TRAINING	-	500	500	500	500	-
30-62	GASOLINE	5,744	3,150	5,100	6,100	6,100	-
30-64	TRUCK REPAIRS/MAINTENANCE	-	500	500	500	500	-
30-67	RADIO REPAIRS/MAINTENANCE	170	1,200	100	1,629	794	835
	ADMINISTRATIVE EXPENDITURES	**8,383**	**65,301**	**34,000**	**44,579**	**43,744**	**835**
	TOTAL EXPENDITURES	**695,817**	**642,878**	**540,099**	**634,347**	**629,602**	**4,745**
	REVENUES						
	WATER/WASTEWATER FUND	695,817	642,878	540,099	634,347	629,602	4,745
	WATER/WASTEWATER I & E FUND	-	-	-		-	-
	PERSONNEL						
	FULL-TIME EQUIVALENT	7.0	7.0	6.0	6.0	6.0	-

WATER CONSTRUCTION

412/417-5600-556

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC
10-11	SALARIES	223,480	235,622	237,071	247,820	247,820	-
10-12	OVERTIME	19,362	5,000	10,391	5,000	5,000	-
10-14	FICA TAXES	17,686	17,231	18,514	18,727	18,727	-
10-15	HEALTH INSURANCE	56,973	65,279	64,511	65,150	65,150	-
10-16	L I D INSURANCE	1,328	1,338	1,338	1,263	1,263	-
10-17	WORKERS COMPENSATION	8,400	8,303	9,284	-	-	-
10-19	PENSION	47,301	8,959	8,985	10,261	10,261	-
10-20	OPEB	-	-	-	13,134	13,134	-
	PERSONNEL COSTS	**374,530**	**341,732**	**350,094**	**361,355**	**361,355**	**-**
20-29	UNIFORMS/UNIFORM ALLOW	1,373	1,550	1,550	1,550	1,550	-
20-32	SECURITY/SAFETY MATERIALS	1,832	2,675	2,000	2,675	2,675	-
20-33	SMALL TOOLS	5,510	4,500	4,500	4,500	4,500	-
20-37	COMPUTER SOFTWARE	-	175	-	-	-	-
20-38	COMPUTER HARDWARE	-	1,400	1,400	-	-	-
20-46	CITY BLDG MAINT SUPPLIES	403	400	400	400	400	-
20-58	WATER/SEWER	106	130	130	130	130	-
	MATERIALS & SUPPLIES	**9,224**	**10,830**	**9,980**	**9,255**	**9,255**	**-**
30-21	TELEPHONE/FAX	678	640	640	640	640	-
30-23	ELECTRICITY	2,006	2,500	2,000	2,000	2,000	-
30-24	HEATING OIL/GAS	1,868	2,625	3,125	3,125	3,125	-
30-27	SUBSCRIPTIONS AND DUES	-	110	-	-	-	-
30-28	TRAINING/CONF/FOOD/TRAVEL	180	100	100	100	100	-
30-31	CONTRACTUAL SERVICES	2,973	2,500	3,000	3,000	3,000	-
30-62	GASOLINE	22,958	19,470	18,000	19,470	19,470	-
30-64	TRUCK REPAIRS/MAINTENANCE	22	500	500	500	500	-
30-66	OTHER EQUIP REPAIRS/MAINT	21,475	9,184	12,000	9,184	9,184	-
30-67	RADIO REPAIRS/MAINTENANCE	1,150	2,370	1,000	17,120	8,770	8,350
	ADMINISTRATIVE EXPENDITURES	**53,310**	**39,999**	**40,365**	**55,139**	**46,789**	**8,350**
40-23	TRUCKS - PURCHASE	-	-	-	30,100	30,100	-
	CAPITAL OUTLAY	**-**	**-**	**-**	**30,100**	**30,100**	**-**
	TOTAL EXPENDITURES	**437,064**	**392,561**	**400,439**	**455,849**	**447,499**	**8,350**
	REVENUES						
	WATER/WASTEWATER FUND	437,064	392,561	400,439	425,749	417,399	8,350
	WATER/WASTEWATER I & E FUND	-	-	-	30,100	30,100	-
	PERSONNEL						
	FULL-TIME EQUIVALENT	6.0	6.0	6.0	6.0	6.0	-

WATER MANAGEMENT

412/417-6800-568

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC
10-11	SALARIES	158,015	177,153	155,569	151,219	151,219	-
10-12	OVERTIME	16,212	3,500	9,986	11,000	11,000	-
10-14	FICA TAXES	13,161	13,248	12,498	11,677	11,677	-
10-15	HEALTH INSURANCE	47,878	59,217	48,897	47,041	47,041	-
10-16	L I D INSURANCE	1,005	1,039	1,079	881	881	-
10-17	WORKERS COMPENSATION	7,069	4,221	4,383	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	925	925	-	-	-
10-19	PENSION	36,204	7,659	6,933	7,373	7,373	-
10-20	OPEB	-	-	-	8,015	8,015	-
	PERSONNEL COSTS	**279,544**	**266,962**	**240,270**	**237,206**	**237,206**	**-**
20-28	MEDICAL SUP & PHYSICALS	412	600	200	600	600	-
20-29	UNIFORMS/UNIFORM ALLOW	726	1,695	800	1,695	1,695	-
20-31	BOOKS	48	200	128	200	200	-
20-32	SECURITY/SAFETY MATERIALS	1,183	2,125	2,125	2,125	2,125	-
20-33	SMALL TOOLS	4,539	7,250	5,000	7,250	7,250	-
20-38	COMPUTER HARDWARE	611	700	700	-	-	-
20-51	WATER/SEWER SYSTEM SUP	40,336	44,557	44,557	44,557	44,557	-
20-53	METERS/METER SUPPLIES	6,988	7,000	7,000	7,000	7,000	-
	MATERIALS & SUPPLIES	**54,843**	**64,127**	**60,510**	**63,427**	**63,427**	**-**
30-21	TELEPHONE/FAX	4,086	4,740	4,740	4,740	4,740	-
30-25	ADVERTISEMENT	7,219	10,000	7,500	7,500	7,500	-
30-27	SUBSCRIPTIONS AND DUES	2,721	2,505	2,800	2,800	2,800	-
30-28	TRAINING/CONF/FOOD/TRAVEL	200	200	400	200	200	-
30-29	CONSULTING FEES	1,015	5,000	1,000	1,000	1,000	-
30-31	CONTRACTUAL SERVICES	36,447	38,000	38,000	38,000	38,000	-
30-62	GASOLINE	15,860	16,800	16,800	16,800	16,800	-
30-64	TRUCK REPAIRS/MAINTENANCE	(137)	1,000	500	500	500	-
30-65	MAINT EQUIP REPAIRS/MAINT	201	800	800	800	800	-
30-67	RADIO REPAIRS/MAINTENANCE	2,251	2,454	1,600	14,376	2,454	11,922
	ADMINISTRATIVE EXPENDITURES	**69,863**	**81,499**	**74,140**	**86,716**	**74,794**	**11,922**
40-23	TRUCKS - PURCHASE	-	-	-	31,000	31,000	-
40-25	OTHER EQUIP - PURCHASE	4,928	-	-	30,240	30,240	-
40-31	CONSTRUCTION - PURCHASE	498,806	560,000	3,347,719	580,000	580,000	-
40-34	WATER LINES	23,852	60,000	257,336	125,000	125,000	-
	CAPITAL OUTLAY	**527,586**	**620,000**	**3,605,055**	766,240	**766,240**	**-**
	TOTAL EXPENDITURES	**931,836**	**1,032,588**	**3,979,975**	**1,153,589**	**1,141,667**	**11,922**
	REVENUES						
	WATER/WASTEWATER FUND	404,250	412,588	374,920	387,349	375,427	11,922
	WATER/WASTEWATER I & E FUND	527,586	620,000	3,605,055	766,240	766,240	-
	PERSONNEL						
	FULL-TIME EQUIVALENT	5.0	4.0	4.0	4.0	4.0	-

WASTEWATER MANAGEMENT

412/417-6900-569

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC
10-11	SALARIES	354,259	411,700	383,445	390,035	390,035	-
10-12	OVERTIME	25,175	57,500	34,484	27,000	27,000	-
10-14	FICA TAXES	28,924	30,961	31,632	31,699	31,699	-
10-15	HEALTH INSURANCE	71,473	105,851	108,999	114,565	114,565	-
10-16	L I D INSURANCE	1,792	2,042	2,082	2,132	2,132	-
10-17	WORKERS COMPENSATION	13,780	16,525	16,958	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	925	925	2,000	2,000	-
10-19	PENSION	60,276	17,529	18,656	19,949	19,949	-
10-20	OPEB	-	-	-	20,672	20,672	-
	PERSONNEL COSTS	**555,679**	**643,033**	**597,181**	**608,052**	**608,052**	**-**
20-28	MEDICAL SUP & PHYSICALS	88	850	800	850	850	-
20-29	UNIFORMS/UNIFORM ALLOW	2,598	3,887	2,600	3,887	3,887	-
20-32	SECURITY/SAFETY MATERIALS	1,818	6,500	6,500	4,000	4,000	-
20-33	SMALL TOOLS	4,813	8,000	6,000	6,000	6,000	-
20-35	CHEMICALS & ADDITIVES	2,732	3,100	3,100	3,100	3,100	-
20-37	COMPUTER SOFTWARE	-	-	-	7,200	3,600	3,600
20-38	COMPUTER HARDWARE	2,104	700	4,300	-	-	-
20-46	CITY BLDG MAINT SUPPLIES	386	500	500	500	500	-
20-51	WATER/SEWER SYSTEM SUP	16,858	16,152	16,152	16,152	16,152	-
20-53	METERS/METER SUPPLIES	8,299	7,800	7,800	7,800	7,800	-
20-54	PUMPING STATION SUPPLIES	31,507	35,000	35,000	38,000	38,000	-
20-58	WATER/SEWER	1,262	1,200	2,200	2,200	2,200	-
	MATERIALS & SUPPLIES	**72,465**	**83,689**	**84,952**	**89,689**	**86,089**	**3,600**
30-21	TELEPHONE/FAX	4,086	3,650	3,650	3,650	3,650	-
30-23	ELECTRICITY	185,925	155,900	179,000	170,000	170,000	-
30-27	SUBSCRIPTIONS AND DUES	58	60	63	63	63	-
30-28	TRAINING/CONF/FOOD/TRAVEL	554	200	250	200	200	-
30-29	CONSULTING FEES	4,645	7,000	7,000	7,000	7,000	-
30-31	CONTRACTUAL SERVICES	69,663	40,000	40,000	40,000	40,000	-
30-62	GASOLINE	23,587	25,000	25,000	25,000	25,000	-
30-64	TRUCK REPAIRS/MAINTENANCE	5,146	6,000	6,000	6,000	6,000	-
30-65	MAINT EQUIP REPAIRS/MAINT	40	1,200	1,200	1,200	1,200	-
30-67	RADIO REPAIRS/MAINTENANCE	954	4,030	1,000	31,633	19,711	11,922
	ADMINISTRATIVE EXPENDITURES	**294,658**	**243,040**	**263,163**	**284,746**	**272,824**	**11,922**
40-23	TRUCKS - PURCHASE	-	-	-	31,000	31,000	-
40-25	OTHER EQUIP - PURCHASE	19,009	-	-	-	-	-
40-31	CONSTRUCTION - PURCHASE	1,026,551	1,010,000	4,670,207	3,336,900	3,336,900	-
40-34	WATER LINES	-	-	-	-	-	-
40-35	SEWER LINES	196,586	550,700	589,416	37,000	37,000	-
	CAPITAL OUTLAY	**1,242,146**	**1,560,700**	**5,259,623**	**3,404,900**	**3,404,900**	**-**
	TOTAL EXPENDITURES	**2,164,948**	**2,530,462**	**6,204,919**	**4,387,387**	**4,371,865**	**15,522**
	REVENUES						
	WATER/WASTEWATER FUND	922,802	969,762	945,296	982,487	966,965	15,522
	WATER/WASTEWATER I & E FUND	1,242,146	1,560,700	5,259,623	3,404,900	3,404,900	-
	PERSONNEL						
	FULL-TIME EQUIVALENT	9.0	9.0	9.0	9.0	9.0	-

WATER TREATMENT PLANT

412/417-7600-576

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC
10-11	SALARIES	414,382	444,724	444,724	478,881	478,881	-
10-12	OVERTIME	24,537	25,880	25,880	25,880	25,880	-
10-14	FICA TAXES	32,389	34,320	34,320	37,188	37,188	-
10-15	HEALTH INSURANCE	100,634	114,403	125,879	126,888	126,888	-
10-16	L I D INSURANCE	2,361	2,378	2,378	2,393	2,393	-
10-17	WORKERS COMPENSATION	17,820	18,728	18,728	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	-	-	-	-	-
10-19	PENSION	82,788	19,989	20,903	23,563	23,563	-
10-20	OPEB	-	-	-	25,381	25,381	-
	PERSONNEL COSTS	**674,911**	**660,422**	**672,812**	**720,174**	**720,174**	**-**
20-21	FURNITURE/FIXTURES	-	-	-	-	-	-
20-22	OFFICE SUPPLIES	-	-	-	-	-	-
20-23	PRINTING AND DUPLICATING	814	1,830	1,000	1,000	1,000	-
20-25	CUSTODIAL	220	250	250	250	250	-
20-28	MEDICAL SUP & PHYSICALS	-	-	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	2,275	3,786	2,300	3,786	3,786	-
20-31	BOOKS	406	189	25	189	189	-
20-32	SECURITY/SAFETY MATERIALS	2,023	2,670	2,670	2,670	2,670	-
20-33	SMALL TOOLS	4,312	4,500	3,500	4,500	4,500	-
20-35	CHEMICALS & ADDITIVES	114,028	116,000	116,000	116,000	116,000	-
20-37	COMPUTER SOFTWARE	169	175	175	190	190	-
20-38	COMPUTER HARDWARE	-	1,400	1,400	2,600	2,600	-
20-46	CITY BLDG MAINT SUPPLIES	2,624	2,000	2,000	2,000	2,000	-
20-49	WELL SUPPLIES/REHAB	12,841	10,500	12,000	12,000	12,000	-
	MATERIALS & SUPPLIES	**139,712**	**143,300**	**141,320**	**145,185**	**145,185**	**-**
30-21	TELEPHONE/FAX	680	510	600	600	600	-
30-23	ELECTRICITY	494,242	536,000	520,000	520,000	520,000	-
30-24	HEATING OIL/GAS	6,346	4,800	6,700	4,800	4,800	-
30-25	ADVERTISEMENT	-	-	-	-	-	-
30-27	SUBSCRIPTIONS AND DUES	400	600	600	400	400	-
30-28	TRAINING/CONF/FOOD/TRAVEL	255	250	400	400	400	-
30-31	CONTRACTUAL SERVICES	125,138	130,000	110,000	130,000	130,000	-
30-61	OFF EQUIP/REPAIRS & MAINT	-	-	-	-	-	-
30-62	GASOLINE	8,777	9,700	9,700	9,700	9,700	-
30-64	TRUCK REPAIRS/MAINT	-	200	200	200	200	-
30-66	OTHER EQUIP REPAIRS/MAINT	13,588	13,000	13,000	13,000	13,000	-
30-67	RADIO REPAIRS/MAINTENANCE	1,072	1,075	372	10,790	5,019	5,771
	ADMINISTRATIVE EXPENDITURES	**650,498**	**696,135**	**661,572**	**689,890**	**684,119**	**5,771**
40-23	TRUCKS - PURCHASE	38,793	-	-	22,900	22,900	-
	CAPITAL OUTLAY	**38,793**	**-**	**-**	**22,900**	**22,900**	**-**
	TOTAL EXPENDITURES	**1,503,914**	**1,499,857**	**1,475,704**	**1,578,149**	**1,572,378**	**5,771**
	REVENUES						
	WATER/WASTEWATER FUND	1,465,121	1,499,857	1,475,704	1,555,249	1,549,478	5,771
	WATER/WASTEWATER I & E FUND	38,793	-	-	22,900	22,900	-
	PERSONNEL						
	FULL-TIME EQUIVALENT	10.0	10.0	10.0	10.0	10.0	-

ELECTRIC

DEPARTMENTAL VISION

The Public Utilities division works jointly with all City departments to provide superb and reliable service at the most economical cost to the customer; thereby, providing the necessities for making Dover a comfortable and safe community.

MAJOR PROGRAMS

ADMINISTRATION

Objective: This program provides the overall administration to the Public Utilities divisions. Additionally, this division administers the electric generating plant's operation and maintenance contract and the electric system purchase power contract.

Measures: Manage the Electric Operating Agreements within the defined parameters for upcoming fiscal years.

1. Manage, monitor, and benchmark the PACE Global Energy Management Agreement. It is under this Agreement whereby the City purchases energy, schedules load with PJM, develops risk management procedures, and provides oversight to the generation agreement.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Monitored Operating Agreement with PACE Global. Negotiated a reduced fee for FY 11	Continued monitoring the Operating Agreement with PACE Global. Developed an RFP, evaluated proposals and awarded a new agreement with The Energy Authority which will start July 1, 2011.	Monitor the Operating Agreement with The Energy Authority.

2. Manage, monitor, and provide oversight to the NAES Agreement for the operation and maintenance of the generation assets.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Monitored Operating Agreement with NAES and determined it should be allowed to automatically extend until June 30, 2012.	Monitored the Operating Agreement with NAES, performed annual evaluation and determined it should be allowed to extend to June 30, 2013.	Monitor Operating Agreement with NAES, perform annual evaluation, and determine if it should be allowed to extend. Complete by December 31.

DESIGN AND ENGINEERING – ELECTRIC

Objective: The objective of this program is to engineer, design, map, oversee the proper installation of the City's infrastructure, and to provide specifications to internal staff, contractors, and developers in a timely and professional manner.

Measures:

1. Monitor and track the designs and specifications of construction projects. The target time is to complete the design within four weeks from receiving approved site plans and load sheets.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Met goal by maintaining a three-week turnaround time from customer request to delivery of a finalized design package	Met goal by maintaining a three-week turnaround time from customer request to delivery of a finalized design package. (through April 1, 2011)	Goal is to maintain a four-week turn around.

CONSTRUCTION, MAINTENANCE, AND REPAIR

Objective: The objective of this program is to operate this system in accordance with recognized prudent utility practices; which will result in the reduction of power interruptions and ensure the prudent operation of the electric system.

Measures:

1. Reduce electric power interruptions through an ongoing tree trimming program. Remove trees directly under power lines in an effort to reduce future trimming expenses.

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	Trimmed over 1,533 trees and removed 546 trees.	Trimmed 1480 trees and removed 470 trees (through April 1, 2011).	Trim ≥2,000 trees and remove ≥120 trees.

SYSTEM OPERATIONS

Objective: System Operations will monitor, calculate, and investigate controllable electric outages to identify areas that require system reliability improvements and monitor outage response times.

Measures:

1. Track response time, should be less than 30 minutes to assure customer satisfaction.

2. Reduce controllable outages to less than 40.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	30 controllable outages; average response time was 29.6 minutes; average number of served customers – 22,000.	32 controllable outages; average response time was 42.5 minutes; average number of customers – ~23,000 (through April 1, 2011).	40 controllable outages; average response time of less than 30 minutes.

Objective: System Operations will monitor and calculate the annual outage index to benchmark the utility against the Delaware Standard.

Measure:

1. This will be measured by calculating the System Average Interruption Duration Index (SAIDI).

	2009-2010 Actual	2010-2011 Projected	2011-2012 Projected
Results	The actual index was 160.14.	The current index is 69.3 (through April 1, 2011).	The annual goal will be less than 295 minutes per customer.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Dover Energy 2030 Committee.** Monitor and evaluate power supply assets that could provide energy and capacity for the electric system. This goal is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

   Measures:
   a. Continue to monitor the LS Power, Dover Sun Park and MacQuarie contracts and provide updates to the committee. This goal is ongoing.
   b. Lead the review of the DEMEC Turbine proposal. This goal has been met. Dover did not participate in the project.
   c. Lead the review of the LS Power New Jersey Combined Cycle project. This goal is ongoing. Performing financial/ feasibility study.

2. **New Contract for Energy Management Services.** The current contract with PACE will expire on June 30, 2011. A new contract must be in place before the old contract expires. This goal is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

   Measures:
   a. Establish a timeline and committee to develop the request for proposal. This goal has been met.
   b. Publish the RFP in accordance with the established timeline. This goal has been met.
   c. Make recommendations to City Council in accordance with the established timeline. This goal has been met.

3. **Dover Sun Park** Facilitate and complete the interconnection of the ten Mw solar generation plant into the 69 kV electrical system. This goal is part of several programs and advances the critical success factors of Cost and Revenue Efficiency. This goal is ongoing.

4. **Complete Electric Capital Investment Projects.** Ensure 90% of all projects are completed on time and within budget. This goal is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

   Measures:
   a. Complete the last year of a six-year project whereby all the 69 kV breakers have been replaced. Goal was met.
   b. Complete year two of a three-year project to replace substation Potential/Current Transformers and Arrestors. Goal was met.
   c. Complete ongoing major system maintenance projects such as Distribution System and Street Light Upgrades. This will be measured by spending 95% of the allocated funds. Goal was met.

FISCAL YEAR 2011-2012 STRATEGIC ACCOMPLISHMENTS

1. **Dover Energy 2030 Committee.** For several years this committee has been evaluating the feasibility of developing new generation assets to provide energy and capacity for the current system load as well as replacement of aging generators at McKee Run. This goal is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

a. Negotiate a Power Purchase Agreement for the LS Power West Deptford Combined Cycle project provided the financial/feasibility study indicates this is prudent and present this agreement to City Council for discussion.

b. Negotiate a Power Purchase Agreement for the MacQuarie Combined Cycle project if the project moves forward to construction. Present this agreement to City Council for discussion.

c. Through DEMEC develop a compliance plan for the State mandated Renewable Portfolio Standard and evaluate Renewable Energy Credit options to comply with the program.

2. **Complete Electric Capital Investment Projects.** Ensure the completion of all projects on time and within budget. This goal is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

a. Complete year three of a three-year project to replace substation Potential/Current Transformers and Arrestors.

b. Complete ongoing major system maintenance projects such as Distribution Upgrades; Street Light Upgrades; Distribution Feeder Replacements; and Transmission Line Maintenance Program. This will be measured by spending 95% of the allocated funds.

c. Perform design and purchase long lead time equipment for the Frazier Substation Reliability Upgrade program. This is the first year of a two year project.

PUBLIC UTILTIES – ELECTRIC
ORGANIZATION CHART
FISCAL YEAR 2012



ELECTRIC TRANSMISSION and DISTRIBUTION

480/487-8200-562

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC
10-11	SALARIES	1,347,423	1,571,677	1,437,746	1,555,701	1,555,701	-
10-12	OVERTIME	112,288	110,074	125,323	110,074	110,074	-
10-14	FICA TAXES	109,188	116,577	117,964	116,764	116,764	-
10-15	HEALTH INSURANCE	238,597	308,554	269,247	278,695	278,695	-
10-16	L I D INSURANCE	6,390	6,405	6,382	6,475	6,475	-
10-17	WORKERS COMPENSATION	59,054	64,058	63,390	-	-	-
10-19	PENSION	315,095	65,806	63,728	75,878	75,878	-
10-20	OPEB	-	-	-	79,341	79,341	-
	PERSONNEL COSTS	**2,188,035**	**2,243,151**	**2,083,780**	**2,222,928**	**2,222,928**	**-**
20-29	UNIFORMS/UNIFORM ALLOW	35,291	26,450	26,450	26,450	26,450	-
20-31	BOOKS	-	-	-	-	-	-
20-32	SECURITY/SAFETY MATERIALS	18,560	18,020	18,020	18,020	18,020	-
20-33	SMALL TOOLS	24,042	26,500	26,500	26,500	26,500	-
20-37	COMPUTER SOFTWARE	-	-	-	190	190	-
20-38	COMPUTER HARDWARE	10,465	-	-	1,600	1,600	-
20-53	METERS/METER SUPPLIES	4,515	14,179	14,179	13,989	13,989	-
20-58	WATER/SEWER	583	250	250	250	250	-
20-61	ELEC MATERIALS/SUPPLIES	291,462	363,428	363,428	350,000	350,000	-
	MATERIALS & SUPPLIES	**384,918**	**448,827**	**448,827**	**436,999**	**436,999**	**-**
30-21	TELEPHONE/FAX	1,330	1,600	1,600	1,200	1,200	-
30-23	ELECTRICITY	378	200	200	400	400	-
30-24	HEATING OIL/GAS	5,530	6,245	6,245	6,245	6,245	-
30-28	TRAINING/CONF/FOOD/TRAVEL	7,297	14,000	2,000	14,000	14,000	-
30-31	CONTRACTUAL SERVICES	349,196	347,828	347,828	392,828	347,828	45,000
30-39	IN-HOUSE TRAINING	-	3,000	3,000	3,000	3,000	-
30-43	ENVIRONMENTAL EXPENSES	46,518	41,258	41,258	41,258	41,258	-
30-51	RIGHT OF WAY	5,955	5,956	5,956	5,956	5,956	-
30-62	GASOLINE	44,599	63,000	63,000	63,000	63,000	-
30-64	TRUCK REPAIRS/MAINTENANCE	24,031	16,530	16,530	16,530	16,530	-
30-66	OTHER EQUIP REPAIRS/MAINT	10,403	10,000	10,000	10,000	10,000	-
30-67	RADIO REPAIRS/MAINTENANCE	4,626	4,920	4,920	47,628	24,470	23,158
	ADMINISTRATIVE EXPENDITURES	**499,863**	**514,537**	**502,537**	**602,045**	**533,887**	**68,158**
40-23	TRUCKS - PURCHASE	219,065	-	-	48,337	48,337	-
40-25	OTHER EQUIP - PURCHASE	-	39,000	39,000	-	-	-
	CAPITAL OUTLAY	**219,065**	**39,000**	**39,000**	**48,337**	**48,337**	**-**
60-31	UG TRANSFORMERS	90,340	120,536	120,536	120,536	120,536	-
60-34	UG CONDUCTORS/DEVICES	476,863	529,464	529,464	529,464	529,464	-
60-46	METERS	27,236	50,000	50,000	50,000	50,000	-
	CAPITAL OUTLAY	**594,439**	**700,000**	**700,000**	**700,000**	**700,000**	**-**
	TOTAL EXPENDITURES	**3,886,320**	**3,945,515**	**3,774,144**	**4,010,309**	**3,942,151**	**68,158**
	REVENUES						
	ELECTRIC FUND	3,072,816	3,206,515	3,035,144	3,261,972	3,193,814	68,158
	ELECTRIC I & E FUND	813,504	739,000	739,000	748,337	748,337	-
	PERSONNEL						
	FULL-TIME EQUIVALENT	25.0	25.0	25.0	25.0	25.0	-

ELECTRIC ENGINEERING

480/487-8300-563

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC
10-11	SALARIES	654,385	699,407	647,188	614,756	614,756	-
10-12	OVERTIME	12,074	47,320	8,572	22,500	22,500	-
10-14	FICA TAXES	50,069	52,456	49,667	47,673	47,673	-
10-15	HEALTH INSURANCE	90,229	100,514	103,578	96,615	96,615	-
10-16	L I D INSURANCE	3,314	3,328	3,328	3,106	3,106	-
10-17	WORKERS COMPENSATION	20,372	20,429	23,223	-	-	-
10-18	EDUCATIONAL ASSISTANCE	8,347	-	-	7,000	7,000	-
10-19	PENSION	148,873	29,158	29,158	30,158	30,158	-
10-20	OPEB	-	-	-	31,353	31,353	-
	PERSONNEL COSTS	**987,663**	**952,612**	**864,714**	**853,161**	**853,161**	**-**
20-21	FURNITURE/FIXTURES	-	-	-	3,000	3,000	-
20-29	UNIFORMS/UNIFORM ALLOW	12,932	12,799	12,799	12,799	12,799	-
20-31	BOOKS	100	650	650	400	400	-
20-32	SECURITY/SAFETY MATERIALS	3,205	4,570	4,570	4,000	4,000	-
20-33	SMALL TOOLS	2,678	2,500	2,500	2,500	2,500	-
20-37	COMPUTER SOFTWARE	3,023	7,290	7,290	6,500	6,500	-
20-38	COMPUTER HARDWARE	5,848	1,400	1,400	4,200	4,200	-
20-61	ELEC MATERIALS/SUPPLIES	55,975	58,000	58,000	53,000	53,000	-
	MATERIALS & SUPPLIES	**83,761**	**87,209**	**87,209**	**86,399**	**86,399**	**-**
30-21	TELEPHONE/FAX	21,043	22,000	22,000	22,000	22,000	-
30-23	ELECTRICITY	1,493	2,083	2,083	2,083	2,083	-
30-27	SUBSCRIPTIONS AND DUES	321	1,255	855	855	855	-
30-28	TRAINING/CONF/FOOD/TRAVEL	7,338	7,000	7,000	7,000	7,000	-
30-31	CONTRACTUAL SERVICES	108,610	660,160	660,160	104,000	104,000	-
30-39	IN-HOUSE TRAINING	1,754	3,000	3,000	3,000	3,000	-
30-43	ENVIRONMENTAL EXPENSES	72,133	63,000	63,000	63,000	63,000	-
30-51	RIGHT OF WAY	3	50	50	-	-	-
30-61	OFF EQUIP/REPAIRS & MAINT	63	100	100	100	100	-
30-62	GASOLINE	14,513	21,600	15,000	21,600	21,600	-
30-64	TRUCK REPAIRS/MAINTENANCE	210	3,400	500	500	500	-
30-66	OTHER EQUIP REPAIRS/MAINT	17,419	16,084	16,084	16,084	16,084	-
30-67	RADIO REPAIRS/MAINTENANCE	3,067	3,350	3,350	42,741	22,088	20,653
	ADMINISTRATIVE EXPENDITURES	**247,967**	**803,082**	**793,182**	**282,963**	**262,310**	**20,653**
40-23	TRUCKS - PURCHASE	-	61,200	61,200	-	-	-
40-25	OTHER EQUIP - PURCHASE	77,861	35,000	35,000	102,991	102,991	-
	CAPITAL OUTLAY	**77,861**	**96,200**	**96,200**	**102,991**	**102,991**	**-**
50-76	LIGHTING IMPROVEMENTS	46,357	100,000	186,458	100,000	100,000	-
50-82	REPLACE BREAKERS	163,807	100,000	100,000	-	-	-
	CAPITAL OUTLAY	**210,164**	**200,000**	**286,458**	**100,000**	**100,000**	**-**
60-82	CAPICITOR INSTALLATIONS	-	-	-	100,000	100,000	-
	CAPITAL OUTLAY	**-**	**-**	**-**	**100,000**	**100,000**	**-**
70-27	SUBSTATIONS	1,234,995	320,718	321,805	487,215	487,215	-
70-29	ST.JONES SUBSTATION	79,692	-	-	-	-	-
70-35	TRANSMISSION/SWITCHES	10,332	23,000	203,000	98,000	98,000	-
	CAPITAL OUTLAY	**1,325,019**	**343,718**	**524,805**	**585,215**	**585,215**	**-**
80-38	UPGRADE SCADA	-	-	-	75,000	75,000	-
	CAPITAL OUTLAY	**-**	**-**	**-**	**75,000**	**75,000**	**-**
90-25	DISTRIBUTION UPGRADES	2,139,861	750,511	844,961	877,510	877,510	-
90-26	69 KV FEEDERS 3 & 4	601,597	-	4,242	-	-	-
	CAPITAL OUTLAY	**2,741,458**	**750,511**	**849,203**	**877,510**	**877,510**	**-**
	TOTAL EXPENDITURES	**5,673,893**	**3,233,332**	**3,501,771**	**3,063,239**	**3,042,586**	**20,653**
	REVENUES						
	ELECTRIC FUND	1,319,391	1,842,903	1,745,105	1,222,523	1,201,870	20,653
	ELECTRIC I & E FUND	4,354,502	1,390,429	1,756,666	1,840,716	1,840,716	-
	PERSONNEL						
	FULL-TIME EQUIVALENT	10.0	10.0	10.0	10.0	10.0	

ADMINISTRATION
480/487-8400-564

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC
10-11	SALARIES	229,096	247,334	247,334	256,348	256,348	-
10-12	OVERTIME	945	-	-	-	-	-
10-14	FICA TAXES	17,158	17,155	17,155	16,077	16,077	-
10-15	HEALTH INSURANCE	31,653	36,218	36,218	36,285	36,285	-
10-16	L I D INSURANCE	1,516	1,528	1,528	1,566	1,566	-
10-17	WORKERS COMPENSATION	1,727	1,834	1,834	-	-	-
10-19	PENSION	51,772	9,618	9,618	11,282	11,282	-
10-20	OPEB	-	-	-	13,074	13,074	-
	PERSONNEL COSTS	**333,867**	**313,687**	**313,687**	**334,632**	**334,632**	**-**
20-22	OFFICE SUPPLIES	1,730	3,000	3,000	3,000	3,000	-
20-23	PRINTING AND DUPLICATING	10,664	10,088	10,088	10,088	10,088	-
20-28	MEDICAL SUP & PHYSICALS	118	300	300	300	300	-
20-31	BOOKS	25	250	250	250	250	-
20-37	COMPUTER SOFTWARE	-	-	-	160	160	-
20-46	CITY BLDG MAINT SUPPLIES	129,223	89,694	144,444	89,694	89,694	-
20-58	WATER/SEWER	744	900	900	900	900	-
	MATERIALS & SUPPLIES	**146,233**	**104,232**	**158,982**	**104,392**	**104,392**	**-**
30-21	TELEPHONE/FAX	1,953	1,900	1,900	1,900	1,900	-
30-23	ELECTRICITY	24,484	25,200	25,200	25,200	25,200	-
30-27	SUBSCRIPTIONS AND DUES	55,191	59,515	65,600	65,600	65,600	-
30-28	TRAINING/CONF/FOOD/TRAVEL	1,646	500	500	500	500	-
30-29	CONSULTING FEES	87,115	39,000	75,000	39,000	39,000	-
30-31	CONTRACTUAL SERVICES	56,996	47,600	47,600	47,600	47,600	-
30-32	LEGAL EXPENSES	-	-	279,640	-	-	-
30-35	COMMUNITY RELATIONS EXP	6,715	16,810	6,000	10,000	10,000	-
30-62	GASOLINE	551	525	650	700	700	-
30-64	TRUCK REPAIRS/MAINTENANCE	-	200	200	200	200	-
	MATERIALS & SUPPLIES	**234,651**	**191,250**	**502,290**	**190,700**	**190,700**	**-**
40-25	OTHER EQUIP - PURCHASE	105,776	-	-	-	-	-
	CAPITAL OUTLAY	**105,776**	**-**	**-**	-	**-**	**-**
	TOTAL EXPENDITURES	**820,527**	**609,169**	**974,959**	**629,724**	**629,724**	**-**
	REVENUES						
	ELECTRIC FUND	714,751	609,169	974,959	629,724	629,724	-
	ELECTRIC I & E FUND	105,776	-	-	-	-	-
	PERSONNEL						
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0	4.0	-

SYSTEM OPERATIONS

480/487-8600-526

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC
10-11	SALARIES	294,419	348,978	318,998	333,092	333,092	-
10-12	OVERTIME	64,891	61,350	56,410	20,000	20,000	-
10-14	FICA TAXES	26,952	25,234	28,392	25,672	25,672	-
10-15	HEALTH INSURANCE	49,588	58,612	60,093	61,806	61,806	-
10-16	L I D INSURANCE	1,136	1,254	1,254	1,262	1,262	-
10-17	WORKERS COMPENSATION	9,749	6,358	10,744	-	-	-
10-19	PENSION	48,068	14,867	15,202	17,075	17,075	-
10-20	OPEB	-	-	-	16,988	16,988	-
	PERSONNEL COSTS	**494,803**	**516,653**	**491,093**	475,895	**475,895**	**-**
20-38	COMPUTER HARDWARE	1,391	1,400	1,400	-	-	-
	MATERIALS & SUPPLIES	**1,391**	**1,400**	**1,400**	-	**-**	**-**
	TOTAL EXPENDITURES	**496,194**	**518,053**	**492,493**	**475,895**	**475,895**	**-**
	REVENUES						
	ELECTRIC FUND	496,194	518,053	492,493	475,895	475,895	-
	ELECTRIC I & E FUND	-	-	-	-	-	-
	PERSONNEL						
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0	5.0	-

POWER PLANT OPERATIONS

480/487-8101-591

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC
10-11	SALARIES & WAGES	2,146,875	2,202,239	2,202,239	2,397,980	2,397,980	-
10-12	OVERTIME	191,236	179,816	212,816	192,000	192,000	-
10-18	EDUCATIONAL ASSISTANCE	-	-	-	5,000	5,000	-
10-22	INCENTIVE ACUMULATOR	262,369	287,748	224,148	316,493	316,493	-
10-23	INCENTIVE BURDEN (21.0%)	54,516	63,362	49,362	66,463	66,463	-
10-24	BURDEN @ 40%	716,881	760,113	730,113	798,232	798,232	-
	PERSONNEL COSTS	**3,371,877**	**3,493,278**	**3,418,678**	**3,776,168**	**3,776,168**	**-**
20-22	OFFICE SUPPLIES/SUBSCRIPT	8,154	6,800	6,800	7,200	7,200	-
20-23	PRINTING & DUPLICATING	3,532	3,000	3,000	3,000	3,000	-
20-25	JANITORIAL SERV/SUPPLIES	32,700	31,200	31,200	31,200	31,200	-
20-28	MEDICAL SUPPLIES	1,049	7,500	3,000	5,000	5,000	-
20-29	UNIFORMS/UNIFORM ALLOW	16,074	15,000	15,000	3,360	3,360	-
20-32	SECURITY/SAFETY MATERIALS	6,379	9,500	9,500	4,350	4,350	-
20-33	SMALL TOOLS	3,252	3,600	3,600	3,600	3,600	-
20-35	WATER TREATMENT CHEMICALS	-	30,000	30,000	11,000	11,000	-
20-37	COMPUTER SOFTWARE	1,311	14,895	7,895	7,195	7,195	-
20-38	COMPUTER HARDWARE	6,865	5,300	5,300	6,150	6,150	-
20-46	CITY BUILDING MAINTENANCE	20,107	19,075	15,000	33,075	33,075	-
20-58	WATER/SEWER	7,164	38,000	128,000	30,000	30,000	-
	MATERIALS & SUPPLIES	**106,587**	**183,870**	**258,295**	**145,130**	**145,130**	**-**
30-19	OPERATOR INSURANCE	362,170	381,000	316,000	315,484	315,484	-
30-21	TELEPHONE	11,131	11,400	11,400	11,400	11,400	-
30-22	POSTAGE	10,581	7,800	7,800	7,800	7,800	-
30-23	ELECTRICITY	610,481	620,000	1,068,000	676,000	676,000	-
30-24	HEATING OIL/GAS	40,353	50,000	42,000	45,000	45,000	-
30-28	TRAINING/CONF/FOOD/TRAVEL	29,358	45,494	39,300	45,460	45,460	-
30-31	CONTRACTUAL SERVICES	140,770	33,240	77,240	51,340	51,340	-
30-43	ENVIRONMENT EXPENSES	66,416	108,200	103,200	232,800	167,800	65,000
30-45	OPERATOR MANAGEMENT FEE	193,836	195,968	195,968	199,499	199,499	-
30-46	OPERATOR INCENTIVE	146,762	156,775	122,275	159,597	159,597	-
30-47	HOME OFFICE LABOR	73,905	98,340	84,340	65,770	65,770	-
30-51	RIGHT OF WAY/PERMITS	61,495	61,450	61,450	69,324	69,324	-
30-62	GASOLINE	3,386	3,000	3,000	3,250	3,250	-
30-66	OTHER EQUIPT/MAINTENANCE	53,553	76,000	76,000	85,000	70,000	15,000
30-67	RADIO REPAIRS/MAINTENANCE	5,344	3,000	3,000	7,000	7,000	-
30-80	AUXILLARY SYSTEMS	58,008	36,000	33,000	41,000	41,000	-
30-81	BOILER SYSTEMS	63,320	30,000	135,000	39,000	39,000	-
30-82	CONTINUOUS EMISSIONS MONI	26,032	14,500	14,500	14,500	14,500	-
30-83	DCS CONTROL SYSTEM	4,874	12,000	8,600	12,000	12,000	-
30-84	FIRE PROTECTION SYSTEM	8,576	12,000	12,000	12,800	12,800	-
30-85	COOLING TOWER	59,364	6,000	8,000	6,000	6,000	-
30-86	FUEL OIL/GAS SYSTEMS	8,926	4,000	1,500	4,000	4,000	-
30-87	COMBUSTION TURBINE MAINT	10,756	12,000	27,000	35,000	23,000	12,000
30-88	POWER DISTRIBUTION SYSTEM	9,635	12,000	8,500	9,500	9,500	-
30-89	TURBINE GENERATOR SYSTEMS	10,253	22,000	19,000	20,000	20,000	-
	ADMINISTRATIVE EXPENDITURES	**2,069,285**	**2,012,167**	**2,478,073**	**2,168,524**	**2,076,524**	**92,000**
40-25	OTHER EQUIP-PURCHASE	-	-	412,000	-	-	-
40-31	CONSTRUCTION-PURCHASE	634,954	1,480,068	1,694,427	1,810,410	1,810,410	-
	CAPITAL OUTLAY	**634,954**	**1,480,068**	**2,106,427**	**1,810,410**	**1,810,410**	**-**
	TOTAL EXPENDITURES	**6,182,703**	**7,169,383**	**8,261,473**	**7,900,232**	**7,808,232**	**92,000**
	REVENUES						
	ELECTRIC FUND	5,547,749	5,689,315	6,155,046	6,089,822	5,997,822	92,000
	ELECTRIC I & E FUND	634,954	1,480,068	2,106,427	1,810,410	1,810,410	-

POWER SUPPLY
480/487-8102-592

ACCT	DESCRIPTION	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	2011-12 BASE	2011-12 STRATEGIC
65-31	CONTRACTUAL SERVICES	55,459	-	-	115,000	115,000	-
65-44	OPERATOR/SUPPLY MGMT FEE	3,000,000	2,280,000	2,321,562	1,170,000	1,170,000	-
	65 SERIES TOTAL	**3,055,459**	**2,280,000**	**2,321,562**	**1,285,000**	**1,285,000**	**-**
95-48	3RD PARTY HEDGE PURCHASES	55,619,481	48,059,699	47,634,363	42,047,430	42,047,430	-
95-49	CAPACITY CHARGES	13,516,203	11,618,223	12,302,392	8,506,512	8,506,512	-
95-50	CAPACITY CREDITS	(12,133,292)	(11,488,785)	(11,419,723)	(7,388,283)	(7,388,283)	-
95-91	PJM CHARGES	7,247,049	11,850,876	13,363,432	15,043,396	15,043,396	-
95-92	PJM CREDITS	(793,599)	(720,797)	(5,553,404)	(1,285,675)	(1,285,675)	-
	95 SERIES TOTAL	**63,455,842**	**59,319,216**	**56,327,060**	**56,923,380**	**56,923,380**	**-**
98-91	GAS FUEL	355,428	297,820	3,244,977	664,641	664,641	-
	98 SERIES TOTAL	**355,428**	**297,820**	**3,244,977**	**664,641**	**664,641**	**-**
	TOTAL EXPENDITURES	**66,866,729**	**61,897,036**	**61,893,599**	**58,873,021**	**58,873,021**	**-**
	REVENUES						
	ELECTRIC FUND	66,866,729	61,897,036	61,893,599	58,873,021	58,873,021	-

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MUNICIPAL STREET AID FUND

ORIGIN AND PURPOSE

The State of Delaware has passed legislation to share a portion of Delaware's motor fuel tax reserve with local municipalities. This fund was established to manage these monies.

SOURCE OF FUNDS

Funding is from a grant from the State of Delaware. The amount of the grant depends on Dover's population and miles of streets maintained. The grant is received from the State in four equal installments.

COMMENTS

The expenditures in this fund include items for street maintenance and repairs.

Cash Receipts

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
BEGINNING BALANCE	$ 428	$ 428	$ -	$ 100	0.0%
STATE GRANT	-	526,843	526,814	526,814	0.0%
INTEREST EARNED	-	200	100	100	0.0%
TOTALS	**$ 428**	**$ 527,471**	**$ 526,914**	**$ 527,014**	**0%**

Budget Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
TRANSFER TO GENERAL FUND	$ -	$ 526,843	$ 526,814	$ 526,814	0.0%
CURRENT YEAR BALANCE	428	628	100	200	100.0%
TOTALS	**$ 428**	**$ 527,471**	**$ 526,914**	**$ 527,014**	**0.0%**

WORKERS COMPENSATION FUND

ORIGIN AND PURPOSE

The City established this fund in Fiscal Year 1991 in order to handle its workers compensation self-insurance program.

SOURCE OF REVENUES

Appropriations for the fund are received from General Fund, Water/Wastewater Fund, and Electric Fund.

Operating Revenues

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE	$ 1,278,611	$ 1,342,387	$ 1,566,938	$ 1,663,168	6.1%
INTEREST INCOME	33,223	40,000	35,000	45,737	30.7%
PREMIUM FROM CITY	620,288	670,530	670,530	-	-100.0%
MISCELLANEOUS REVENUE	-	-	4,600	4,600	
INSURANCE REFUND	3,392	-	-	-	0.0%
TRANSFER FROM GENERAL	-	-	-	-	0.0%
TRANSFER FROM WATER/WASTEWATER	-	-	-	-	0.0%
TRANSFER FROM ELECTRIC	-	-	-	-	0.0%
TOTALS	**$ 1,935,514**	**$ 2,052,917**	**$ 2,277,068**	**$ 1,713,505**	**-24.7%**

Operating Expenses

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PROGRAM EXPENSES/SUPPLIES - CLAIMS	$ 203,481	$ 450,000	$ 450,000	$ 450,000	0.0%
INSURANCE	82,184	93,400	93,400	82,150	-12.0%
BANK FEES	2,106	-	1,500	1,500	0.0%
STATE OF DEL - SELF INSURANCE TAX	46,615	37,000	37,000	37,000	0.0%
CONTRACTUAL SERVICES	34,190	32,000	32,000	32,000	0.0%
TRANSFER TO PENSION FUND	-	-	-	-	0.0%
TRANSFER TO GENERAL FUND FOR RETIREES	-	-	-	-	0.0%
TOTAL EXPENSES	368,576	612,400	613,900	602,650	-1.8%
CURRENT YEAR BALANCE	1,566,938	1,440,517	1,663,168	1,110,855	-33.2%
TOTALS	**$ 1,935,514**	**$ 2,052,917**	**$ 2,277,068**	**$ 1,713,505**	**-24.7%**

COMMUNITY TRANSPORTATION IMPROVEMENT FUND

ORIGIN AND PURPOSE

This fund was established in Fiscal Year 2004 to account for capital projects funded through the Community Transportation Fund and the City's General Fund. One fund was established to better account for expenses.

SOURCE OF REVENUES

This fund receives monies from the City's General Fund and a State of Delaware program that provides funds through our state legislators to the City for capital projects and infrastructure improvements.

Operating Revenues

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE	$ 270,803	$ 100,913	$ 309,854	$ 312,654	0.9%
GRANTS REVENUE	1,000,000	1,000,000	1,000,000	1,000,000	0.0%
TRANSFER FROM GENERAL	-	300,000	300,000	350,000	16.7%
INTEREST INCOME	2,800	2,800	2,800	2,800	0.0%
TOTALS	**$ 1,273,603**	**$ 1,403,713**	**$ 1,612,654**	**$ 1,665,454**	**3.3%**

Operating Expenses

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PROGRAM EXPENSES	$ 1,172,690	$ 1,300,000	$ 1,300,000	$ 1,300,000	0.0%
OPERATING TRANSFERS OUT	-	-	-	-	
CURRENT YEAR BALANCE	100,913	103,713	312,654	365,454	16.9%
TOTALS	**$ 1,273,603**	**$ 1,403,713**	**$ 1,612,654**	**$ 1,665,454**	**3.3%**

PARKLAND/RECREATION RESERVE

ORIGIN AND PURPOSE

The City established this reserve for the purpose of reserving monies for the improvement and development of the City's park system.

SOURCE OF REVENUES

Appropriations for the reserve are received from General Fund, developer payments in lieu of subdivision parkland development, and donations. Interest will be retained in the reserve.

Operating Revenues

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE	$ 214,875	$ 178,245	$ 221,594	$ 191,522	-13.6%
GENERAL FUND APPROPRIATION	-	-	-	-	0.0%
PAYMENT IN LIEU OF PARKLAND	-	-	-	-	0.0%
TRANSFER FROM LIBRARY RESERVE	-	-	-	-	0.0%
TRANSFER FROM CTF	-	-	-	-	0.0%
INTEREST INCOME	6,447	6,800	6,800	5,750	-15.4%
TOTALS	**$ 221,322**	**$ 185,045**	**$ 228,394**	**$ 197,272**	**-13.6%**

Operating Expenses

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
TRANSFER TO GENERAL CAPITAL PROJECTS FUND	$ 3,128	$ -	$ 36,872	$ -	-100.0%
CURRENT YEAR BALANCE	218,194	185,045	191,522	197,272	3.0%
TOTALS	**$ 221,322**	**$ 185,045**	**$ 228,394**	**$ 197,272**	**-13.6%**

LIBRARY RESERVE

ORIGIN AND PURPOSE

The City established this reserve for the purpose of reserving monies for the construction of a new library.

SOURCE OF REVENUES

Transfers from the General Fund and donations will be the source of revenue for this fund. All interest earned will be retained in the fund.

Operating Revenues

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE	$ 3,548,184	$ 3,477,305	$ 3,471,411	$ 1,217,579	-64.9%
GENERAL FUND APPROPRIATION	-	-	-	-	0.0%
TRANSFER FROM GENERAL CONTINGENCY	-	-	-	-	
INTEREST INCOME	101,133	109,900	109,900	109,900	0.0%
TOTALS	**$ 3,649,317**	**$ 3,587,205**	**$ 3,581,311**	**$ 1,327,479**	**-62.9%**

Operating Expenses

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
TRANSFER TO PARKLAND RESERVE	$ -	$ -	$ -	$ -	0.0%
TRANSFER TO CAPITAL PROJECT FUND	177,906	2,343,519	2,363,732	1,200,938	-49.2%
TRANSFER TO GENERAL FUND	-	-	-	-	0.0%
CURRENT YEAR BALANCE	3,471,411	1,243,686	1,217,579	126,541	-89.6%
TOTALS	**$ 3,649,317**	**$ 3,587,205**	**$ 3,581,311**	**$ 1,327,479**	**-62.9%**

LIBRARY GRANTS

ORIGIN AND PURPOSE

The City established this fund for the purpose of tracking monies received from Federal and State Grants to be used in the construction of a new library.

SOURCE OF REVENUES

Federal and State Grants

Operating Revenues

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE	$ 16,336	$ 16,336	$ 16,336	$ 16,336	0.0%
STATE GRANT	247,801	259,801	247,801	259,801	4.8%
FEDERAL GRANT	-	2,750	-	2,750	
INTEREST INCOME	-	-	-	-	0.0%
TOTALS	**$ 264,137**	**$ 278,887**	**$ 264,137**	**$ 278,887**	**5.6%**

Operating Expenses

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
STATE GRANTS					
FURNITURE/FIXTURES	$ -	$ -	$ -	$ -	0.0%
PROGRAM EXPENSES/SUPPLIES	41,935	41,935	41,935	41,935	0.0%
BOOKS	107,216	119,216	107,216	119,216	11.2%
COMPUTER SOFTWARE	-	-	-	-	0.0%
COMPUTER HARDWARE	-	-	-	-	0.0%
AUDIO VISUAL SUPPLIES	55,000	55,000	55,000	55,000	0.0%
ADVERTISEMENT	-	-	-	-	0.0%
TRAINING/CONF/FOOD/TRAV	5,000	5,000	5,000	5,000	0.0%
CONSULTING FEES	-	-	-	-	0.0%
CONTRACTUAL SERVICES	18,650	18,650	18,650	18,650	0.0%
OFF EQP/REPAIRS & MAINT	-	-	-	-	0.0%
OTHER EQUIP - PURCHASE	-	-	-	-	0.0%
COMPUTER SOFTWARE	-	-	-	-	0.0%
COMPUTER HARDWARE	20,000	20,000	20,000	20,000	0.0%
SUBTOTAL EXPENSES STATE GRANTS	**247,801**	**259,801**	**247,801**	**259,801**	4.8%
FEDERAL GRANTS					
PROGRAM EXPENSES/SUPPLIES	-	2,750	-	2,750	0.0%
BOOKS	-	-	-	-	0.0%
TELEPHONE/FAX	-	-	-	-	0.0%
ADVERTISEMENT	-	-	-	-	0.0%
TRAINING/CONF/FOOD/TRAV	-	-	-	-	0.0%
SUBTOTAL EXPENSES FEDERAL GRANTS	**-**	**2,750**	**-**	**2,750**	0.0%
CURRENT YEAR BALANCE	16,336	16,336	16,336	16,336	0.0%
TOTALS	**$ 264,137**	**$ 278,887**	**$ 264,137**	**$ 278,887**	**5.6%**