SPECIAL COUNCIL MEETING
BUDGET REVIEW

A Special Council Meeting was held on May 17, 2011 at 4:00 p.m. with Council President Leary presiding. Council members present were Mr. Anderson (arrived at 4:30 p.m.), Mrs. Russell, Dr. McGlumphy, Mr. Lynn, Mr. Bonar, Mrs. Williams, Mr. Hare, and Mr. Hutchison.

Council staff members present were Mr. DePrima, Mrs. Mitchell, Mrs. Tieman, and Mrs. McDowell. Mayor Carey was also present.

AGENDA ADDITIONS/DELETIONS

Mr. Bonar moved for approval of the agenda, seconded by Mrs. Williams and unanimously carried.

Council President Leary announced that a period would be set aside for public comments prior to each session.

PUBLIC COMMENTS

Mr. Michael Albert, Planner II, (522 Brandywine Drive, Bear), stated that he was speaking as an advocate for the employees who would potentially be laid off under some of the proposed budget plans for the next year. He felt that employees should explain their job duties and responsibilities and the amount of work that is required of each department. Noting that customer service and permit processing are priorities for the City, he advised members that these functions include two (2) of the positions that are potentially planned for a lay-off. Mr. Albert stated that during the past two (2) years, as the economy has waned, the Planning Department has taken on more responsibilities and an increased project load. He advised members that the department is currently responsible for a concern regarding a National Pollution and Discharge Elimination System (NPDES) Permit, which is an issue that was created as a result of a lack of proper staffing. He stated that if this concern is not adequately addressed within the next six (6) months, punitive Environmental Protection Agency (EPA) enforcement actions will result.

Mr. Albert felt that other departments would also encounter similar issues involving staffing, availability, and service that not only affect staff, but also citizens under some of the reduced budget plans.

2011/2012 BUDGET OVERVIEW

Council President Leary advised members that an introduction and presentation of the budget would be provided by Mr. Anthony DePrima, City Manager.

Introduction and Presentation/Revenue

Mr. DePrima provided a brief introduction and presentation of the 2011/2012 Draft Budget (***Exhibit #1)***. He noted that staff has provided members with three (3) plans to balance the budget which were designed to give Council the maximum flexibility to choose components from various options to build a plan best suited for the citizens. He advised members that Balancing Plan A is a policy plan, explaining that the base budget presented by staff meets all City policies and includes capital projects, strategic projects and salary requests that he felt merit consideration by City Council. He stated that an additional $3,595,666 would be required in the base budget, indicating

that a combination of cuts and revenues could be utilized to obtain the $3.6M needed. Mr. DePrima reviewed details for Balancing Plans A, B, and C. *(City Clerk's Office Note: Exhibits #1, #2, and #3 referred to in the Balancing Plans include Pages 15-18 of the Draft Budget.)*

In response to Mrs. Russell, Mr. DePrima explained that when considering a rollback to 2002 staffing levels, it was determined that the City operated with almost the same programs and, although there were fewer people, roads, etc., the rationale was that the City did manage to operate. With reference to capital projects and strategic funds, he stated that staff eliminated those projects necessary in to balance the budget, explaining that only those projects that are absolutely necessary were maintained.

Responding to Dr. McGlumphy, Mr. DePrima stated that the staffing rollback levels were conducted for General Fund departments only. Dr. McGlumphy suggested that staffing levels should be consistent for all Funds. He questioned why management has not been decreased at the same rate as staff. Referring to the Water, Wastewater, and Electric Fund staffing, Mr. DePrima advised members that a rollback is not proposed in these areas since the current staffing levels are lower than in 2002. He noted, in particular, that the Electric Fund currently has 19 fewer employees than in 2002 due to privatization, and that there would only be one (1) less employee for the Water Fund.

Mr. Hare noted that Balancing Plan A includes a reduction of 12 police officers. Mr. DePrima explained that the Police Department was held to the same standard as other departments. He reiterated that the City operated without these positions in 2002 and the Department was able to accomplish its functions at that time. Mr. DePrima noted that, since 2002, Council has added new functions to the Police Department, such as the Quality of Life Team, Sex Offender Team, School Resource Officer Team, etc. Mr. Hare noted that, in January, members of City Council were advised of crime issues in the City and it was determined that the Police Department was a major component in addressing these issues. He relayed concern, noting that the City is not able to roll back population or crime rate to 2002 levels and questioned why staff would make such a recommendation. Responding, Mr. DePrima stated that Balancing Plan A simply reduced the number of employees to 2002 staff levels; however, understanding the importance Council placed on various programs, he stated that staff developed different options. He noted that Balancing Plan C eliminates only one (1) police officer and that there are other options for Council to consider.

Mr. Hare recalled there were three (3) employees in the City Manager's Office in 2002; however, he noted that there have been no cuts in this department. Responding, Mr. DePrima stated that two (2) employees were brought from the Administrative Services Department to the City Manager's Office; therefore, there are no additional employees in the City Manager's Office.

Concurring with previous statements of Council, Mrs. Williams questioned why layoffs are not proposed across the board, including managerial and supervisory employees. She felt that staff should consider the staffing levels in 2001, noting that there were only three (3) employees in the City Manager's Office at that time, which included the Mayor, and that Duke Energy was the manager of the Power Plant and those employees worked for Duke. She felt that the staffing numbers proposed are skewed and requested that staff present to Council the 2001 staffing levels and compare the savings with the 2002 staffing levels. Responding, Mr. DePrima stated that there

has been an assumption that he reviewed the 2001 staffing levels and assured members that this was not the case. In addition, he stated that the City Manager's/Mayor's Office had four (4) employees (Mayor, City Manager, and two (2) Administrative Assistants). In regard to the Power Plant employees, Mr. DePrima stated that in 2002 these employees worked for Duke Energy, and today they work for North American Energy Services (NAES); therefore, the Power Plant employees have not been included in the proposals.

Mr. Anderson suggested that if 2002 staffing levels are being considered, then revenue levels should also be considered. He noted that the Electric Fund transfer was reduced from 8% to 6.5% because there was so much coming from transfer tax and that the additional monies were not necessary, which was a historic norm. He suggested that the City amend the policy back to the historic norm for the Electric Fund transfer to 7.99%, which would not affect the City's bond rating, debt repayments, or other obligations. Responding, Mr. DePrima referred to Pages 12 and 13 of Exhibit #1 and noted that in 2002, 23.9% of General Fund Revenue was from the Electric Fund, compared to 17% today.

Mr. Anderson questioned the amount represented by the 1.25% raises. Responding, Mr. DePrima stated that this expense amounts to $57,000.

Responding to Mr. Hutchison, Mr. DePrima stated that the majority of overtime expenses are within the Police Department and that this matter could be discussed further with the Police Chief. He noted that there are some overtime expenses in the Electric, Sanitation, and Streets departments which are mostly due to emergency situations.

Personnel and Salary Changes/ Salary Review

Mr. DePrima reviewed Pages 167 through 170 of the Proposed Budget and explained the process involved for requesting new positions as well as upgrades/position changes/step increases. He noted that the list includes all requests and that not all requests were included in the draft Budget. He advised members that there is an error in the salary amounts provided, explaining that the amount listed for the Library Clerk - Full-Time is the amount depicted for the Library Clerk - Part-Time and vice versa.

Responding to Mr. Hutchison, Mr. DePrima stated that the last market analysis was conducted in 2008 and that the City's policy requires this analysis to be accomplished every three (3) years.

Referring to the Community Development Director, Mr. Hare requested that staff provide market analysis information to justify the regrading of the position.

Dr. McGlumphy requested that the Human Resources Department provide Council with salary comparisons with other municipalities within the State of Delaware and not include information from other states. Responding, Mr. DePrima requested clarification as to the level of the comparison, whether it should include all positions or management positions only. He also noted that the market analysis conducted in 2008 included jurisdictions in the State of Delaware. He explained that the problem is that there is only one (1) comparable municipality in the State, the City of Newark, since most other communities are either too small or too large.

In response to Mr. Bonar, Mr. DePrima stated that a market analysis for all positions would be a massive undertaking for the Human Resources Department, which is currently reduced in staff and working on other responsibilities. He requested narrowing the scope and suggested that such an analysis be conducted on only non-bargaining employees and selected municipalities.

There were no objections to Mrs. Williams' suggestion that members be provided ample opportunity to review and discuss the budget and, if necessary, that additional sessions be scheduled.

Mr. Bonar felt that it is very disadvantageous for newly elected members of Council to be requested to review and approve a budget within the first few weeks of office. He suggested that the budget process begin at an earlier date and, if necessary, change elections to allow newly elected members of Council an opportunity to have all information. Responding, Council President Leary suggested that this suggestion be considered by the Legislative, Finance, and Administrative Committee.

Review of 2011/2012 Draft Budget - Selected General Fund Divisions

Mr. DePrima reviewed a Presentation of the Selected General Fund Division Budgets for FY 2011/2012 - May 17, 2011 (***Exhibit #2***). The line item details for each of these budgets were included in the packet presented to members.

Referring to the Mayor's Budget, Mr. Bonar questioned the benefits of the trip to Germany. Responding, Mayor Carey stated that the City has been trying to develop an exchange student program, this is a main "drop off" point for U.S. troops, hospitals in the area provide service to U.S. troops, and that there are several U.S. troop transfers in and out of Germany. He explained the importance of maintaining economic development and a good working relationship with Germany to show appreciation. He also advised members that a previous visit by others provided knowledge regarding operation of power plants, solar panel fields, etc., and that these ideas are exchanged to help with economic development for the City of Dover.

In response to Mrs. Williams, Mayor Carey explained that the Police Chief planned to purchase a new vehicle and preferred to utilize a used vehicle for the position; therefore, the Mayor's new vehicle was purchased by the Police Department and the Police Department acquired the Mayor's 2000 Ford Taurus.

Dr. McGlumphy reminded members that a few months ago, several organizations came before City Council to explain the benefits of membership. He suggested that all organizations be required to make such presentations, with the exception of the national organization, in which he felt membership may not be necessary. Dr. McGlumphy requested that details for all 30-27 and 30-28 line items for each department be provided to members with an explanation for the need. Responding, Mrs. Tieman stated that the Budget details were supposed to be included in the material provided to members and assured members that this information would be distributed.

There being no objections, Council President Leary declared a brief recess.

Meeting recessed at 5:34 P.M. and reconvened at 5:51 P.M.

Review of 2011/2012 Draft Budget - Selected General Fund Divisions (continued)

Mr. DePrima continued the review of the 2011/2012 Draft Budget, beginning with the City Manager's Office. Responding to Mr. Lynn's questions regarding the legal expenses included in the City Manager's Budget, Mr. DePrima stated that the majority of the expenses are for City Solicitor fees. With regard to bids for City Solicitor services, Mr. DePrima stated that, according to the Purchasing Contract Manager, this has been accomplished in the past.

Mr. Hare requested that the details for line items 10-18 for each department be provided to members. Mrs. Tieman assured members that details for each line item for each department will be provided.

At the request of Mr. Hare, Mr. DePrima stated that staff would provide members with a list of those employees that have City vehicles that they use and take home.

Responding to Mr. Anderson, Mrs. Hawkins stated that there is a stipulation that requires the City to reimburse some retirees for the cost of their Medicare Part B Premiums, which is deducted from their social security payment. This benefit has been eliminated from the three (3) unions and for new hires; however, it remains for non-bargaining employees. She did not have information regarding the annual cost of providing this benefit.

In response to Dr. McGlumphy, Mrs. Tieman indicated that, in addition to salaries, the salary line items (10-11) can include vacation sell-back, retirement, stand-by pay, etc.

Responding to Mr. Lynn, Mrs. Traci McDowell, City Clerk, stated that much of the City Clerk's Office work has time constraints, explaining that the law requires agendas to be posted within a certain period, minutes must be made available within a certain period, etc. She confirmed that it would be difficult for the City Clerk's Office to continue the current work if there was any reduction in employees. She advised members that she asked her staff to provide her with a statement regarding the effect that losing an employee would have on the office. Mrs. McDowell read the following statement:

- Packet and meeting schedules have a short turnaround time and, due to electronic documents, packets are getting more and more cumbersome. Extending most of these deadlines is not an option as they are fixed by law.

- Meeting schedules result in reduced time to work on "routine" issues or long-term projects. Apart from meetings, the Clerk's Office oversees a number of "routine" matters (which are rarely routine due to the large number of special circumstances and the complexity of the issues considered), such as elections, rezonings, alley abandonments, annexations, adoption of ordinances, recording of legal documents such as easements, etc. Each of these matters involves a lengthy, detailed, step-by-step process. Failure to develop, implement, and abide by these procedures can leave the City vulnerable to lawsuits and significant monetary losses.

- The job duties of Clerk's Office staff require a vast amount of specialized and detailed knowledge regarding the City's Municipal Code; parliamentary procedures; election procedures, records retention; database management; technology related to recording software and variety of computer programs; implementation of the Freedom of Information Act; and a number of municipal procedures. Because staff play such a pivotal role between Council and the City staff/public, the implications of failure to understand this information are serious. It takes up to three years to acquire a solid base of knowledge to function well in the office. A great deal of on-the job training has been invested in the current employees, which makes them more valuable than their salaries indicate.

- Consequences of being short-staffed are increased stress on staff, decrease in efficiency and quality of work, and possible employee turnover, which we cannot afford. Responsiveness to Council, staff, and the public would also be reduced.

- We have had a steady increase in FOIA requests including over 40 requests in the current fiscal year. Some of these have been very complex, requiring coordination between departments, legal opinions, and detailed responses, as well as new State-imposed deadlines.

- Postponement of Certification and Training which would improve employee effectiveness.

Dr. McGlumphy suggested that these concerns could probably be relayed by all City departments. He cautioned members that if staff levels were returned to 2002, there should be an understanding that service would be affected. However, he also urged members to understand that the City's expenses must be within their revenues.

Referring to the Customer Service budget, Mr. Hare questioned the savings that would be realized by sending bills to Wilmington for distribution. Mr. DePrima reminded members that an analysis was conducted when this concept was proposed and stated that this information would be redistributed to City Council.

With regard to questions raised by Mr. Hare concerning online credit card payments, Mr. DePrima assured members that he would provide members with the Committee Action Form that includes details regarding the savings provided to the City by having a third party handle these transactions.

Mr. Anderson questioned the cost of mailing utility bills. Responding, Mrs. Tieman indicated that this research has not been conducted for several years and suggested that staff again review this matter.

Mr. DePrima relayed appreciation to Mrs. Tieman and her team for discovering that meter reading equipment can be installed on trash trucks to collect data, thereby eliminating the need for an individual to perform this task.

In response to Mr. Hare, Mrs. Tieman indicated that Page 206 of the Draft Budget is incorrect and that a corrected copy would be included in the final draft. In addition, Mr. DePrima invited members to visit the Customer Service Department to get a better understanding of its positions and their functions.

Without objection, Council President Leary indicated that the Budget Review would continue tomorrow, May 18th, at 6:00 p.m. with the review of Item #5-G - Finance.

Meeting recessed at 7:02 P.M.

WEDNESDAY, MAY 18, 2011 - 6:00 P.M. - 9:00 P.M.

The Special Council Meeting reconvened on Wednesday, May 18, 2011 at 6:00 p.m. with Council President Leary presiding. Council members present were Mrs. Russell, Dr. McGlumphy, Mr. Lynn, Mr. Bonar, Mrs. Williams, Mr. Hare, and Mr. Hutchison. Mr. Anderson was absent.

Council staff members present were Mr. DePrima, Mrs. Mitchell, Mrs. Tieman, and Mrs. McDowell. Mayor Carey was also present.

PUBLIC COMMENT PERIOD

Mrs. Dawn Melson-Williams, City of Dover Principal Planner (120 Derbywood Circle), read the following statement into the record:

> "From its earliest history the City of Dover has been a planned community. From the initial directives of William Penn to layout the town in 1683 and platting of The Green to the early developments of the town as a residential and commercial center in Kent County to the extensive annexation and industrial expansions of the 1960s through the present day governmental, economic and cultural center, 'planning' initiatives have been at work. Planning may be considered a behind the scenes activity, but the results of these activities are quite visible on the landscape we see every day.
>
> The City of Dover Planning Office is involved in a range of activities that have long term impacts for the quality of life that our citizens and visitors enjoy in Dover. Just to give two examples of the "behind the scenes" work of planners are the work related to activities highlighted in news stories on the front pages of today's newspapers: NASCAR Weekend at Dover International Speedway and the ground breaking for the new Dover High School project. Both facilities went through an application process with the Planning Commission requiring review and approval plans, report writing, inspections, etc. by planning staff. Other activities that you may not realize include Planners serving in the field as part of the City's Command Post for incident management and vendor licensing during Race Week. For the school

project, Planning Staff has participated in and continues to participate in numerous meetings with the school district, design engineers and architects, etc. on what will be perhaps the largest public project of our careers for the construction of a 315,000 SF high school building and associated site facilities on over a 100 acres of land.

To describe the Planning Staff, I would use the words of knowledgeable, professional, helpful, flexible, and dedicated to their responsibilities and the City. Our work, while it may not be as visible as the weekly collection of your trash or the daily supply of water and electric service that arrives at your house or business, we have an impact even with those somewhat ordinary (and expected services). We have to be knowledgeable of the 23 square miles of the City and the associated rules and regulations (what street do you live on – what is the zoning and what does that mean you or your neighbor can do or build. As planning professionals, the three planners and the Planning Director are all AICP certified (American Institute of Certified Planners – an achievement that's the equivalent of licensure for our profession). We are helpful to customers calling or visiting City Hall for information on the rules for items like where you can build a fence to developers proposing construction of new residential units or commercial buildings within the City. We are flexible in our daily tasks as we field and tackle multiple duties and responsibilities for the Planning Commission, Historic District Commission and Board of Adjustment that we support in addition to special projects and tasks in a variety of areas like the Comprehensive Plan and NPDES permit (stormwater permit). We are dedicated to working with other City departments and work with outside agencies like the Dover Kent County MPO. We all readily take on the tasks delegated to us from the Planning Director even if it's outside our typical planner job duties such as support to the committees of the Downtown Dover Partnership, GIS mapping updates and Census data. Please remember that while there are a total of four planners on staff, the administrative responsibilities of the Planning Director as a Department Head and an administrator of multiple divisions affects her availability for participating in the daily hands-on planning needs which then fall to the remaining three planners in conjunction with our one administrative assistant.

Having been employed here in the Planning Office for just over nine years I have seen the impact of limited staffing. From requiring outside assistance to draft the 2003 Comprehensive Plan Update when there were only 2 planners on staff at the time to regularly having to work more than a 40 hour week and evening hours to meet prescribed regulatory deadlines or attend meetings. Even as the economic marketplace may have slowed development activities, our staff of four planners is still busy. For example in calendar year 2010 Planning Staff reviewed 800 Building Permit applications in conjunction with the Inspection Division for things such as fence, signs, renovation projects, and new buildings to ensure compliance with the Zoning Ordinance. We are out in the field completing Certificate of Occupancy Inspections for planning and zoning compliance and researching and drafting text amendments to the Zoning Ordinance. Hopefully, this statement has begun to show the importance of a fully staffed Planning Office. I can honestly say that every day

> in the Planning Office is different and presents new challenges to address. Myself and the other members of the Planning Staff are dedicated to serving the citizens, elected and appointed officials, and all others whose paths in life may travel through Delaware's capital city."

Mr. Kenneth Clendaniel, Building Maintenance Craftsperson II (3867 West Denney's Road), advised members that he serves as the President of IUE/CWA Union for City of Dover, which represents 160 positions employed by the City and that there are currently 150 employees. During the 2009/2010 Budget Review, the City Manager approached all City unions requesting the consideration of furloughs. He stated that furloughs were instituted that year and the IUE/CWA developed 48 proposals for revenues and cost savings, which were reviewed by the Legislative, Finance, and Administration Committee and addressed by the City Manager. Mr. Clendaniel stated that only one (1) of the revenue/cost savings has been instituted, and no action has been taken on the other 47 proposals. In preparing for next year's budget, he advised members that the City Manager met with all City unions once again and advised the members of the layoff proposal. He noted that Plan A proposes the layoff of 33 positions, equating to 38 employees, 13 of whom are members of the IUE/CWA. Although there are no Electric Department employees in the IUE/CWA, he stated that there are Water Department employees. Understanding that Electric and Water Departments generate money for the City, Mr. Clendanial explained that other departments, such as Central Services, Customer Services, and Public Services, save the City money. Although these departments are within the General Fund, he indicated that the services provided by these departments include Electric and Water Fund Departments. He indicated that the employees work for the City of Dover (one (1) entity) and not a specific department.

Referring to recent newspaper articles, Mr. Clendaniel noted that, although the State of Delaware and Kent County are affected by the same economics as the City of Dover, they are capable of providing their employees pay raises. In 2002, he reminded members that Council was made aware that the City would be required to add funds for Other Post-Employment Benefits (OPEB). To his knowledge, Council budgeted $84,000 at that time and that since that time, no additional funds have been budgeted. Now there is a short-fall for the other post-employment benefits. He cautioned members to consider the effect layoffs would have on the City and suggested that Council consider transferring required funds from the Electric and/or Water Funds and accept Budget Plan B presented by the City Manager.

Mr. William Neaton, City of Dover Economic Development Director (51 Sackarackin Avenue), advised members that for the past two (2) years, he has had the opportunity to work for the City of Dover. Prior to this, he was in the private sector for over 30 years. As addressed to employees during a recent "Employee Appreciation Day," he stated that, without exception, the City of Dover has a group of professional, dedicated and hard working employees. He has had the opportunity to live in nine (9) states, various cities, and indicated that he chose Dover, Delaware as the location to live, work, and raise his family, which has been the best decision he has ever made. He stated that it is Council's responsibility to assure that future generations have the opportunity to make this same "best" decision.

Mrs. Tracy Harvey, City of Dover Community Development Manager (334 Mystic Lane, Magnolia), read the following statement into the record:

> "Recently questions have been raised regarding the salary of the Community Development Manager based on the amount of grant funding the city receives as an entitlement community. The federal reporting and program requirements to effectively manage this program are the same regardless if it is a $300,000 or a 3 million dollar grant. Since the initiation of the Neighborhood Stabilization Grant awarded to the City in 2009 for $1.5 million dollars to purchase foreclosed properties and remodel them to sell to income qualified homebuyers, the community development office has exceeded that goal by expending $1,527.000.00 including program income the city received through the sale of affordable properties. For each property sold, the community development office receives 10% for administrative cost. The City received a total of $33,418 in administrative cost from 2009 to present and there is still a balance of $56,576 in administrative cost available in the original allocation to be drawn down that will offset administrative cost for the CDBG program. For fiscal year 2010, there was no funding used from the general fund to supplement my salary. After March 13, 2013, all NSP housing proceeds will go directly to the CDBG grant fund increasing the grant allocation and program administration with no cost to the City to supplement my salary from the general fund."

Dr. McGlumphy thanked those who addressed members and requested that the City Clerk's Office provide these statements to members in written form. He stated his belief that those who know what is "going on" in the City, are those employed by the City and their input provides Council the opportunity to better understand their decision.

MISCELLANEOUS INFORMATION

Based on the previous evening's discussion, staff provided members with additional documents. Mrs. Tieman reviewed the additional documents, as follows: 1) Memorandum dated May 18, 2011 - Updated Draft Budget Pages ***(Exhibit #3)***; 2) Memorandum dated April 19, 2010 - Lockbox and Remote Deposit Services Analysis ***(Exhibit #4)***; 3) Line Items (30-27 Subscriptions and Dues, 30-28 Training and Conference, and 10-18 Educational Assistance) by Departments/Divisions ***(Exhibit #5)***; and 4) Overtime by Division ***(Exhibit #6)***.

Review of 2011/2012 Draft Budget - Selected General Fund Divisions (continued)

Mr. DePrima continued the review of the 2011/2012 Draft Budget, beginning with the Finance Department. At the request of Mrs. Williams, Mrs. Donna Mitchell, Controller/Treasurer, indicated that she would have to conduct research to determine if there are any redundant memberships. Concurring, Mr. Bonar questioned if there are individual memberships to the International Association of Chief of Police, Fire Association, planning associations, etc., and if there is a possibility of consolidating memberships to one (1) membership per office.

As requested by Mr. Lynn, Mrs. Mitchell stated that she has prepared a statement that has been provided to members regarding the elimination of staff for the Finance Department ***(Exhibit #7)***.

Responding to Dr. McGlumphy, Mrs. Mitchell stated that staff has been implementing ADP for approximately six (6) months. She explained that there are three (3) modules (Payroll, HR, and Time and Attendance) that require conversion. She stated that all departments have been cooperative with the Finance Department and the City Manager has been very helpful in assuring that assistance is provided when necessary. Mrs. Mitchell noted that because the Department is small in size, the workload gets behind when employees are granted leave. She felt confident that the ADP system will be in full operation by July 31, 2011.

Referring to the Human Resources Budget, Mrs. Kim Hawkins, Human Resources Director, advised members that personnel costs have increased due to an employee's eligibility for retirement and the inclusion of "payout" for accumulated sick and vacation time. She echoed the comments made by fellow department heads regarding their concerns about the proposed reduction of staff. She stated that the Human Resources Budget is not exposed to a staff reduction due to a 25% reduction in 2009. She reminded members that the Human Resources Department has historically been staffed with three (3) employees. In 2006/2007, Mrs. Hawkins advised members that this department assumed full responsibility for risk management, including insurance claims and lawsuits for the City. She stated that, with a staff of three (3), as the Director, she has had to become more involved in the daily aspects of the department and has had less time to direct to her duties as the department head. She advised members that the Human Resources Department is responsible for recruitment, benefit administration, risk management, discipline, mentoring and advice for employees, labor negotiations, incident investigations, retirement, policies, DOT compliance, etc.

Responding to Dr. McGlumphy, Mrs. Hawkins stated that, although she conducts an analysis to determine those employees who are eligible for retirement, employees are to notify their department head of their intention to retire for inclusion in the next year's budget.

In response to Mr. Bonar, Mrs. Hawkins indicated that the policy regarding notification of retirement is included in the Employee Handbook, and requires two (2) weeks notice for non-exempt personnel, and four (4) weeks for exempt personnel, with an additional stipulation requiring 45 days if the employee is seeking terminal leave. Mr. Bonar suggested that this policy be reviewed for possible amendment to require employees to provide additional time for notification of retirement.

Mr. Hare questioned if the City could mandate retirement notification. Responding, Mrs. Hawkins stated that the policy is provided as a courtesy and that there is an understanding when situations with extenuating circumstances arise.

Responding to Mr. Hare's request for copies of all job descriptions, Mrs. Hawkins indicated that she is working with the City Clerk to provide this information.

In response Mr. Hare regarding the hiring freeze established on February 23, 2009, Mr. DePrima explained that prior to the hiring freeze, Council was not involved with employee recruitment. Since the hiring freeze, staff created a critical requirement form and, if requirements are met, the requested position is submitted to the Legislative, Finance, and Administration Committee for their review and recommendation to City Council.

At the request of Mr. Bonar, Mr. DePrima stated that staff would need to determine how many positions have been vacant for over one (1) year. He advised members that if a position has been vacant for more than one (1) year, staff purges it from the budget. Mr. Hare noted that in 2008 there were 377 employees and in 2011, there are 377.5 employees; therefore, he questioned what the freeze has accomplished.

Responding to Mr. Hutchison, Mr. DePrima stated that Council was advised of the City's financial situation during the Council Retreat earlier in the year when Council directed staff to prepare the budget in accordance with City policy (as it relates to transfers). Staff did not realize that $1M would be required for OPEB and the costs for the Pension unfunded liability. Mrs. Mitchell explained that, although staff has always been aware that the costs for OPEB are extreme, staff did not realize the percentage of payroll involved and the effect on the proposed budget. However, the Pension unfunded liability increased approximately half of $500,000, which was not known until the recent actuarial analysis was completed.

Mr. Hutchison questioned how many employees had been hired since January 1, 2011. Responding, Mr. DePrima stated that there have been seven (7) employees hired, as follows: 1) a Ground Worker for the Electric T&D Division; 2) a Public Utilities Construction Manager; 3) a LAN Analyst for the IT Department; 4) an Administrative Assistant Position in the Police Department has been approved (although not filled and not expected to be filled until September 2011); and 5) four (4) additional Police Officers. Mr. Hutchison requested that staff provide the names, salaries, and total costs for the positions.

Referring to the Information Technology Budget, Mr. Siegel noted that in 2002 the Department handled four (4) servers, 180 computers, and the same number of staff. In 2011, he stated that there are nine (9) servers at 5 East Reed Street, the IT Department now supports the Police and Fire Departments (two (2) servers) and the Power Plant (1 server), and a complete phone system. He stated that there are over 300 computers and that the workload and complexity of the work has increased exponentially since 2002, with the same number of IT staff. Although a decrease in staff is not proposed, he wanted members to be aware that the work has increased significantly for the Department.

In response to Mr. Bonar regarding the Cisco VOIP System, Mr. Siegel stated that one (1) of the reasons funds are being requested for upgrade of the system at this time is because the software upgrade can be integrated with existing hardware, whereas the next generation of software will not work on existing hardware. The upgrade would allow the City to keep the hardware in operation for another year or two (2) before the City would need to consider replacement. As a result, it was staff's opinion that this is the most opportune time. In addition, he advised members that some of the problems being experienced are the result of software integration between the phone system and the computers. The software does not work with Windows Vista or Windows 7. Mr. Siegel noted that the City must move forward and cannot continue to operate on an operating system dated 2005. In order for this to be accomplished, it is necessary to upgrade the software on the phone system at an estimated cost of $12,600, and perform "back" maintenance (a total $41,295 to upgrade all maintenance). Mr. Bonar requested that staff provide details regarding the costs for the software system as well as the maintenance costs.

Responding to Dr. McGlumphy, Mr. Siegel stated that there were not enough funds included in the current budget to pay for the maintenance. He explained that prior to last year, maintenance was handled by Facilities Management; therefore, the IT Department staff did not have the required information to budget accordingly. When this was realized in mid-year, IT staff decided not to upgrade the maintenance by removing the $36,000 from the budget and put it in the proposed budget as a "catch up" at a total cost of $41,295.

In reviewing the Tax Assessor's Budget, Ms. Cheryl Russell, Tax Assessor, read the following statement into the record:

> "The Assessor's Office has only 3 full-time employees. The impact of losing one employee from our office would have a great negative impact on our already small department.
>
> This office maintains a very detailed property assessment system for approximately 12,000 parcels with an assessed value of approximately 4.4 billion dollars. The functions of this office also include but not limited to maintaining abatement programs; appeal hearings (informal and formal); maintaining values for annual billing and supplemental billing; Processing Deeds for stamping and Transfer Tax; and analyzing and reviewing building permits for valuation.
>
> Each employee serves a different function:

The Assessor:	**Department Head/Supervisor** All Administrative functions Field Work Defending City of Dover Assessments Generating values for new construction (building permits) Sales Ratio Studies
Administrative Assistant:	**Administrative Function** All correspondence in/out of the department Senior Citizen Exemptions Disability Exemptions Farm Land Audit Exemption Audits Income and Expense Mailing Deed Transfers Phones Transfer Tax Assessment Registers Appeal Minutes Copying and mailing of Appeal Information to Board Members

Residential Technician: **Primarily Field Work**
Administrative Functions when needed (limited to phones/transfer tax/accepting applications)
Daily Permit Activity (field work and data input)

This office was fortunate to have an audit/study performed by the International Association of Assessing Officers in 2008. In this study, it was recommended that this office be staffed by 5 to 6 employees. During the presentation to Council, there is a power point slide titled "Future Direction of Assessor's Office" which states that "the Assessor's Office needs to be staffed adequately to be able to maintain current processes."

This office is running smoothly in an off-revaluation year. All three employees do their job well and efficiently. Each employee helps out when and where needed; especially during vacation and sick days; which has allowed us to not have to request additional staff at this time.

If we were to eliminate a position within the department:

- Vacation and/or sick days would force an employee to either work a 9.5 hour day or close the office during a lunch hour.
- If an employee is on vacation and the 2nd employee has an emergency it could also force the closure of the office for a period of time.
- Working over-time to maintain the level of current processes and efficiency would be required."

In response to Mrs. Williams, Mrs. Russell stated that it took about one (1) year to complete the 4,000 building permits processed. She stated that a Residential Technician was hired at approximately $30,000 annually to assist with updating the building permits and assured members that this employee has been maintaining and keeping the data current. She confirmed that the Assessor's Office is currently up to date. She indicated that there are approximately 60-75 building permits per month.

Review of 2011/2012 Draft Budget - Selected General Fund Divisions

Mr. DePrima reviewed a Presentation of the Selected General Fund Division Budgets for FY 2011/2012 - May 18, 2011 (***Exhibit #8***). The line item details for each of these budgets were included in the packet presented to members.

With reference to the discussion regarding staffing levels, Mr. Zachery Carter, Director of Parks and Recreation, advised members that in 2002, there were six (6) full-time employees in the Parks and Recreation Department. Since that time, he stated that the City has greatly increased the programming, special events, activities, etc., being offered to the community. He reminded

members that three (3) years ago, the 20,000 sq. ft. John W. Pitts Center opened, which gave the department two (2) facilities to operate and man. Mr. Carter noted that approximately 60,000 patrons utilize the facility, which is made available seven (7) days per week. He stated that when the Center was opened, only four (4) additional part-time employees were hired, who manage the facility during the evening and weekend hours, which are the times of most frequent usage. Should these positions be eliminated, it would eliminate the ability to make the facility available during the evenings and weekends.

Responding to Mrs. Williams, Mr. Carter stated that the Dover Park (White Oak) Facility continues to be utilized, indicating that during the past year there were 167 rentals of the facility. He advised members that there are occasions when there is only one (1) employee located at the Dover Park, as well as the Pitts Center (during weekday hours), which raises safety concerns. As discussed in the CIP, he stated that it would be more efficient for the City to provide one (1) recreational facility. In the future, it would be ideal to expand the multi-purpose room at the Pitts Center to accommodate the activities conducted at the Dover Park and include room for staffing at the Pitts Center which would allow the City to be more efficient.

In response to Mr. Hutchison, Mr. Carter stated that he could not provide an accurate number of participants at the Recreation Centers at this time; however, in regard to leagues, there are now 57-60, compared to approximately 40 softball teams in 2002. In addition, he stated that there is a field hockey league which consists of 35-40 teams and an indoor field hockey league consisting of 35-40 teams, with 20 participants on each team. Since the Pitts Center has opened, Mr. Carter stated that attendance has increased 10% or more each year during the past three (3) years. Mr. Hutchison requested that staff provide details regarding the number of participants at each facility.

Mr. Hare questioned how much revenue is generated from the facilities. Responding, Mr. Carter stated that during the past year, $149,000 in revenue was received. Although there currently are no charges for use of the open gym at the facilities for residents or non-residents, he stated that there is a large number of individuals using the open gym and that he has discussed the possibility of charging for this use with the City Manager. He confirmed that presently there are more non-residents utilizing the facility than residents (52% non-residents); however, this is changing and more and more residents are utilizing the facility each year.

Mr. Lynn relayed concern that instituting fees would discourage usage and that the users would find less productive endeavors in which to engage. Responding, Mr. Carter felt that instituting fees would not affect the usage.

Concurring with Mr. Lynn, Mrs. Russell relayed opposition to instituting fees for use of the gym. Mr. Carter advised members that the history of the department indicates that 97% of the programs offered are fee based. He suggested the possibility of charging a fee for the use of the gym for non-residents and no charge for residents.

Responding to Mrs. Williams, Mr. Carter stated that there is no air conditioning in the gym and, although he was not concerned about the cost of installation of air conditioning, he relayed grave concerns regarding the operating costs.

Mr. DePrima stated that, should a majority of Council wish to institute a fee for non-residents to use the open gym, staff would develop an estimate to include in the proposed budget. He advised members that the reasoning for not charging a fee was that there was so much opposition to doing so for City residents. He stated that it was a conscious decision not to charge Kent County residents since the County contributed $300,000 towards the building of the Pitts Center and there was a belief that Kent County would be building a gym in the near future. He stated that it was staff's belief that there would be some reciprocity for gym usage between these two facilities. It was his feeling that enough time has passed for the City not to charge non-residents and showed a good faith effort; therefore, he indicated support for charging a nominal fee for gym usage for non-residents.

There being no objections, Council President Leary declared a brief recess.

Meeting Recessed at 7:53 P.M. and Reconvened at 7:54 P.M.

Review of 2011/2012 Draft Budget - Selected General Fund Divisions (continued)
Mr. DePrima continued the review of the 2011/2012 Draft Budget, beginning with the Library.

Referring to the Library Budget, Ms. Margery Cyr, Library Director, read the following statement into the record:

"1. Thank you for giving me the opportunity to speak with you tonight about the Library and its budget.

2. Proposed reduction in staffing:

   a. Of the 7 positions, 3 are currently vacant:
      i. 2 of them since 2009
         1. 1 FT Library Clerk II Children's Department
         2. 1 PT Library Clerk I Circulation Department
      ii. 1 of them very recent: PT Library Page
      iii. Please do not believe that these positions are not needed by the Library. They are badly needed.
   b. At full staffing, the reduction of 7 positions is a 24 % staff reduction.
   c. At current staff level with the 3 vacancies, the reduction of 4 positions represents an 18% staff reduction.

3.) Comparison of volume levels from 2002 to 2010:

Comparison

	2002	2010
Books Circ:	101,609	138,931
Audiovisual Circ:	12,578	15,572

Total Circ:	**307,533**	**375,632**
Interlibrary Loan:		Loaned to other libraries for their customers' use: **34,422** Borrowed from other libraries for Dover for our customers' use: **34,033**
Total ILL :	**68,455**	
Visitors:	**181,412**	**390,612**
Computer Use:	**18,629**	**55,397**
Programming:	**unknown**	**Child's: 214 programs/7,958 attend** **Teen: 42 programs / 467 attend** **Adult: 146 programs / 1,473 attend**

4. The Library is currently open 68 hours each week. There are significant and devastating consequences to public service of staffing reduction at these levels. Probable consequences are:

   a. Closing Sundays, one evening/week, and holidays which the Library remains open while the City of closed.
   b. Reduction of enrichment and information programming at all levels: Children's, adults, teens.
   c. Potential need to regularly close the children's department in order to maintain adequate staffing levels to ensure safety and security in the building.
   d. Potential loss of revenue from State Aid for meeting standards of Anchor Library.
   e. Potential loss of revenue from Kent County Reciprocal Borrowing reimbursement.
   f. Seriously compromised quality of customer service.
   g. Seriously compromised staff morale.

5. Kent County Reciprocal Borrowing Reimbursement Agreement:

   a. Agreement put in place in 1994 between the libraries in Kent County and the Kent County Levy Court. Provides per item reimbursement for each library item which is checked out to Kent County residents who are not residents of a municipality when that item is borrowed from one of the municipal libraries.
   b. The current reimbursement rate is $2.65 per item checked out.

c. The annual amount reimbursed to the municipal libraries is dependent on the number of qualifying circulations. To the City of Dover, this is typically between $400,000 and $450,000 of income to the City per year."

Mr. Lynn stated his understanding regarding the needs of the library as they relate to providing services to some of the more vulnerable portions of the community, such as children and seniors. He felt that libraries have a demonstrable effect in improving literacy rates among children. He noted that Budget Plan A is predicated on staff reductions and questioned which programs would be eliminated for children if there was a staff reduction at the Library. Responding, Ms. Cyr stated that there would be a reduced number of pre-school story times, after-school activities, and weekend activities. She noted that the Library has worked very hard during the past two (2) years to develop a program that meets the needs of a very diverse audience of teenagers in Dover. She reminded members that teenagers can only use the Library during after school hours and weekends. If the Library faces closure, not only would the Library not be able to provide activities for them but the Library facility itself would be unavailable for their use. In regard to seniors, Ms. Cyr stated that seniors currently participate in the computer training programs offered by the Library and use the facility for reading newspapers and magazines as well as borrowing books; therefore, a lack of access to the Library would definitely impact the seniors as well.

In response to Mr. Hare, Ms. Cyr stated that an additional $400,000 is necessary in order to obtain full funding for the new library. In regard to the $4M bonds for the Library, Mr. DePrima explained that he and Mrs. Mitchell presented a proposal to Council to float a $4M bond, which would not only assume some of the debt for the new Library but also address other capital expenses for the City, mostly street funds. He noted that the idea is to take some of the Library Reserve money to pay off the debt service for the larger bond issue until 2017, when the City would have no debt, and then the City would pick up debt service after 2017. He stated that this concept has been included in Budget Plan C. Mr. DePrima noted that the $400,000 is in addition to the bridge loan and the Green Energy Fund loan.

At the request of Mr. DePrima, Mrs. Mitchell further explained that the idea of issuing a bond was to cover the Green Energy loan, in the amount of $1.5M, which must be financed, and would be paid with monies received from the Green Energy Fund which are included on customers' electric bills. An amount of $1.2M was included for the sale of the existing Library, which would not be sold until after the funds are needed, as well as an additional $2M. She explained that this would "free up" $2M in the Library Reserve to pay for other capital projects, and the Library and Street Program would be bonded. The City would maintain the same level of debt service after 2017 and the current debt service increase would be paid by the Library Reserve funds.

Mr. Hare questioned how much money the new Library will cost residents, explaining his feeling that the citizens are not aware of the true numbers involved with the new Library. Responding, Mr. DePrima stated that the City has been very transparent regarding the funding for the new Library and that he would provide members with the funding plan information.

Responding to Mrs. Williams, Mrs. Mitchell stated that the concept of bonding the projects was developed due to the projects being multi-generational uses. She explained that, rather than placing the burden of the cost for a 20-year facility on current rate payers, the bonding would allow for future generations to help pay for it through debt service payments each year.

Understanding this concept, Mrs. Williams questioned how much money would be available for a bond if a catastrophic event occurred, or if a situation arose that created a very expensive need for the City. Responding, Mrs. Mitchell stated that, according to the City Charter, the City can bond up to $7M annually and that there is a cap of 1% of the assessed value, which would equate to approximately $23M that the City could not exceed. Currently, she stated, the City's debt service is under $3M for the General Fund.

Noting that bonding is an important component for the budget, Mr. DePrima suggested that staff provide members with the original bonding presentation to promote a better understanding.

In response to Mr. Leary, Ms. Cyr stated that the Library continues to utilize two (2) retired workers who are provided by a program offered by the Modern Maturity Center, which is funded by Federal Grant Funding to provide part-time work for older, retired workers. She stated that recently this funding has been reduced and the hours have been cut back to 16 hours per week for each worker.

Responding to Mrs. Russell, Ms. Cyr stated that the Library did have an intern, a Library School Student, who provided assistance in the Children's Department.

Referring to Page 13 of the Draft Budget, Dr. McGlumphy requested clarification with regard to the new positions approved for the Library. Responding, Ms. Cyr noted a typographical error in the third sentence of the fourth bullet and that the one (1) full-time Librarian II position should be a Library Clerk II, and the one (1) part-time Librarian I position should be a Library Clerk II. At the request of Mr. DePrima, Ms. Cyr explained that a Librarian is a professional who has received a Masters of Library Studies Degree and provides assistance to customers in terms of assisting readers, answering advisory questions, and planning and implementing programs for the public. She stated that a Library Clerk requires a high school diploma and provides direct customer service, mostly checking in/out material and answering directional questions.

At the request of Mrs. Williams, Ms. Cyr stated that a Library Page is responsible for putting books and materials back on shelves and keeping them organized.

Referring to the Public Services Department, Mr. Scott Koenig, Public Services Manager/Director of Public Works, reviewed the wide range of services provided by the Public Services Department. He stated that these services are provided in an effort to support the City's mission, vision, and critical success factors. He noted the changes that have occurred in the City during the last 10 years. He reminded members that the City went through a very large period of annexation and growth in commercial stock in buildings and residential development. He noted that, although such growth has slowed down recently, it continues in the City and all these additions have an impact to the Public Service Department. In addition, Mr. Koenig noted that the department has been faced with an increased amount of regulations, such as those associated with stormwater, sanitation, street sweeping, environmental cleanups, etc. He stated that there are 58 budgeted positions within the

department and each is critical to the success of the department. Mr. Koenig relayed his utmost satisfaction with the work done by each of these employees; however, he noted that the department is faced with a number of back-ups and requests and is sometimes criticized with respect to customer service and responsiveness. He explained that the economy has changed substantially during the past 10 years, and with the addition of email, PDAs, computer access, etc., requests are received 24 hours per day, seven (7) days per week. He stated that there is an expectation of very timely, quick, and detailed response. Mr. Koenig advised members that this level of responsiveness takes a toll, explaining that the amount of information provided to members of Council and the information expected by customers requires planning, interaction, and manpower to accomplish. He noted that there are five (5) positions scheduled for elimination in the Draft Budget. Mr. Koenig advised members that if these positions are eliminated, the other employees will be required to pick up the workload. It was his opinion that there is a fairly stressed out workforce across the City and that there will be a toll for any additional responsibilities. Although he understood the fiscal constraints, he explained it was his responsibility to advocate for the Public Services Department.

Responding to Mrs. Williams, Mr. Koenig reminded members that in 2004, there was a proposal which indicated an estimated $1.5M each year for street maintenance. Considering the prices of asphalt and concrete today, it would cost $2M each year for street maintenance with a 20-year removal and renewal schedule. Staff submits a $1.5M budget request, which includes approximately $800,000 to $1M of Community Transportation Funds and the balance through the General Fund. He stated that the General Fund monies have been reduced in recent years to approximately $350,000 and the City's ability to obtain Community Transportation Funds related to street improvements has fluctuated annually from nearly $1M to only $250,000 to $300,000; therefore, the funding source for the street program is volatile. He confirmed that in order for the City to be proactive rather than reactive, the City would need $2M per year. If streets continue to be delayed, he anticipated that there would be a 20% increase in costs in the future.

In response to Mr. Bonar, Mr. Koenig stated that the last major cash infusion to the water and sewer system was for the bond issue related to the Water Treatment Plant and McKee Run Pump Station. There were funds included in the 2005/2006 Budget for the Pump Station #7 Upgrade. Mr. Bonar stressed the importance of the City being proactive with regard to water, sewer, streets, and other utilities; otherwise, he felt that the City will realize significant problems in the future. He noted that it is the responsibility of members of Council to take appropriate action in this regard.

Dr. McGlumphy recalled that Mrs. Sharon Duca, Water/Wastewater Manager, would provide an annual report on utility projects and suggested that members be provided an update.

Referring to the Economic Development Office budget, Mr. Hare questioned expenses included for account #30-91, Economic Development, in the amount of $26,000. Responding, Mr. Koenig stated that the $26,000 budgeted represents the annual payments made to the Kent County Tourism Office in the amount of $15,000 and Kent County Economic Development Partnership in the amount of $11,000.

Responding to Mr. Hare regarding the Life Safety Budget, Mr. Koenig stated that the $205,360 included in account #30-31, Contractual Services, is to provide two (2) shifts of ambulance services to the City of Dover. In regard to the Emergency Management Coordinator position, Mr. DePrima

stated that the position became vacant upon the retirement of Mr. Wayne Hutchison (December 2010) and that it is planned for the position to remain vacant at this time. He stated his intention to present ideas to members of Council regarding this position in the near future.

Without objection, Council President Leary indicated that the Budget Review would continue tomorrow, May 19th, at 6:00 p.m. with the review of item #1-B(b-3) - Inspections and Permitting.

Meeting recessed at 9:05 P.M.

THURSDAY, MAY 19, 2011 - 6:00 P.M. - 9:00 P.M.

The Special Council Meeting reconvened on Thursday, May 19, 2011 at 6:00 p.m. with Council President Leary presiding. Council members present were Mr. Anderson (arrived at 6:05 p.m.), Mrs. Russell, Dr. McGlumphy, Mr. Lynn, Mr. Bonar, Mrs. Williams, Mr. Hare, and Mr. Hutchison.

Council staff members present were Mr. DePrima, Mrs. Mitchell, Mrs. Tieman, and Mrs. McDowell. Mayor Carey was also present.

A moment of silence was held in memory of Mr. Dick Ennis, former Levy Court Commissioner, who passed away this morning.

PUBLIC COMMENT PERIOD

Mrs. Ann Marie Townshend, Director of Planning and Community Development (52 Washington Street), read the following statement into the record:

> "Good evening. For the record, my name is Ann Marie Townshend and I reside at 52 Washington Street in Dover. You know me as a city employee, but as everyone else does, I wear multiple hats. In addition to working for the City of Dover, I am a resident. Being a City of Dover resident has been at multiple points in my life a conscious decision my husband and I have made. We first moved to Dover in 1997, when we were young professionals working for the State of Delaware. In 1999, we bought our first house in Dover, where we started our family. We specifically chose Dover as our home where we would start our family because of the quality of life and quality of services that the City has to offer. By 2005, we were at a decision point, as we had outgrown our small house once our two small children began to grow. Being Baltimore natives, we discussed whether we should look for jobs closer to our original home and move back, or whether we should stay in Dover. We made a strong conscious decision at that time to continue our careers and our lives in Dover. This was now home for us. Our instructions to our realtor in our house search, we want to look only at properties within the City limits. We had come to enjoy the quality of our environment and the quality of City services. We didn't want to be anywhere else.
>
> Shortly after we made this decision, I enthusiastically applied for the Planning Director position with the City. How exciting to be able to serve and be a part of preserving the quality of life of the City I now call home! My past five years with the

City have been wonderful. It is still a great place for my family, and I am proud that I can help to keep it this way. Many of your employees have similar stories. Many of us are employees and residents. We pay the same taxes and fees as the rest of your constituents, while at the same time seeing the stress on the workforce as we try to do more with less. This is a delicate balancing act. We applaud your attention to detail to ensure that the City remains accountable to those who pay the taxes and fees. We are glad that you, along with the City administration, have worked hard to keep our taxes and fees affordable, while still providing an amazing level of service. We understand and appreciate the tough decisions you have to make, and we support you in your struggle to make these decisions. As a manager, I worry for the future of my employees, who come in every day and give their best. Many of them wonder what this budget will mean for them and their families. Clearly, we need to make cuts, but I ask you to keep in mind something that Michael Albert said the other night, these aren't just numbers and positions, they are people and services. As I have said to some of you in conversation, I do not envy the task in front of you, but I am here to provide whatever support I can as you make these tough decisions."

Mrs. Jody Stein, Administrative Assistant, City Clerk's Office (522 Woodsedge Road), read the following statement into the record:

"I appreciated Dr. McGlumphy's remarks last night encouraging Council members to strongly consider the viewpoints of employees. I agree that there might be a tendency to hyperfocus on the numbers on the pages before you and lose sight of the fact that those numbers represent the stories of many people. I would like to share a little of my story with you.

In addition to being a City employee, I am also a resident of Dover. My children were born and raised in the City, and over the years my family and I have taken full advantage of the wonderful recreational programs offered by the City and have benefitted from its many services, such as utilities, police protection, the volunteer fire service, street maintenance, snow removal, and the "behind-the-scenes" efforts of the planning and inspections department, all of which are provided at a very reasonable cost.

My appreciation for City government reached a whole new level after I came to work for the City three years ago and got to meet some of the people who were responsible for providing these services. I learned a great deal about the hard work and dedication that goes into making sure these benefits are available to residents. I am very proud to be part of the intelligent, innovative, and hardworking team of people who put their hearts and souls into serving our residents and making Dover such a great place to live.

Now our government finds itself in the challenging position of trying to maintain vital City services, keep costs low for residents, and treat staff fairly - during a time when economic realities threaten each of these goals. Obviously the only solution

to the budget shortfall is compromise. I believe that residents and staff all realize that. It is self-evident that the City cannot continue to provide the same services with less money.

As a City resident, I have appreciated that Council has battled to keep utility and tax rates low over the years. Yet I believe that we receive excellent services for a more than fair rate. This was brought home to me recently when my son moved to Nashville. I was astounded to learn that his recycling is picked up once per month and brush pickup is scheduled for residents three times per year. This was a stark contrast to Dover, where we take for granted that our leaves are vacuumed at the curb and returned to us as free mulch. I believe this service is worth much more than the $12.40 monthly fee stated in the proposed budget, and there may be other services that should be reexamined as well. I have read many letters to the editor from residents chastising the City for considering rate increases during the current economic downturn. Yet City services must be self-supporting at a minimum, and if some services can be managed so cost-effectively that they produce income, perhaps some of these funds can be directed toward areas of financial shortfall, and perhaps some jobs can be saved.

As a City employee, I understand that sacrifices may be required during these difficult times; however, it is important that these sacrifices are shared fairly. Employees who work side by side should be paid equitably, whether they are union or non-union, and whether they are paid from general fund, the electric fund, or the water fund. To mandate otherwise is an affront to the hard work of the individual employee and a threat to the morale of the staff as a whole. In addition, those employees who occupy positions that have been undervalued for many years should not be asked to continue to sacrifice more than those who are in positions that are being paid at market value. (I may get in trouble for this tomorrow, but I think you should understand that this is a veiled reference to employees such as the City Clerk. I believe that the value of this position far surpasses the figures that you find in the budget before you. If you have any questions about the value of a City Clerk to municipal government in general, Mayor George Wright from the League of Local Governments can inform you. If you would like to know more about the value of the City Clerk to the City of Dover, I suggest you speak to people like Nick Rodriguez, Donna Mitchell, Scott Koenig, or Ann Marie Townshend, who interact with this office on a regular basis.)

I am personally very conscious of the consequences of the economic downturn. Two years ago my husband lost his job due to a buyout and corporate downsizing. In spite of diligently searching for work and going through job retraining, he remains unemployed today. We were fortunate because our mortgage was paid and I retained health benefits through my employment with the City. Many of his co-workers lost their income and their health care without warning, and some of these individuals suffer from serious health conditions. I dread the prospect of any of my fellow City of Dover workers being placed a similar situation.

I do not envy members of Council the very challenging task that now confronts you. You must make very difficult decisions, and regardless of which approach is adopted, the decisions made will impose hardships on both residents and staff. I ask that you do your very best to protect employees by doing all that you can to avoid layoffs and ensure that budget reductions are imposed equitably, not just on the general fund, so that the negative impact may be dispersed."

Officer Dave Spicer, City of Dover Police Department (400 S. Queen Street), stated that he serves as the President of the Fraternal Order of Police Lodge 15 and read the following statement into the record:

"Good evening members of council my name is David Spicer and I am the President of the Fraternal Order of Police Lodge #15. I would like to take a few minutes of your time to comment on this years budget for the City of Dover Police Department. I understand Members of Council have been given three options by our City Manager to balance this years budget.

If I understand one proposal is to cut 33 employee positions 12 of which are police officers. The mere fact of putting this proposal into black and white is disturbing. Ladies and gentlemen I probably don't have to tell you that gun play and gun violence has never been higher in this City. We cannot get through a single week without shots being fired at someone or someone being injured by a gun.

Cutting 12 police officers would be a huge mistake.

The rise of gangs and gang violence is astronomical. Most of you have been educated to how many gangs are in our area and the number of crimes they are responsible for. If we do not continue to seek out these gangs these criminals will only get worse and continue to terrorize our City.

Members of Council I know these economic times are tough. I asked each of you do you have options. Do you have the ability to transfer funds from one area to another without hardship? I ask all of you will you be able to sleep at night peacefully knowing you balanced this years budget and laid off 12 police officers who choose this City for employment and to raise a family.

The City Manager has brought to our attention that the City is suffering from a 3.7 million dollar short fall. Before any consideration or thoughts of layoffs of any employees I would suggest that ongoing capitol projects be delayed and freeing up a portion of these funds to balance this budget. These projects should only continue when the City is in a better financial position.

Previous Members of Council recognized that manpower was already stretched very thin and they made the decision to fill empty positions to bring the departments personnel back to full strength. Eliminating 12 officers would be detrimental to the safety and well being of the citizens of Dover.

I am confident you will make the right decision. Thank you for your time."

Ms. Kay Sass, Public Information Officer, City Manager's Office (4453 Kenton Road Dover), read the following statement into the record:

"What came to mind when I first heard the possibility of 33 jobs being cut? First, it does not affect just 33 people, most of the 33 people are no different than you and I.

We are parents; we are spouses, some of whose spouses are being laid off by other organizations like mine.

When I heard the request the other night from Councilman Hare to gather job descriptions of the employees I thought to myself- how many peoples job duties match their job description, I know mine does not.

As public affairs what do I do? I handle all media requests, submissions, clarifications and releases - Press conferences to advertisements and everything in between; For any and all departments and all offices.

I deal with the franchise agreements with Comcast and Verizon, constituent issues, writing speeches for the Mayor, the State of the City Address, Mayors Annual Reception, Mayor's Prayer Breakfast, and handling public outreach for all events City wide.

I represent the city at other events and functions-it is not just showing up it is hauling all of the equipment and setting everything up - alone.

I write, edit, assemble and have copy ready a city wide newsletter that goes out quarterly without assistance. I oversee the customer relation management program that the constituents use to request services, get answers to frequently asked questions or to file a concern. I follow up making sure that the issues are being handled in not only a timely fashion but one that is acceptable to the people in our community- I report it monthly to the city manager to keep him abreast of concerns.

We have groups that reserve City Hall for field trips-it has been a joy to be able to teach not just the youth but also adults in our community on our form of government, amazed that so many people that live here did not realize the council manager form of government.

I assisted Scott Koenig, working diligently, on grant writing and we brought in $101,000 in recycling grants. I also secured sponsorship for the last 2 years for Concerts on The Green with WSFS in the amount of $12,000 - working with Sam's Club I have received funds each year to provide annually 100 elderly and disabled individuals with fans in our community making life a little better for them.

This past year the City has taken on redoing the entire City of Dover website which we hope will be going live next week. I am not an IT person but I do know the importance for making things easy for our community to access and the importance of transparency in our government. This was another responsibility that was given to when an IT position was let go, again with no additional compensation.

Myself, and Andy Siegel have spent hours upon hours redesigning and training city staff on the new website.

I have been one of the advisors for Youth Advisory Council since its origination. Participated in the Public Library Campaign. Annually I train every City employee in customer service because it is important that people feel that they are being heard and being treated in a fair and respectful way. I have the Verizon channel that we post public service announcements to as well as show the City Council meetings.

When one of our employees in public utilities retired, I inherited the public education and outreach on electrical safety in the area schools and various locations in the community. This was just added on as yet another additional responsibility with no increase in pay given. I was fortunate enough when I started doing it that Wayne Hutchison was available and aided me in hauling the equipment but as you know Wayne Hutchison retired in December bringing on additional responsibilities for me.

Since I worked with Wayne regularly on writing some of the Emergency Procedures for the City as well as setting up and working the call center during the winter months it was natural for me to inherit additional responsibilities with Emergency Management.

Since Wayne's retirement I continued with the classes that are offered through FEMA to be well versed and trained in Emergency Management. I completed- on my own time- since January 92 hours of online class time and the entire Professional Development series receiving my certification in the mail about 2 weeks ago.

As well as all of the training for Emergency Management through DEMA, FEMA and the Department of Homeland Security I have also taken all of the classes for Advanced Public Information Officer with the final one being a week in Anniston Alabama a year ago in March the EM classes are:

Emergency Program Manager- An Orientation to the Position
Fundamentals of Emergency Management
Emergency Planning
Emergency Management Decision Making and Problem Solving
Developing and Managing Volunteers in a Crisis participation in an
Emergency Management Operations Center Workshop

> Was it required for me to take these classes since the position is not officially mine? No! But in good faith I have a hard time winging it when people's lives are in danger or our community is devastated so I took it upon myself to reach out for the training and to accomplish the professional development series so I am aware of the requirements by law in an emergency situation making sure that we as a City follow the procedures in place by the federal government that if a disaster does take place, I am properly trained to make sure that we follow their procedures and guidelines so we would qualify for reimbursement and not lose out on that too.
>
> Each day when I walk through the door I dedicate 110% that 110% does not stop when 5 pm rolls around. If it is 2 am and there is an issue in Dover I have gotten out of bed, dressed and on the road in minutes. I have done this for years, not driving a City vehicle, not getting City gas, not submitting my mileage. In a time of any disaster I concentrate on what do we as a City need to do to make this right?
>
> I handle press releases and inquiries as the PIO for the Fire Marshals' office I set up shelter when we had 126 people affected by the largest fire Dover had seen in years. Why? Not because it was part of my job description but because I believe in the City of Dover. I believe in the people I work with I believe in the people that live here. I believe to be part of a community that you have to be willing to step up when the going gets tough. I believe that as a City Council you will make the right decision giving our residents the services that they have been given, are accustomed to and we excel at. Do I envy you as a Council? Absolutely not. You are positioned in a no win situation and this is a very tough position I only pray that all things are considered for all of us. Thank you for your time."

Dr. McGlumphy reiterated his appreciation for those who addressed members and again, requested that the City Clerk's Office provide these statements to members in written form. He requested that if any other staff wishes to submit comments to members of Council for consideration, that they provide them to the City Clerk's Office for distribution.

MISCELLANEOUS INFORMATION

Based on the previous evening's discussion, staff provided members with additional documents. Mrs. Tieman reviewed the additional documents provided to members, as follows: 1) City Manager's Legal Expenses ***(Exhibit #9)***; 2) Memorandum dated May 19, 2011 - Take Home Vehicles ***(Exhibit #10)***; and 4) City of Dover Water Quality Applicable Expenditures (Updated "Duca" Report) ***(Exhibit #11)***.

Mr. Lynn referred to an excerpt from the Regular Council Meeting of March 29, 2004 provided to him and noted that the City Solicitor and Deputy City Solicitor positions had not been bid since 2004. Confirming, Mr. DePrima stated that during the previous budget session on May 18th, when the Purchasing Manager indicated four (4), he interpreted that as being four (4) years ago; however, he felt that he must have been referring to Fiscal Year 2004. As noted in the minutes, he advised members that although an RFP was prepared, at that time, Council made a motion that the "Request For Proposals for Legal Fees be null and void and that any further RFPs for any appointed City positions must have the full approval of Council."

Review of 2011/2012 Draft Budget - Selected General Fund Divisions (continued)

Mr. DePrima continued the review of the 2011/2012 Draft Budget, beginning with Inspections and Permitting.

Referring to account #30-33, Demolitions, of the Inspections and Permitting Budget, Mrs. Tieman explained that the budget for Demolitions, along with Grass Cuttings, has been removed from the Code Enforcement Divisional Budget and included as a direct expense to the General Fund. This was done in an attempt to alleviate budget overrides; however, after meeting with the Controller/Treasurer, it was staff's feeling that these expenses should be in the Divisional Budget. Therefore, there is no increase in the Draft Budget for these expenses, only a change in how they are listed. Mr. DePrima also advised members that staff has developed a procedure to avoid budget overrides. In addition, he noted that demolition expenses will be put on the tax duplicate and will become due the following year. If the tax bill, including the demolition expense, is not paid, the property can go to Sheriff's Sale. Prior to this, he explained that the demolition expenses were placed as a lien on the property. Although no Code amendment is required to accomplish this for demolition expenses, Mr. DePrima stated that staff is preparing an ordinance amendment that would allow for grass cutting expenses to be handled in the same manner.

Dr. McGlumphy requested that staff provide members with the amount budgeted this year for terminal leave, by position.

Responding to Mr. Hare regarding the possibility of providing uniform, larger trash containers for yard waste similar to those provided in the County, Mr. DePrima stated that this option was considered by staff and that there is a large expense involved. He noted that although the County paid the initial expense, they are billing the costs to their customers. He advised members that when the City began the recycling program, customers complained about large containers. It was staff's feeling that, rather than providing customers with a third large green container (noting that they currently have a recycling container and a black container), they could use a smaller, 35-gallon container. Elaborating, Mr. Koenig stated that the City's residential and commercial customers are utilizing approximately 11,000 black containers, there are just under 8,000 recycling containers, and the average cost of the green containers for yard waste is approximately $50 each, which would cost the City approximately $450,000 (9,000 x $50) just to provide the containers. In addition, he stated that utilizing the green containers would require truck modifications to install "paddle flippers" due to the weight of the containers and contents. In addition, Mr. Koenig noted that the City's composition of housing is much different than that of the County in that there are several townhouse and duplex developments, as well as other small space developments and explained that space is an issue in these areas with the current containers.

In response to Mrs. Williams, Mr. Koenig stated that, in conjunction with the yard waste program, the City added one (1) month of springtime leaf collection. It was his belief that the leaf collection season will expand to begin in early March through April. He expressed concern that residents are still placing their leaves in bags for regular trash collection and that the City has been notified by the landfill that the leaves must be out of the regular trash collection system. Therefore, he assured members that staff will be working on this program for improvements.

In response to questions of Mr. Anderson, Mr. DePrima explained the vehicle replacement program as it relates to either maintaining a vehicle and possible refurbishing or budgeting for its replacement. He stated that, in an average year, staff budgets $300,000 to $350,000 for the replacement of one (1) to two (2) sanitation trucks.

Noting that the City utilizes the State of Delaware contracts for the purchase of vehicles, Mr. Hare questioned if staff also considers other businesses for such purchases. Responding, Mr. Koenig stated that the City does not always purchase through the State of Delaware contracts, explaining that bids are always solicited for sanitation trucks and that there are occasions when it is necessary for the City to purchase outside of the State of Delaware contract due to timing issues or when a particular make/model is desired.

Responding to Mrs. Russell, Mr. DePrima confirmed that the Streets Division is currently operating at the same strength as in the year 2002.

With regard to the need for radios, pagers, and cell phones questioned by Mrs. Williams, Mr. DePrima assured members that staff is conducting research to determine those employees who have such devices and reviewing the necessity of the equipment to be provided by the City.

In reviewing the Planning and Community Enhancement Services Budget, Mrs. Ann Marie Townshsnd, Director of Planning and Community Development, provided members with a statement prepared by the Planning Office Staff ***(Exhibit #12)***. In addition, she noted that one of the City Planners serves as the contact person for the U.S. Census, which affects the entire City in terms of grant applications. She advised members that there is a very strong demographic component in the Planning Office which could result in legal ramifications. She noted that another responsibility is serving as the gatekeeper for development projects, explaining that there are many agencies involved in the development and review process that are not under the umbrella of the City; however, the City coordinates their comments. She advised members that there has been a lot of time spent on serving as the intermediary between the development community and State regulatory agencies.

As previously mentioned regarding the National Pollution Discharge Elimination System (NPDES), Mrs. Townshend stated that, in 2003, the City of Dover was required, under the Clean Water Act, to obtain a permit from the Department of Natural Resources and Environmental Control (DNREC) under NPDES for the Municipal Separate Storm Sewer System (MS4), which is the conveyance system that collects stormwater from the streets and into stormwater ponds or directly to surface waters. The City is under a mandate from the Federal Government and has been under permit since 2003. Since the City has not been able to adequately staff the permit, the City has been in violation of the permit. Last year, she requested that this responsibility transfer from Public Works to the Planning Office, feeling that many of the tasks associated with the permit were planning related and within the skill set of the planners. She felt that the Planning Office could bring the City into compliance and remain so. Although she stated that the City is currently not in compliance, she assured members that great strides have been made in this regard. If staffing levels were returned to 2002, she was confident that the City would fall out of compliance.

In reviewing the subscription and membership dues, Mrs. Townshend stated that $2,925 has been budgeted, which includes American Planning Association and American Institute of Certified Planner memberships for all four (4) Planners. In order to maintain accreditation, she advised members that all Planners must be members of both organizations and the memberships cannot be combined. In addition, she noted that there is a subscription for the Planning Advisory Service, which is a membership within the American Planning Association that provides national research on specific issues (such as research on regulating Solar and Wind in residential areas), at a cost of approximately $750, and she felt that the City greatly benefits from this service. She advised members that the other subscriptions include publications such as *Planning and Environmental Law*, which is a journal and costs approximately $500. Although this journal keeps staff up-to-date on issues and planning laws, she suggested that they can obtain this knowledge elsewhere.

Responding to Mr. Bonar regarding the NPDES Permit, Mrs. Townshend stated that one (1) violation has been resolved, and that DNREC is going to issue another notice of violation which will include a list of the actions necessary to close out the permit that was not listed in the previous notice of violation. In accordance with a recent meeting with DNREC, the notice will include the failure to comply with timeline and will allow the City, through the end of 2011, to complete the list of actions necessary. Failure to comply with the timeline, will result in administrative penalties (fines) from DNREC. She stated that these fines will be in the tens of thousands of dollars and upwards to $100,000. If DNREC fails to enforce the City, then the EPA will become involved and conduct the enforcement. She stated that, although funds will be required, the specifics are not known at this time. Mr. Bonar stated that, once again, another government agency with unfunded mandates is putting the City in the position of costing money.

Referring to the Conference and Training account, Mrs. Townshend noted that monies have been budgeted for attendance at the Regional Conference, explaining that in order to maintain Professional Certifications, Planners are required to earn 32 credit hours of professional development in every two (2) year period.

There being no objections, Council President Leary declared a brief recess.

Meeting recessed at 7:31 P.M. and reconvened at 7:45 P.M.

Review of 2011/2012 Draft Budget - Selected General Fund Divisions (continued)

Mr. DePrima continued the review of the 2011/2012 Draft Budget, beginning with Code Enforcement.

With reference to the Code Enforcement Division, Mrs. Townshend read the following statement into the record:

> "Much of the work of the City's Code Enforcement Staff goes unnoticed. If the grass is cut on a vacant property before it reaches a level of community nuisance and complaint, if a rental property corrects code violations that may reduce the appearance of the neighborhood and the safety of tenants, if trash receptacles are brought back to proper location on the property, you might not notice this. If these things are not addressed, you would definitely see the difference.

In addition to issuing violation notices, our Code Enforcement staff frequently works with property owners on how they can achieve compliance. They attend community and homeowners association meetings to be proactive in addressing complaints in communities. They have been known to "clean up" a nuisance rather than simply issue a notice. They work closely with our police department, customer service department, and public works department to address areas of common interest. A recent example of this was the response to complaints and gang activity on Barrister Place. The Departments worked together to address property code violations, trash, and criminal activity. The Code Enforcement staff has also assisted with the reduction of inflow and infiltration into the sanitary sewer system by notifying property owners that roof drain and sump pump connections to the sanitary sewer system must be eliminated. Violation notices have been sent out, and many of these connections have been removed, thereby reducing costs for sewer treatment.

In January 2010, a code enforcement officer retired, bringing our staffing level from 5 employees down to 4 employees. These employees include one supervisor and three field inspectors. Each of these field inspectors is responsible for approximately one-third of the land area of the City, which geographically is very large. Also during this time, the number of foreclosures and vacant residential properties has skyrocketed, leaving staff to track down contacts at banks and management companies, monitor properties, and hire contractors to cut grass. Additionally, other property owners, including landlords, have deferred maintenance on their properties due to the economic downturn, again, leading to code violations that threaten the quality of our neighborhoods.

The reduction recommended for the Code Enforcement staff is a part-time temporary position that has helped to fill the gap since the retirement in 2010. While this may seem insignificant, this loss leaves us in a more complaint driven mode, and inhibits our ability to be proactive in enforcement. Additionally, with proposed cuts in the Planning Office and Inspections and Permitting Division, some of the responsibilities of these offices, including certificate of occupancy inspections, gas tests, and framing inspections, will likely fall to the Code Enforcement staff. Can we survive? The answer is yes, we can. But it needs to be clear that proposed cuts will reduce the ability of the division to be proactive and lengthen the amount of time to respond to complaints and resolve violations."

Responding to Mr. Hutchison, Mrs. Townshend stated that there are hundreds of properties (200-300) that are not in compliance with the Dover Code. Most cases are resolved within 30 days; however, she stated that those properties that remain non-compliant beyond that point take a substantial amount of time for staff, the department manager, and the City Solicitor.

Referring to the Community Development Budget, Mrs. Williams questioned the number of homes that have been "turned over" to home ownership in conjunction with the Neighborhood Stabilization Program. Responding, Mrs. Harvey stated that four (4) properties have been sold; one (1) is a lease purchase and one (1) is a rental for Connections, for persons with disabilities. There are two (2) additional properties that remain available; however, she stated that there are sales pending.

Mrs. Townshend reminded members that when the City approved the Neighborhood Stabilization Program, it was stipulated that the City did not want to own properties. As a result, she stated that the City has granted monies to the partners; therefore, homes that have not yet been purchased are owned by the Diamond Community Land Trust, which is required to maintain the properties, etc.

In response to Mrs. Williams regarding penalties for the Stimulus Act, Mrs. Harvey stated that the City will not be subject to such penalties since the City has already expended the funds. If the properties are not sold, she felt that the Land Trust will consider a lease/purchase for the properties.

Responding to Mrs. Russell, Mrs. Townshend stated that the authorization for the part-time employee for the Community Development Division was exceeded; therefore, the City is no longer employing the part-time employee, nor has the position been included for next year. She advised members that in 2010, there was a significantly higher administrative burden due to the multiple "pots" of monies and at this time, many of the burdens have been satisfied. With reference to the specification writings (bids) for the rehabilitation program, she suggested that it be contracted as in previous years.

Mrs. Russell relayed concern with a single individual bearing all responsibility for this office.

Clarifying, Mrs. Mitchell reminded members that Council authorized the expenditure of $10,000 for the part-time employee and that the expenses totaled $15,000, $5,000 over and above the amount authorized by Council. As a result, she advised Mrs. Townshend that no additional expenses could be occurred at this time and suggested that she submit an additional request to Council, if necessary.

In response to Mrs. Russell, Mrs. Townshend requested that any further discussion regarding this matter take place during an Executive Session of Council.

Referring to the Fire Department's Budget, Fire Chief Jack Fortney stated that Plan A proposes the elimination of a Fire Dispatcher. He stated that currently there are five (5) full-time Dispatchers, four (4) of whom are assigned to Station #1 (downtown) and one (1) assigned to Station #2 (Dover-Kenton Road). The Dispatcher at Station #2 was established in 2003 to cover Station #1 shifts as needed (vacations, sick leave, etc.) as well as maintain the building. This individual is also assigned with assisting GPS information pertaining to locating Fire Department Connections, Knox Boxes, and Fire Hydrants. He advised members that all Dispatchers are EFD Certified, which is now a requirement for the City of Dover. He noted that the additional Dispatcher has reduced overtime issues and has reduced part-time employees from seven (7) to one (1). Chief Fortney stated that overtime paid in 2009/2010 was $50,658 and to date is $11,315, which is well below previous years. The part-time expenses for 2009/2010 were $11,593 and to date, $1,880.

In regard to the annual contribution, in the amount of $281,252, from the City of Dover, Fire Chief Fortney noted that two (2) of the three (3) plans would reduce the budget for the Fire Department in the amount of $5,000. Although the previous year's budget indicated a $600 surplus for the Department, he stated that there were two (2) invoices held to be paid in the current fiscal year. Although he was not requesting additional funds for the Fire Department, he requested that no additional monies be taken from the Fire Department's budget.

In response to Mr. Bonar, Mrs. Rebecca Rollison, Fire Chief Assistant, assured members that she would provide information regarding the two (2) invoices mentioned by Fire Chief Fortney.

For clarification, Mr. DePrima noted that Plan A includes an "across the board" reduction, which is the $5,000 mentioned by Fire Chief Fortney.

Mr. Bonar advised members that Volunteer Fire Departments throughout the State have realized significant reductions in the amount of funding received from insurance and grant-in-aid. The Volunteer Firefighters Association is attempting to have some of this funding restored and is developing a new methodology for verifying the insurance pay-outs. He noted that if Dover's Fire Department was operated as a "paid fire department, it would cost taxpayers an additional $13M to $14M and relayed his appreciation that the City of Dover has a volunteer service to fill that void.

Responding to Mr. Anderson, Fire Chief Fortney stated that the monies budgeted in the telephone line item for upgraded fire pagers (included in line item #30-21 in the amount of $40,640) could be removed from the Fire Department's budget. The New World System Software, included in line item #30-67, in the amount of $40,000, would provide the Fire Department a more integrated database with the Dover Police Department as well as the Kent Center, and would allow communication computer to computer, to vehicles, etc.

At the request of Mrs. Williams, Mrs. Rollison indicated that she would determine if blueprints of buildings would be available with the New World System Software and/or if it would be a separate module, and the costs.

Fire Chief Fortney explained the importance of having the same type of equipment and the request for the Holmatro rescue equipment, noting that the Holmatro is a one-point "hookup," and provides more PSI.

As suggested by Mr. DePrima, Mrs. Mitchell explained that Council authorized the purchase of a new Quantum Ladder Truck for the Fire Department with expected delivery in July 2011. The plan for financing the truck provides for the first payment to occur in the next fiscal year and a seven (7) year loan period.

Mr. DePrima reviewed a Presentation of the Selected General Fund Division Budgets (Police Department) and Water/Wastewater Fund for FY 2011/2012 - May 19, 2011 (***Exhibit #13***).

Chief James Hosfelt, Dover Police Department, read a prepared statement as follows:

> "Good evening, on behalf of the employees of the Dover Police Department I wanted to thank you for the opportunity to speak to our budgetary needs and concerns.
>
> Let me begin by getting right to the core issue - and speak to the possibility of "laying off" employees. Since 2002 the police department has not increased its civilian workforce. It is my belief that technology has allowed us to provide professional and efficient services without increasing this side of the workforce. On

the other hand, the number of police officers has increased by twelve. This was done so we could support initiatives such as the Quality of Life Task Force, the Sex Offender Section, School Resource Officers, and increase staffing in the Patrol and Criminal Investigations Units.

If given the mandate to reduce my law enforcement workforce by twelve officers, those Units affected will be the Community Policing Section (4) and the Quality of Life Section (4), along with the four officers currently attending the police academy. I simply cannot afford to take any officers away from the Patrol Unit, Criminal Investigations Unit or certain sections within the Special Enforcement Unit, such as the Motorcycle and Sex Offender Sections. These Units are the backbone of any law enforcement agency. This philosophy is consistent with the information I provided to Council in February during joint committee meetings. As a reminder, the cost of one of the officers in the police academy is being paid through a COPS grant for the next 30 months. At this time there is no other federal funding available that we are eligible to receive for things of this nature.

In regards to Capital Projects, we understand the need to remove the Police Station Parking Lot from the project list and although repairs are needed we can make do for another year. In reviewing the options laid out by Mr. DePrima regarding Police Vehicles we have discussed both at great length. As a result, I would ask Council to consider paring down these options to the replacement of only three vehicles (Criminal Unit) at a cost of $65,000.

I am confident that with only three replacement vehicles and my current inventory we will be able to continue appropriate police response. In years past, we have applied for and received federal funding to purchase police vehicles, but at this time there are no federal monies available to support this type of request. Currently we have five 2011 Ford Crown Vics which we are holding to help us get through the upcoming fiscal year.

The only Strategic Project we have budgeted for is our triennial CALEA Inspection and Conference at a cost of $9,500.00. The Commission on Accreditation for Law Enforcement Agencies ensures that we maintain compliance with 464 national standards. These standards are part of a nationally recognized risk management system for running a Law Enforcement Agency and the benefits of Accreditation significantly out weight the cost. Because of CALEA, my officers are better trained and equipped and they have a much clearer understanding of their duties and responsibilities to the population we serve. Although I cannot provide an exact figure, I do know that our current insurance carrier for the City takes into account that we are a nationally accredited police agency. For over a decade we have been Nationally Accredited and to throw away a program that we have already invested so much into, with both time and money, to save $9,500.00 just doesn't make sense to me.

> Under Plan C of the budget proposals, at the bottom of the page, it lists reducing the Police Terminal Leave Budget by $100,000.00. In the upcoming fiscal year 17 Dover Police Officers are eligible to retire. If all retire and lump sum payouts are requested, the cost to the city will be over $1,000,000.00. Do I think this is probable — no, but it should be a concern. My employees are very concerned with next year's planned negotiations and the emphasis these negotiations will place on healthcare. I think it would be a safe assumption to say that before any possible changes to retirement benefits several employees may retire.
>
> In closing, and for the benefit of our new Council members I would like to highlight that the police department has applied for, received and managed in excess of a million dollars in grants to support our law enforcement operations over the last few years. The money from these federal and state grants have helped to offset the cost of salaries, equipment and training which normally would have been the burden of the City. We consider ourselves good stewards of the cities money and my staff continuously works towards finding other funding options to support our crime fighting efforts and community support programs. I apologize if my comments were too long, but I believed it necessary to speak on those issues affecting the police department which are outlined in the budget proposals. Thank you for your time and attention."

In response to Mr. Lynn, Police Chief Hosfelt stated that utilizing the Bartel Formula, which is used for Workload Assessment, the current Police force is down 45 officers, consisting of 32 officers for the Patrol Unit, seven (7) officers for the Detective Section, and six (6) officers for the Drugs, Vice, and Organized Crime (DVOC) Section. The addition of 45 officers would provide officers 50% of their time unobligated, in accordance with the Bartel Formula. He confirmed that the Bartel Formula was created by the FBI and in the opinion of experts, the City of Dover Police Department is currently understaffed, without taking into consideration any decrease proposed in the draft Budget.

With regards to the safety of citizens, Police Chief Hosfelt stated that a reduction in police presence would likely result in a decrease of service provided to the citizens and response times to calls for service would increase. With reductions in staff, he advised members that Special Units would be the first to be impacted. He noted that the "backbone" to any law enforcement agency is their patrol unit and explained the necessity of the Detective Section if a situation requires further investigation.

Mrs. Williams felt that the recent increase in authorized strength for the Police Department was to re-establish Community Policing to assist with Gang Warfare. Understanding that it would be impossible for the City to provide 45 additional officers, it was her opinion that there should be no elimination of police officers and that the intent of the previous Council to provide four (4) additional officers should be honored.

Referring to the Mayor's Budget, Mrs. Williams recalled that the Police Department was providing a vehicle to the Mayor. She questioned why the Police Department would be "donating" a vehicle and then requesting that Council provide them with new vehicles. Responding, Police Chief Hosfelt

stated his opinion that a new Crown Victoria is not necessary for Parking Enforcement or for the Evidence Technician, explaining that the new cars are desired for the Police Department's Patrol Operations. Therefore, it was a "better fit" for the Evidence Technician to use the Mayor's car rather than a new Crown Victoria in his everyday activities.

Mr. Hutchison relayed concern regarding the overtime budgeted ($500,000) for the Police Department. He requested that the Police Chief review this matter and develop a proposal for a possible reduction. Responding, Chief Hosfelt assured members that overtime is constantly scrutinized and that his staff has some preliminary thoughts, such as a civilian court liaison officer. Although such a suggestion could not be utilized this year, he felt that this would be a possibility for future years and would provide significant cost savings in overtime.

Without objection, Council President Leary indicated that the Budget Review would continue on Tuesday, May 24th, at 6:00 p.m. with the review of Item #2 - Water/Wastewater Fund as listed for the May 19th Session.

Meeting recessed at 9:06 P.M.

TUESDAY, MAY 24, 2011 - 6:00 P.M. - 9:00 P.M.

The Special Council Meeting reconvened on Tuesday, May 24, 2011 at 6:00 p.m. with Council President Leary presiding. Council members present were Mr. Anderson, Mrs. Russell, Dr. McGlumphy, Mr. Lynn, Mr. Bonar, Mrs. Williams, Mr. Hare, and Mr. Hutchison.

Council staff members present were Mrs. Mitchell, Mrs. Tieman, and Mrs. McDowell. Mayor Carey was also present.

PUBLIC COMMENT PERIOD

Ms. Kathy Divver, Customer Service Manager (104 Kings Court, Harrington), read the following statement into the record:

> "I have been a City of Dover employee for almost 21 years. My current position is Customer Service Manager. Over the years, I have noticed that throughout the City, employees display a great sense of pride, commitment and a sense of value.
>
> I understand Council has difficult choices to make this budget year. The impact of your decision may dramatically affect loyal dedicated employees, their families and the citizens of Dover.
>
> It is important for Council to understand the role that each department plays in the day to day operations of the city. Mrs. Tieman has provided a detailed description of all functions handled by the Customer Service Department. We keep Mrs. Tieman updated daily and appreciate her support.

The Customer Service Department is critical to the vitality, stability and continued growth of the City. We establish utility services for customers, read electric and water meters and prepare bills for services offered by the City of Dover. Every effort is made to maintain our outstanding receivables at an acceptable level. We manage the property tax billing and collection process. Our cashiers process City of Dover payments at the Reed St office and through electronic transmission. All existing staff work together to provide an excellent level of service. Any reduction in staff would impede continued growth and adversely affect the quality of customer service.

Words cannot express the gratitude that I have for the entire Customer Service staff. This is a dedicated group of individuals that accept and move forward with the changes in technology and staffing. Individuals that come to work pull together and work as one team.

There was reference made at one budget hearing regarding the number of supervisors on staff in customer service. We are comprised of specialized smaller divisions that each plays a critical role.

Customer Service feels the impact of a troubled economy. We hear and understand the hardships our customers face and try our best to meet their needs, while staying with established policy guidelines.

Often, throughout the day the customer service representatives will refer customers to the customer service supervisor to make complicated and difficult decisions. She will take time and personally review the account and present all available options. She supports continued customer service training and keeping the staff up to date with policy changes.

The Account Clerk III cashier position properly accounts for cash processes, prepares bank deposits, and ensures the work for the day is handled in an efficient manner. This too requires attention to detail and meeting internal control requirements.

Meter Reading is the core of the billing process. It all starts here. The supervisor in this department manages to keep meter reading on schedule, ensure work order are completed on time, networks tasks between departments, and works with customers in the field.

Account Clerk III- Billing department generates accurate and timely bills to customers. The billing supervisor performs billing audits, manages large commercial accounts, developed the idea for the new utility bill, continues advancing the billing department towards new technology and gaining knowledge of renewable energy. Billing requires constant monitoring and an articulate watchful eye.

I am responsible for managing all areas of the customer service department. In addition to analyzing and preparing monthly reports, handling critical customer issues, participate in projects that involve customer service department, making sure the lines of communication are open between staff in customer service.

Thank you for your time."

Mrs. Teresa Tieman, Senior City Administrator (17 Howe Drive), read the following statement into the record:

"Good Evening, My name is Teresa Tieman. I reside at 17 Howe Drive, Dover, Delaware. I have been employed by the COD for 23 years. My current position is Senior City Administrator for Budget, Program Development and Customer Services.

The other evening when the Customer Services and Meter Reading budgets were reviewed, I did not really have the opportunity to discuss what Customer Services and Meter reading actually do. I would like to take the opportunity now.

I am very proud of Customer Services and Meter Reading divisions. They have been working smarter to provide you and the Citizens with excellent service.

There have been a lot of comparisons to FY 2002. In customer service we still do most of the same things we did in 2002. We still: Read water and electric meters, Prepare electric, water and trash bills, Take payments, Manage inquires, Maintain internal accounting controls on billing and collection activities. Open and close accounts, Maintain an equalized payment plan, Bill all the City's miscellaneous bills and handle those inquires (this may be a pole repair for auto accident, or curb repair. And, we handle the City's general information number with a live person, so that no one talks to an automated system. To give you some perspective: Today we prepare approximately 300,000 bills annually, which is an 11% increase over 2002. We also handle 20,000 work orders annually which are 7 percent more than 2002 levels. CS handles 3,700 calls per month - calls can range from 2 minutes to 25 minutes. This does not include the general information number or the number of citizen who come through the door. Walk-in customers are 4,700 per month or 235 per day. Every two minutes someone walks through the door.

In addition to the things we did in 2002, since 2004 CS handles tax billing, inquiries and collections. The collection process alone requires a good deal of time since it has to comply with legal requirements. Lately we have invested a great deal of time in trying to make payment arrangements with citizens so they don't go to munitions sale.

The process of billing and handling the customer's accounts has increased in complexity. There are new privacy laws and regulations. We have had to comply with new regulations as we perform our responsibilities, most recently the FACTAct/identity theft protection has come into play.

The City's clean hands ordinance means we must work closely with Inspections/Fire Marshall's offices.

While the quantity and complexity of work has increased, today, staffing has been reduced by 3 people or 15%. We are staffed with 14 customer service employees and 3 meter readers.

We are able to accomplish this through technology. A new phone system, mobile data collection of meter reading and lockbox and remote deposits are a few examples.

Along with technology, sometimes come additional work requirements. In 2002, we received payments through the mail and in person. Now, in addition to getting payments through the mail and in person we get them from the lockbox, ACH transfers, remote 3rd party credit card processors, and bank drafting. Each of these needs to be reconciled on a daily basis. This is increasing workload.

It was mentioned last week that we were able to decrease staff because of technology. You need to know that we not only decreased staff, we increased productivity, accuracy, and customer service because of technology.

It was also mentioned that we had a lot of supervisors for the number of staff. Those supervisors are working supervisors. We have been organized this way for many years. It may seem like a lot, but it works effectively. All supervisors are crossed trained to back up other supervisors. Originally, I was thinking of describing a typical day for the supervisors, but I do not believe a typical day would do them justice.

Corrine Mosher is the CS Supervisor works daily dealing with customers in hardship. Daily she assists in the Cashier area, processes bankruptcies, updates the website, and maintains medical customer information, reviews disconnection lists, works interdepartmentally with Inspections, Fire Marshall, and Water service men. Keeps staff updated on procedures, new developments. Provides CS training,

Denise Roberson, the account clerk III in billing was instrumental in the development of the new bill. She also backs up the meter reading supervisor. Denise is part of a two person team that prepares bills for our 23,200 customers on a monthly basis. She handles the document retention for the department, trains customer service staff regarding billing topics, updates billing information on the

website, monitors commercial and primary customer accounts monthly, prepares requests for rate information throughout the year, backs up customer service manager in handling customer issues. She is the go to person.

Sherry Dixon is the Account Clerk III for the Cashier area. Currently, she and one other cashier process the payments that come in through walk-in customers and drop boxes. This can be over 10,000 transactions per month. Sherry processes deposits and since we have remote deposit now, follows a destruction schedule for the remote deposit checks. Sherry coordinates, cash handling, posts cash to the receipt system, administers COD parking and boat permits, backs up the CS supervisor. She maintains the safe. Sherry is responsible for the accurate receipt and accounting of over $132.4 million annually- our billings. Her days are always busy.

Nancy Swaggard is the Meter Reading supervisor. As the Field Rep III, she is responsible for the accurate reading of 39,000 plus meter readings. She also coordinates the reading schedule, on-call schedule, disconnect schedule and uploads and downloads meter readings to and from the billing system. She works closely with the billing staff to coordinate reading/billing schedules and work orders. If your bush is blocking a meter, you may have received a letter from Nancy. If one of the meter readers is out for any reason, Nancy covers their duties that day. She coordinates work orders with the water/wastewater divisions and electric.

In 2004, Kathy Divver became the Customer Service Manager. She is my right hand. She oversees the management of customer services and meter reading. Most recently Kathy has worked daily to implement a new bill design and the lock box. These projects were both implemented simultaneously. Both implementations went smoothly and that is really saying something. The bill was designed and implemented in house without additional contracting costs. In addition to projects like this, she handles the most difficult customer issues, works with Finance on reconciling accounts receivable issues, bills and collects property taxes. Kathy is a trouble shooter, with all the new technology and mandates that affect customer service and meter reading this is no easy task.

Kathy and I speak every day. Since 2004, I have also focused on special projects and the budget. Special projects include: A city wide VOIP system, Meter reading mobile collection system, City-wide revenue manual, Water Impact fee research and implementation, current revenue $357,000, Management audit of Planning and Inspections, and Tax Office Lock Box implementation, Utility Bill Re-design, Implementation of the City Wide Privacy Committee, Re-organization of Meter Reading. Budgeting for the City now includes, strategic planning and is nearly year round. It is more complex because of changes in policies, mandates and the Great Recession."

Council President Leary noted the receipt of a letter from Mr. Anthony DePrima, City Manager, and read into the record, as follows:

"Dear Councilman Leary,

Understanding that the current City Council, with many new members, wants to take the City in a new direction, and that I am in a place in my nearly 20 year career where I can feel really proud of the direction the City has taken, I wish to retire from service.

I am exercising all of the retirement benefits accrued to me, and specifically request the terminal leave option as set forth in Article XI Section 5 Sick Leave-Sick Leave for Retirement Credit of the City Handbook. My last day of active duty will be June 8, 2011.

I leave the City in a place where we have improved the overall quality of life in Dover, yet our taxes were recently reported as being one of the lowest in Delaware. Surveys show that Dover's water, sewer, and electric rates are some of the lowest in Delaware. Dover's financial standing is strong, despite the doomsayers' who want to paint our City as being in crisis.

I am proud of any small part I have played in numerous projects in Dover; including the 1996 Comprehensive Plan, the John Pitts Center, 230kv TIE station, methodical rebuilding of the electric distribution and transmission system, launching solutions to the sewer inflow and infiltration, and solutions to the brown water problem. I proudly look out my window to the Library construction, and know that just a few miles east the Dover Sun Park is well under construction. I am proud of many of the other improvement for which I have had some part: unifying our budget, CIP and strategic planning processes; developing a performance evaluation system that matters, unifying our electric, water, and wastewater into one department, and bringing e-government services to Dover.

I am most honored to have worked with many great employees who for the most part go under recognized; I hope Council is truly listening to what they have to say during the budget hearings. After discussing it with Council President Leary we agreed, that I will not participate in the remaining budget hearings. Instead, I will focus the rest of my time on tying up loose business for a smoother transition.

I have been a public servant nearly my entire adult life and will continue to serve the public in whatever way the good Lord decides for me. I have been blessed that he gave me nearly twenty years working for Dover, Delaware and wish everyone the best.

Sincerely,

Anthony DePrima"

Council President Leary announced that one of the City's Water/Wastewater employees, Mr. Brian Turner, Civil Engineer, would be soon be deployed to Afghanistan and read the following statement into the record:

> "Brian is in the 1049th Transportation Company of the Delaware Army National Guard. His unit has been activated for ultimate deployment to Afghanistan. From May 25th to May 27th Brian will be at his Armory in Seaford, Delaware. From May 28th to July 8th he will be training in Fort Bliss, Texas. From Texas he will be heading to Afghanistan, where they will be conducting convoy operations and training the Afghan military. We look forward to Brian's return in June 2012."

Mr. Leary wished Mr. Turner Godspeed and safety, and thanked him for his service to our country.

Referring to Exhibit #13, Mrs. Tieman continued the review of the 2011/2012 Draft Budget, Water/Wastewater Fund for FY 2011/2012 - May 19, 2011, beginning with Water/Wastewater Engineering.

Responding to Mr. Anderson, Mr. Ron Lunt, Public Utilities Director, reminded members that the City recently began implementation of the Inflow and Infiltration (I&I) Projects and that completion of the projects will take many, many years and cost multi-millions of dollars. He doubted that these projects could be accomplished in 15-20 years, even if the funding was not taken into consideration. He stated that staff would need to determine an estimate in time and money if it was the City's desire to accelerate these projects. Mr. Lunt stated that the City is far away from solving the I&I problems, explaining that the projects include 160+ miles of sewer lines, some older than 100 years. The City has begun a relining program and are still in investigation stage in some areas. He stated that approximately 1½ miles have been included in this year's projects at a cost of $1.8M.

In response to Mr. Hare, Mrs. Tieman assured members that updated organizational charts would be provided to members.

Considering the funding required for the Water/Wastewater Fund, Mr. Anderson questioned how staff can justify the transfer of approximately 4% to the General Fund. Responding, Mr. Lunt stated that the transfer amount is a decision made by members of Council on an annual basis.

Noting the damage that can be caused by trees, Mr. Bonar questioned if staff has given consideration of replacing this type of landscaping with a type that is less invasive. Responding, Mrs. Duca stated that this has recently been discussed with the Public Services Manager and the Grounds Superintendent to develop a recommendation for replacing street trees, taking into account the location of the sewer lateral.

Mrs. Tieman reviewed a Presentation of the Electric Fund Division Budgets for FY 2011/2012 - May 24, 2011 (***Exhibit #14***).

In response to Mrs. Williams, Mr. Lunt stated that the importance of the City maintaining distribution is a multi-faceted question; however, local control would be a primary concern. He explained that the T&D Division provides more than just delivering energy and advised members of the recent upgrades to the system.

Mr. Hare relayed concerns regarding the City's inability to fund OPEB in the previous three (3) years and questioned the City's ability to provide salary increases for employees during these "tough" economic times. Responding, Mrs. Tieman noted that in FY2009 salaries were increased; however, employee furloughs were implemented. Although OPEB was not budgeted in those previous years, she stated that the City has funded this in the Draft Budget.

For clarification, Mrs. Mitchell stated that the Government Accounting Standards Board (GASB) does not require the City to fund OPEB; however, it must be shown as an expense. If it is not funded, the City will not have the funds necessary to pay benefits to retirees, which is why OPEB should be funded. She assured members that this year, in order to be compliant with accounting standards, the City has funded OPEB. In addition, she explained that OPEB expense appears on the City's balance sheet as a liability since the City showed it as an expense but did not actually fund it; therefore, it is reflected as a liability on the balance sheet.

In regards to the salary increases and furloughs, Mrs. Williams reminded members that technically employees were provided salary increases; however, since the furloughs were instituted, there was no net increase in employee's salaries.

Responding to Mr. Hare, Mr. Lunt explained the benefits for the Power Plant operations to be contracted, which was a decision made by Council several years ago. Elaborating, Mrs. Tieman indicated that the power supply and capacity costs total $63.9M and the City bills almost $100M, noting that there are operating expenses for the City from this profit and that some is transferred to the General Fund.

Mr. Hare noted that there are 29 employees at the Power Plant and questioned how much the City makes from the contract. Responding, Mr. Lunt stated that the City received $12M last year, will receive $7.2M this year, and next year will receive $13M-$14M, which reflects the payment the City receives in capacity, and that the City's expenses are deducted. Mr. Lunt explained that capacity payments are funds received from PJM (City sells and bids directly to PJM). To "be available" is what is called a capacity payment. If the City runs and sells energy into the PJM Network, the City will also receive a margin payment, which is for cost of fuel and operations subtracted from the payment received for the energy. This current year, the City received approximately $2.5M in margin payment. He noted that, of the $12M capacity payment and $2.5M net margin on operation ($14.5M total), the City's expenses were approximately $7M and that in the future, the capacity payments will decrease.

Mr. Bonar suggested that members who wish to have a better understanding visit Valley Forge, the site of an educational program. Mr. Lunt stated that, as a part of The Energy Authority Agreement, on-site training can be provided if desired by members to provide an understanding of operations and rates. He also suggested that a 2030 Meeting could be beneficial to learn about options being considered for the future.

In response to Mr. Hare, Mrs. Mitchell referred to Page 42 of the Draft Budget, where the credits for power supply and generation are reflected, which indicates a $1.9M net for generation.

At the request of Mr. Hare, Mrs. Mitchell assured members that staff would conduct research to determine whether the City would profit by contracting the Power Plant Operations.

There was much discussion regarding the benefits of the City maintaining the Power Plant, and it was requested that staff provide details for the past five (5) years to assist in making this determination. Mr. Lunt advised members that the City's Power Plant is a very challenging plant to operate due to its age.

Mr. Anderson suggested that staff contact the department handling Green Management since he has noticed that they are planting trees under power lines rather than across the street where there are no power lines.

There being no objections, Council President Leary declared a brief recess.

Meeting Recessed at 7:44 P.M. and Reconvened at 7:45 P.M.

Review of 2011/2012 Draft Budget - Fund Summaries

Mrs. Tieman reviewed the Fund Summaries included in the 2011/2012 Draft Budget, as follows: Electric Fund, beginning on Page 41; Water/Wastewater Fund, beginning on Page 33; and the General Fund, beginning on Page 22.

Responding to Dr. McGlumphy, Mrs. Mitchell stated that all transfers are policy compliant.

In response to Mr. Hare, Mrs. Tieman stated that staff would determine what .01¢ in electric rates provides the City in revenue.

At the request of Dr. McGlumphy, Mrs. Tieman stated that the operation expenses for the General Fund are approximately $37.6M, the Water/Wastewater Fund approximately $13.3M, and Electric Fund approximately $91.9M, noting that the fund balances should not be included in the totals.

Council President Leary suggested that members recess until after the holiday (June 6, 2011 at 6:00 p.m.) to provide staff the opportunity to fulfill requests for information and that members relay their suggestions for the next meeting through the City Clerk's Office.

There being no objections, Council President Leary indicated that the Budget Review would continue on Monday, June 6th, at 6:00 p.m.

Meeting recessed at 8:53 P.M.

MONDAY, JUNE 6, 2011 - 6:00 P.M. - 9:00 P.M.

The Special Council Meeting reconvened on Monday, June 6, 2011 at 6:00 p.m. with Council President Leary presiding. Council members present were Mr. Anderson, Mrs. Russell, Dr. McGlumphy, Mr. Lynn, Mr. Bonar, Mrs. Williams, Mr. Hare, and Mr. Hutchison.

Council staff members present were Mrs. Mitchell, Mrs. Tieman, and Mrs. McDowell. Mayor Carey was also present.

PUBLIC COMMENT PERIOD

Mr. Edward Carl, Wilmington, stated that he understood that Council is faced with serious problems in trying to develop equitable solutions to a budget crisis. Due to limitations and the current economic crisis, he suggested that Council act "outside of the box." Mr. Carl felt that there is no solution other than cutting vital services. He stated that there is a need for a change in national policy and in order for this to happen, there should be intervention in Washington, DC. He submitted an emergency "Glass-Steagall" Resolution for Council's consideration ***(Exhibit #15).***

Mr. Gregory Moore, Becker Morgan Group (309 S. Governors Avenue), addressed members on behalf of the Downtown Dover Partnership (DDP), stating he was serving as their Acting President. He advised members of the successes of the DDP and his hopes that they can maintain the momentum during the next budget year. He advised members that Dr. William Johnston, President of Wesley College, was unable to attend this meeting and at his request, read the following statement into the record:

> "Dear Members of the City Council,
>
> It is a privilege for me to serve on the Downtown Dover Partnership in the 3 years that I have lived in Dover. It is a vital organization and I have seen the positive impact it brings to our downtown area. Personally I am also pleased to have Wesley College support our downtown and partner in any way possible.

As the Council deliberates over the budget this coming year, please know the significant impact that the Partnership and the employees are having in our downtown and I encourage you to do everything possible to support the funding of these continued efforts. Dover has many wonderful assets and the downtown is and will remain an asset in the future with the good workof the City and organizations such as the Downtown Dover Partnership.

> Thank you for your support and all that you do for our City and community."

Council President Leary noted the receipt of correspondence from Braylene Marvel ***(Exhibit #16)*** and the Central Delaware Chamber of Commerce ***(Exhibit #17).***

Mr. Dave Truax, (35 Upland Avenue), addressed members as the City's Fire Marshal and an employee. He explained the importance of the training provided for Fire Marshals and noted that, although there may be an initial cost to the City to provide the required training, savings will be realized due to the Fire Marshal's ability to handle a crime scene rather than paying for a police officer. He also suggested that members of Council continue to include employees in the budget process.

Mr. Gerald Street, 39 Hazel Road, echoed the comments of Mr. Moore in regards to the DDP. He noted that, although the DDP currently owns six (6) properties, the Old Acme Property has a $1.3M loan, which is interest only and to be paid in approximately 1½ to 2 years. The DDP is in the process of developing the property, which requires many volunteers and the assistance of City staff. Without the assistance of City staff, he relayed concern that the property will not be developed and the loan would convert to an interest bearing loan.

Ms. Cindy Small, Director of Tourism for Greater Dover and Kent County, advised members that

she serves on the Board of Directors for the DDP. She explained the importance of the tourism industry, which represents $1.5B of annual economic impact to the State of Delaware. She expressed the desire for the City of Dover to receive its portion of the $1.5B. In working with the DDP, she stated that there has been momentum in the development of the downtown area and over time, the City will reap the rewards. It was her hope that the Council will continue to support the efforts of the DDP.

AGENDA ADDITIONS/DELETIONS

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

MISCELLANEOUS INFORMATION

Based on the previous discussion and requests, staff provided members with additional documents, as follows: 1) Requested Retirement Pay by Position ***(Exhibit #18)***; 2) Subscriptions & Dues – Redundant or Duplicate Memberships ***(Exhibit #19)***; 3) Abandoned Buildings Not In Compliance ***(Exhibit #20)***; 4) Employees Eligible to Retire - May 24, 2011 ***(Exhibit #21)***; 5) Open Positions - May 24, 2011 ***(Exhibit #22)***; 6) Funding Sources Dover Public Library Building Project Update: June 6, 2011 ***(Exhibit #23)***; 7) Letter from Ms. Margie Cyr, Library Director, Additions to Library Budget Presentation ***(Exhibit #24)***; 8) Recreation Program Comparison ***(Exhibit #25)***; 9) Rate Reduction Request ***(Exhibit #26)***; and 10) Analysis of Library Reserve Account ***(Exhibit #27)***.

2011/2012 Budget - Updated Staff Proposal

Mrs. Mitchell advised members that based on previous sessions as well as direction by some members of Council, staff developed amendments to the Draft Budget. She reviewed a Presentation of the City of Dover Fiscal Year 2011/2012 Proposed Budget As Amended - June 6, 2011 ***(Exhibit #28)***.

Referring to Section 11 of the Revenue Policy as it relates to Electric Utility Transfer, Mrs. Mitchell provided members with a proposed amendment that would provide an increase in the percentage from 6.5% to 8% (see page 4 of Exhibit #18). She stated that staff has researched Fitch's rating and other community comparables. She explained her concurrence with the 8%, based on this being the amount that Fitch states provides moderate support (5%-8% range). In addition, she stated that her concurrence is based on the fact that the City of Dover has a large number of tax-exempt properties, the ability to maintain historical financial trends and debt covenants in the electric utility, the ability to provide full funding for the OPEB Pension annual contribution, the ability to provide citizens with a 5.9% PCA credit on electric rates, and there is no additional debt service projected for the electric utility over the next five (5) years.

Responding to concerns relayed by Mrs. Williams, Mrs. Mitchell stated that the City is currently working on a five (5) year forecast and the purpose of making this a policy change is to prevent the City from changing it each year, which is "frowned upon" by the rating agencies. She assured members that the electric utility can manage an 8% transfer without any repercussions.

Mr. Bonar expressed his opposition to balancing the General Fund budget by utilizing funds from the electric rate payers. He stated that the City's property taxes have been artificially kept low because of the use of the Electric Fund monies. He reminded members that property taxes are tax deductible and that electric bills are not. Although he understood the benefits of such a transfer, he felt that members should review how the City develops revenues for the long term. Responding, Mrs. Mitchell explained that there is a balance to be considered and that members of Council should take into consideration that the rate payers are also tax payers. She also noted that not all of the City's population itemizes deductions for taxes; therefore, it must be Council's decision to balance all factors and make a determination.

Council President Leary reminded members that the initial purpose of the electric utility was to address the high percentage of non-taxable properties in the City and to utilize the "profits" to subsidize other activities.

Dr. McGlumphy thanked Mrs. Mitchell and Mrs. Tieman for the amended proposed Budget and requested that all City employees join Council in becoming a part of the solution and not the problem. At this point, he suggested that members of Council approve the amended proposed Budget as presented.

There being no objections, Council President Leary declared a brief recess.

Meeting Recessed at 6:58 P.M. and Reconvened at 7:16 P.M.

Mr. Bonar moved for the addition of Item #3 - Appointment of Interim City Manager, seconded by Mrs. Williams and unanimously carried.

Appointment of Interim City Manager

Mr. Bonar announced that the appointment of an interim City Manager was discussed in executive session.

Mr. Bonar moved to appoint Mr. Scott Koenig as Interim City Manager effective June 8, 2011, seconded by Mrs. Williams and unanimously carried.

Discussion - 2011/2012 Budget (continued)

Responding to Mr. Hare, Council President Leary reiterated that the amended Draft Budget has been provided as a means to get through the next fiscal year and that additional reviews and recommendations for future budgets will be forthcoming.

Dr. McGlumphy suggested that, as discussions continue, members take a "solid" look at Pay-for-Performance and streamlining departments as well as current policies, noting that there will be a thorough discussion regarding personnel and salaries.

In addition, Mr. Bonar suggested that members review revenue enhancements that are sustainable, with the least effect on property owners, residents, and the business community.

If City employees take the opportunity to address the Legislative, Finance, and Administration Committee, Mrs. Williams suggested that if there is a need, the Chair establish a sub-committee or task force and that staff be appointed to serve on such to assure their participation.

Mr. Hutchison suggested that the City establish policies pertaining to salary scales to be based on the "Delaware market."

Mrs. Russell requested that there be no retribution to employees who address members of Council to relay concerns or recommendations.

Mr. Bonar suggested the consideration of establishing a "Suggestion Reward" Program to reward employees who provide suggestions that save City funds.

Mrs. Williams stated that employees should not just provide money saving ideas but also relay any ideas related to systemic changes.

In response to Mr. Anderson, Mrs. Mitchell stated that there are no salary increases included in the Amended Budget other than for those employees who are in either the IUE or IBEW Union (by contract).

Responding to Mr. Lynn, Mrs. Mitchell stated that the City will realize a savings of $52,000 by eliminating the position requested for the Dover Library. She explained that when the new Library opens in FY2013, the position would be put back and included at that time. She assured members that the Library Director was advised of the change. For further clarification, Ms. Cyr stated concurrence with the delay in the position, stipulating that it will be on a short-term basis.

Mr. Lynn questioned if the Amended Budget includes funding for the training previously mentioned by the Fire Marshal. Responding, Mrs. Mitchell explained that the total amount budgeted for Training/Conferences was cut in half. She assured members that if the resources are not available, staff can utilize the budget amendment procedure to move monies around in their budget.

Council President Leary noted that, in accordance with the City's Charter, the Budget Ordinances will be presented for a First Reading on June 13, 2011 and a Final Reading and Adoption will be scheduled for June 27, 2011.

In response to Mr. Anderson, Council President Leary confirmed that amendments to the Budget Ordinances would be permitted when presented for the First and Final Readings.

Dr. McGlumphy moved for acceptance of the Amended 2011/2012 Budget, as presented, with the understanding that there are line items included that can be moved by individual departments to satisfy the necessary requirements as outlined, and also that, over the next few meetings, the Legislative, Finance, and Administration Committee will discuss additional information and situations that may indicate cause for a reduction in force. The motion was seconded by Mrs. Williams and unanimously carried.

Council President Leary thanked everyone for their participation in this year's budget process.

By unanimous consent, the Meeting Adjourned at 7:41 P.M.

TRACI A. McDOWELL
CITY CLERK

All orders, ordinances, and resolutions adopted by City Council during their Special Meeting of May 17, 2011, are hereby approved.

CARLETON E. CAREY, SR.
MAYOR

TM/jg
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Exhibits Attached to Original Minutes and File Copy
Exhibit #1 - Introduction and Presentation of the 2011/2012 Draft Budget
Exhibit #2 - Presentation of the Selected General Fund Division Budgets for FY 2011/2012 - May 17, 2011
Exhibit #3 - Memorandum dated May 18, 2011 - Updated Draft Budget Pages
Exhibit #4 - Memorandum dated April 19, 2010 - Lockbox and Remote Deposit Services Analysis
Exhibit #5 - Line Items (30-27, 30-28, and 10-18) by Departments/Divisions
Exhibit #6 - Overtime by Division
Exhibit #7 - Statement Prepared by Finance Department--Eliminating Accounting I Position
Exhibit #8 - Presentation of the Selected General Fund Division Budgets for FY 2011/2012 - May 18, 2011
Exhibit #9 - City Manager's Legal Expenses
Exhibit #10 - Memorandum Dated May 19, 2011 - Take Home Vehicles
Exhibit #11 - Updated "Duca" Report
Exhibit #12 - Planning Office Statement
Exhibit #13 - Presentation of the Selected General Fund Division Budgets and Water/Wastewater Fund Division Budgets for FY 2011/2012 - May 19, 2011
Exhibit #14 - Presentation of the Electric Fund Division Budgets for FY 2011/2012 - May 24, 2011
Exhibit #15 - Proposed Emergency "Glass-Steagall" Resolution - submitted by Edward Carl
Exhibit #16 - Correspondence from Braylene Marvel
Exhibit #17 - Correspondence from the Central Delaware Chamber of Commerce
Exhibit #18 - Requested Retirement Pay by Position
Exhibit #19 - Subscriptions & Dues – Redundant or Duplicate Memberships
Exhibit #20 - Abandoned Building Not In Compliance
Exhibit #21 - Employees Eligible to Retire - May 24, 2011
Exhibit #22 - Open Positions - May 24, 2011
Exhibit #23 - Funding Sources Dover Public Library Building Project Update: June 6, 2011
Exhibit #24 - Letter from Ms. Margie Cyr, Library Director, Additions to Library Budget Presentation
Exhibit #25 - Recreation Program Comparison
Exhibit #26 - Rate Reduction Request
Exhibit #27 - Analysis of Library Reserve Account
Exhibit #28 - Presentation of the City of Dover Fiscal Year 2011/2012 Proposed Budget As Amended - June 6, 2011

CITY OF DOVER

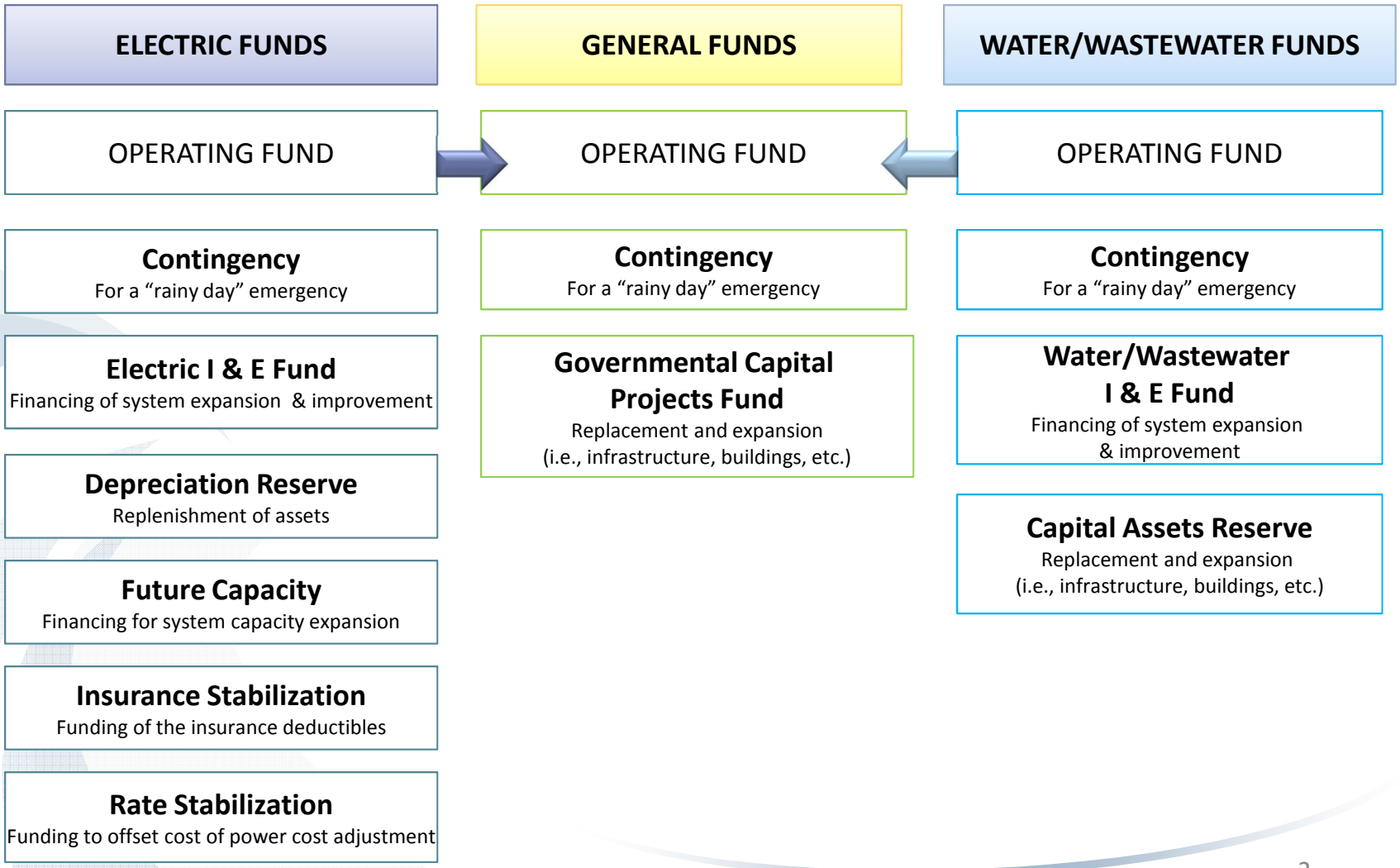
Fiscal Year 2011-2012

Draft Budget Presentation

May 17, 2011

EXHIBIT #1
2011 Budget Review
Special Council Meeting of 05/17/2011

Dover Family of Funds



GENERAL FUND

Fiscal Year 2011-2012

Revenue	$32,695,548
Expense	37,601,233
Balance Carry Forward:	$ -990,022 (requires additional $3,595,666 to meet requirement)

REVENUE INCLUDES:

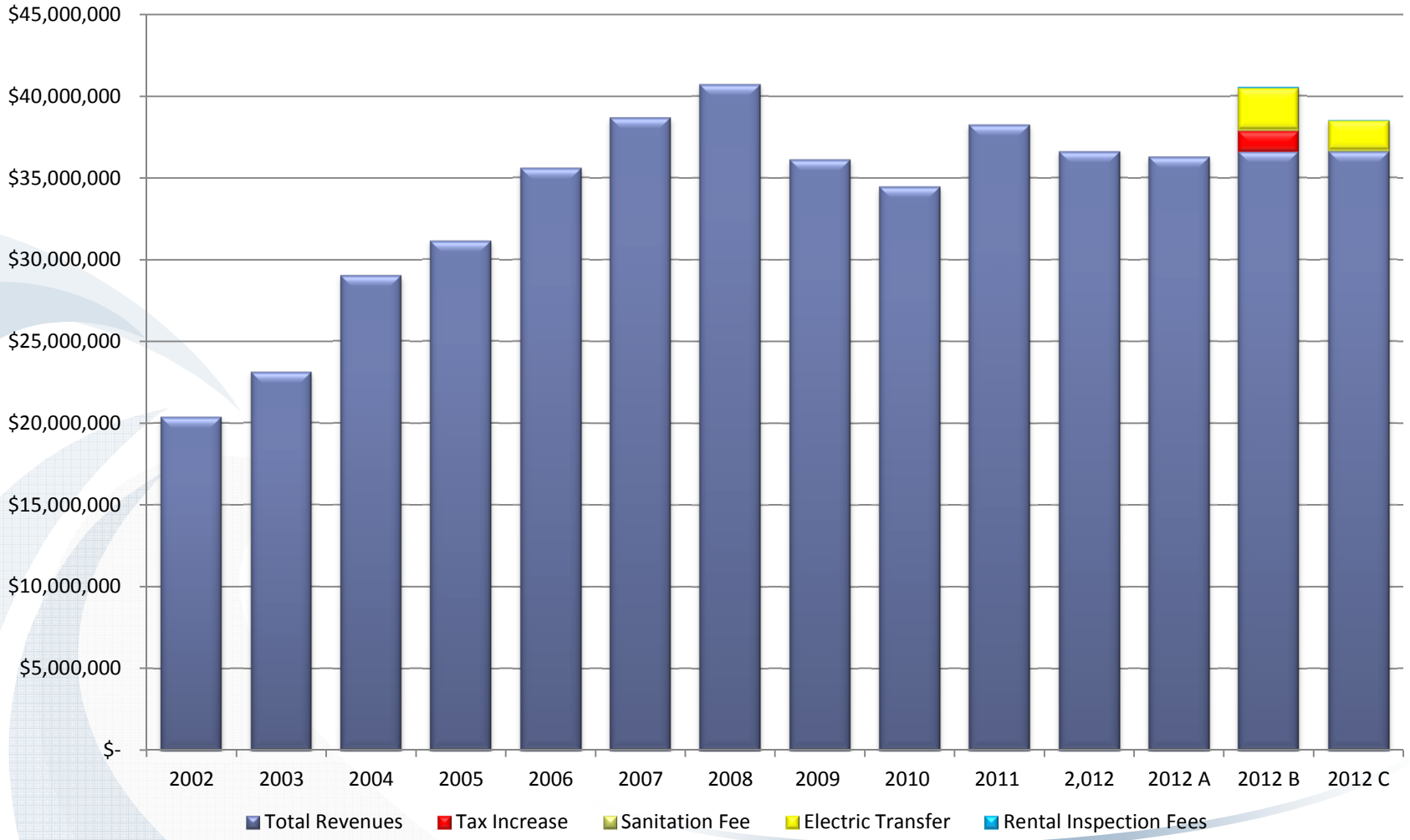
Prior Year Balance	$3,305,663
Property Tax	11,133,367
Business Licenses	1,523,675
Permits & Other Licenses	934,000
Trash Fees	2,050,000
Court of Chancery Fees	690,000
Appropriation –Water/Wastewater Fund	424,508
Appropriation-Electric Fund	6,338,000
Water Intrafund Service Fees	1,042,049
Electric Intrafund Service Fees	3,556,264

Budget 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.

Total General Fund Revenues



General Fund Expenses – Base Budget

Fiscal Year 2011-2012

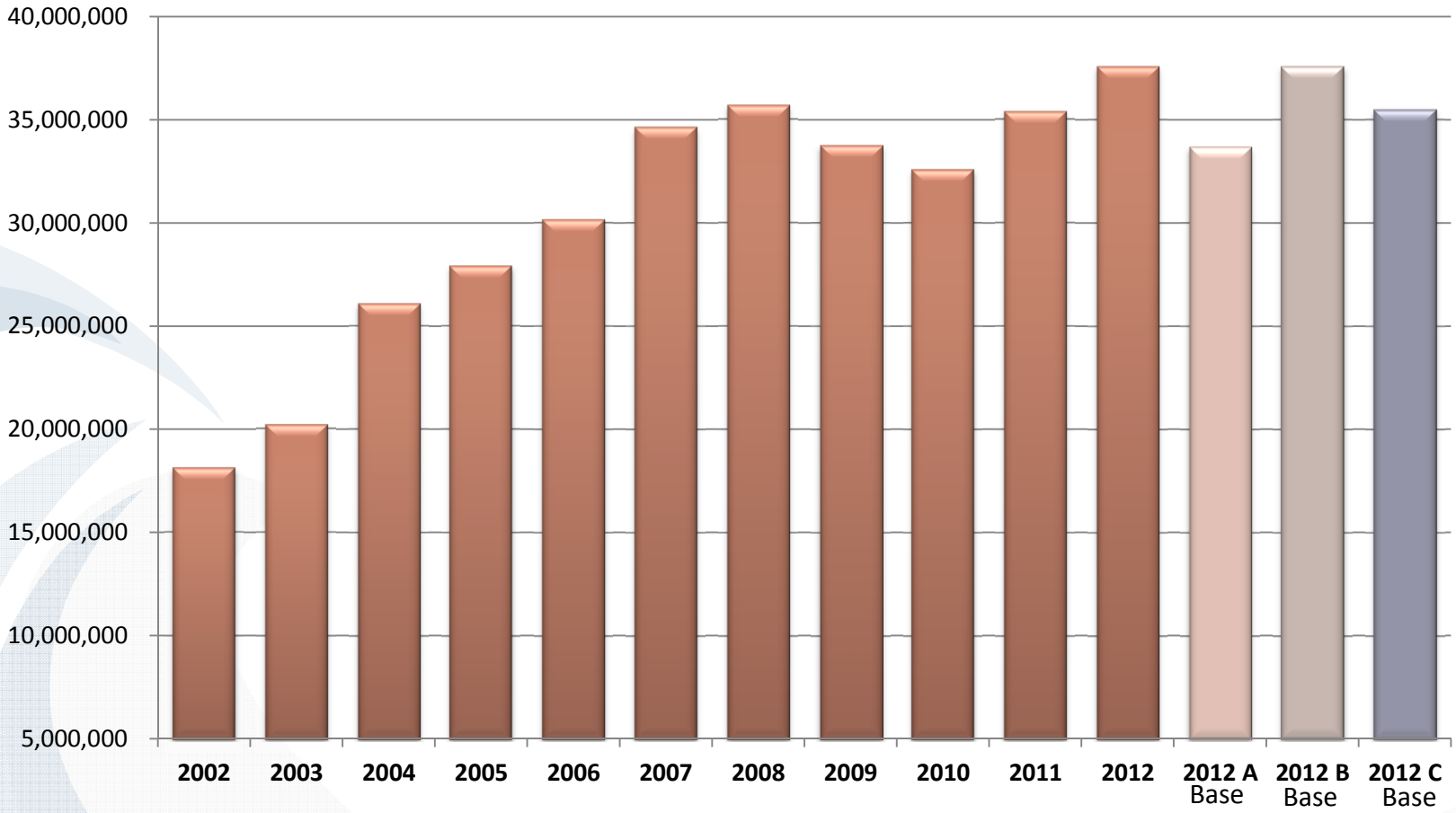
- 2 % increase for IUE bargaining unit
- FOP contract negotiations are currently ongoing
- Allocated $112,900 for Non-Bargaining pay increases (1.5% plus 1% for performance)
- 1.5 new positions Library Clerk II and PT Library Clerk I - $50,802
- Administrative Assistant Succession Planning for Police - $45,950
- Healthcare increase of 0%
- Workers Comp fees removed for one time skip
- OPEB costs of 6.6% of salary or $1.1 million
- Unfunded Pension Liability - $2.88 million

General Fund Expenses – Base Budget

Fiscal Year 2011-2012

- Vehicular and equipment replacements - $966,300
- Police vehicles - $221,200
- Trash trucks (2) - $368,600
- Streets dump truck - $131,055
- Street Sweeper - $170,000
- Street and Concrete Program - $410,000

General Fund Expenses



General Fund

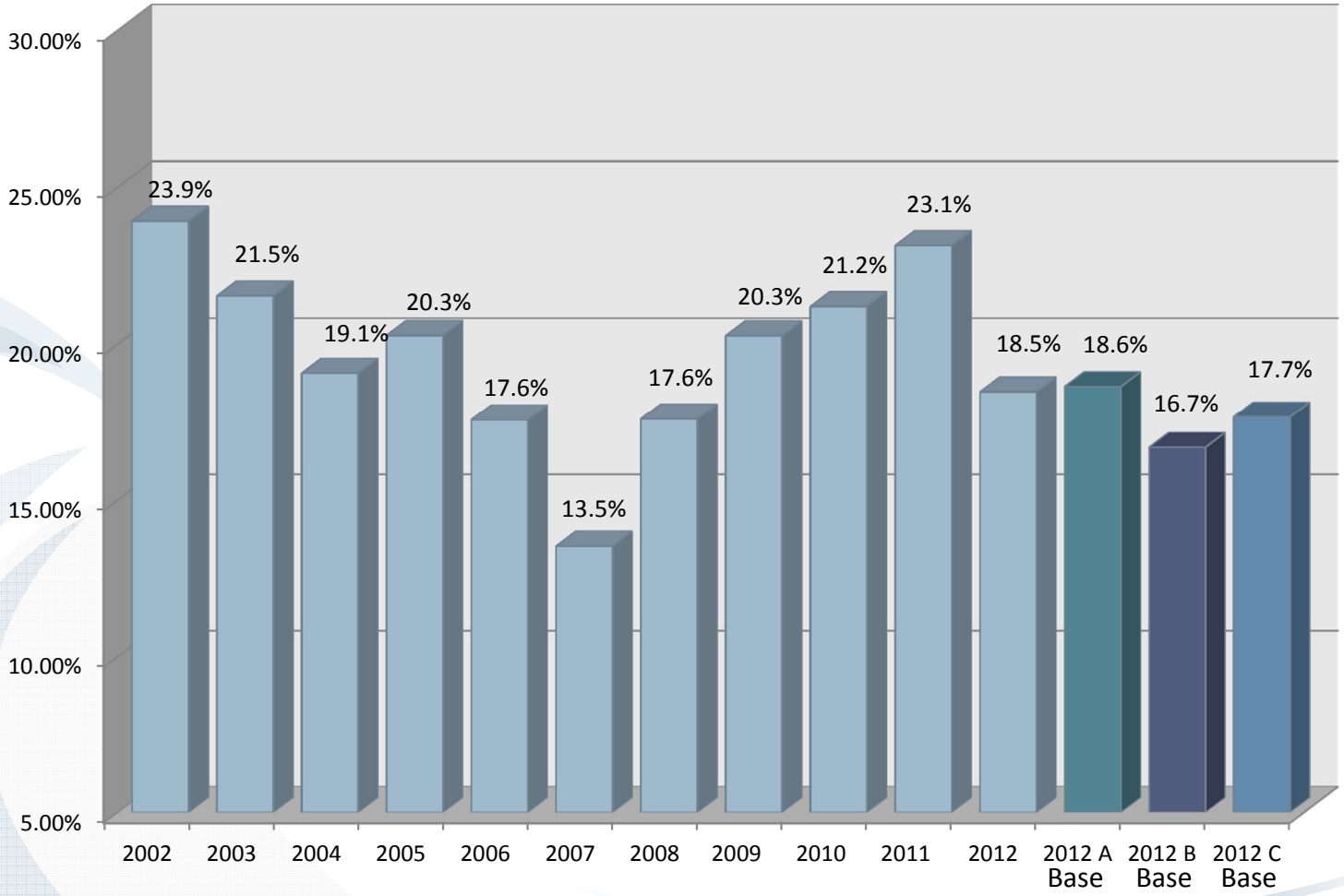
Top Revenue Streams	
Property Tax	$11,133,367
Electric Enterprise Fund Transfer	6,338,000
Intrafund Service Receipts Electric	3,556,264
Trash Fees	2,050,000
Business Licenses and Permits	2,457,700
Intrafund Service Receipts Water/Wastewater	1,042,049
Civil Traffic Penalties	1,000,000
Transfer Tax	900,000

Examples of Proposed Tax Increase

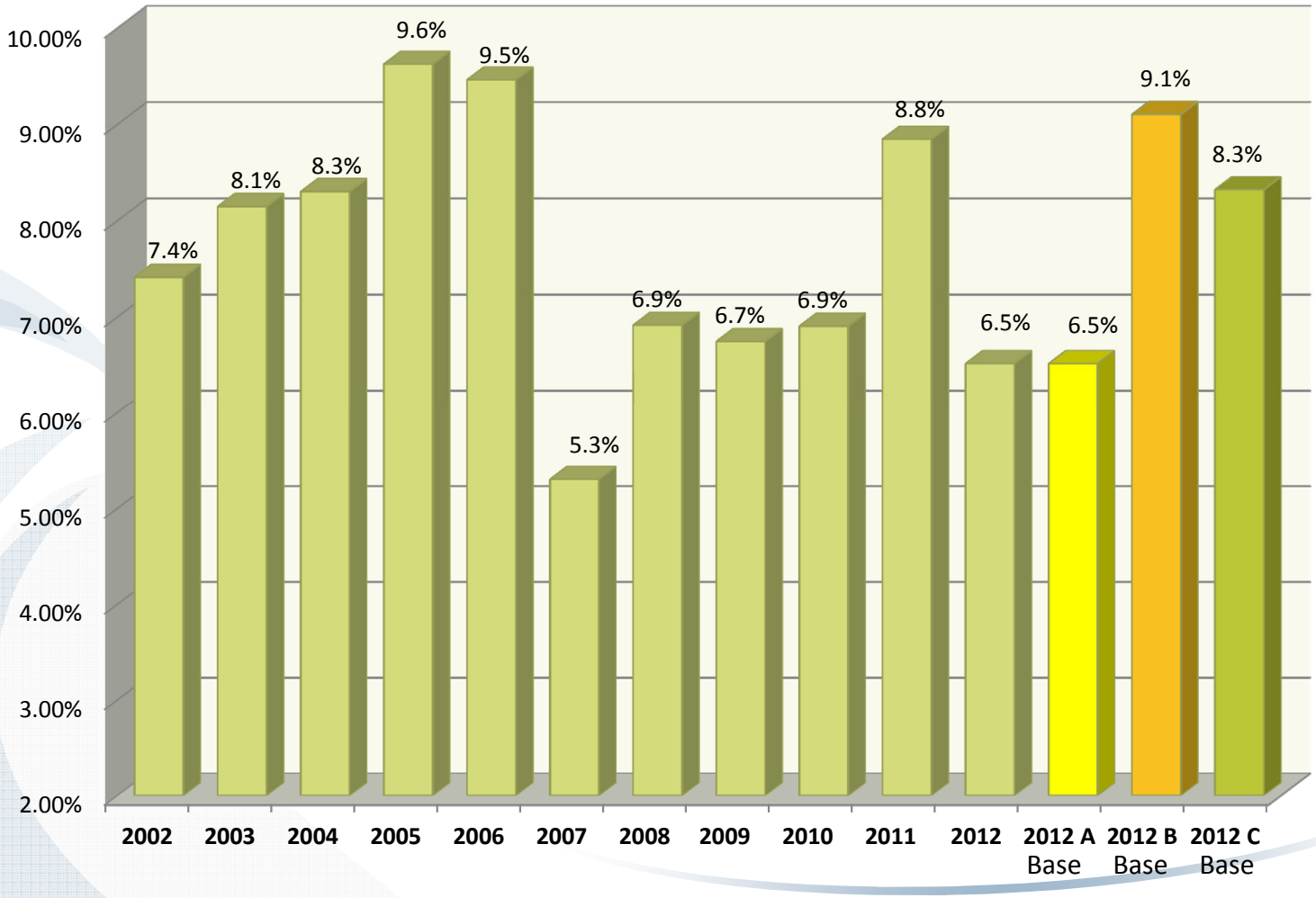
(Balancing Plan B Only)

Property	Assessment	Current Tax Bill	Proposed Tax Bill (Increasing 11.3% or 4 cents)	Difference	Increased Cost per Month
Central Dover (Forest Street)	$146,100	$493.53	$551.97	$58.44	$4.87
Foxhall West Home	$311,300	$1,051.57	$1,176.09	$124.52	$10.38
Village of Westover Townhomes	$147,900	$499.61	$558.77	$59.16	$4.93
Mayfair/Crossgates Homes	$192,400	$649.93	$726.89	$76.96	$6.41
West Dover (Forrest Ave)	$152,100	$513.79	$574.63	$60.84	$5.07
Downtown Home	$224,300	$757.69	$847.41	$89.72	$7.48
Woodbrook Home	$204,100	$689.45	$771.09	$81.64	$6.80
Typical Home	$161,600	$545.88	$610.52	$64.64	$5.39

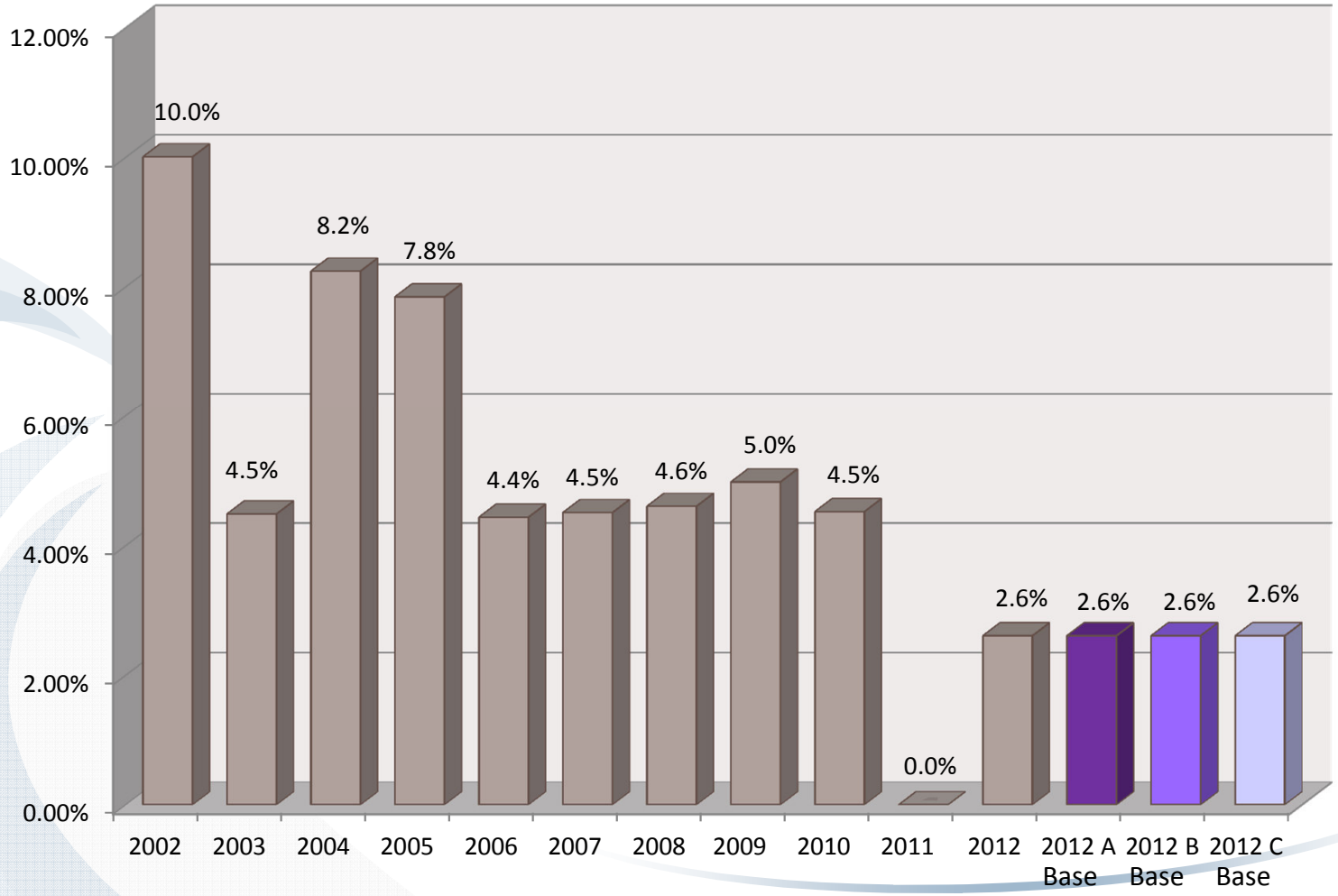
Percentage of Utility to General Fund



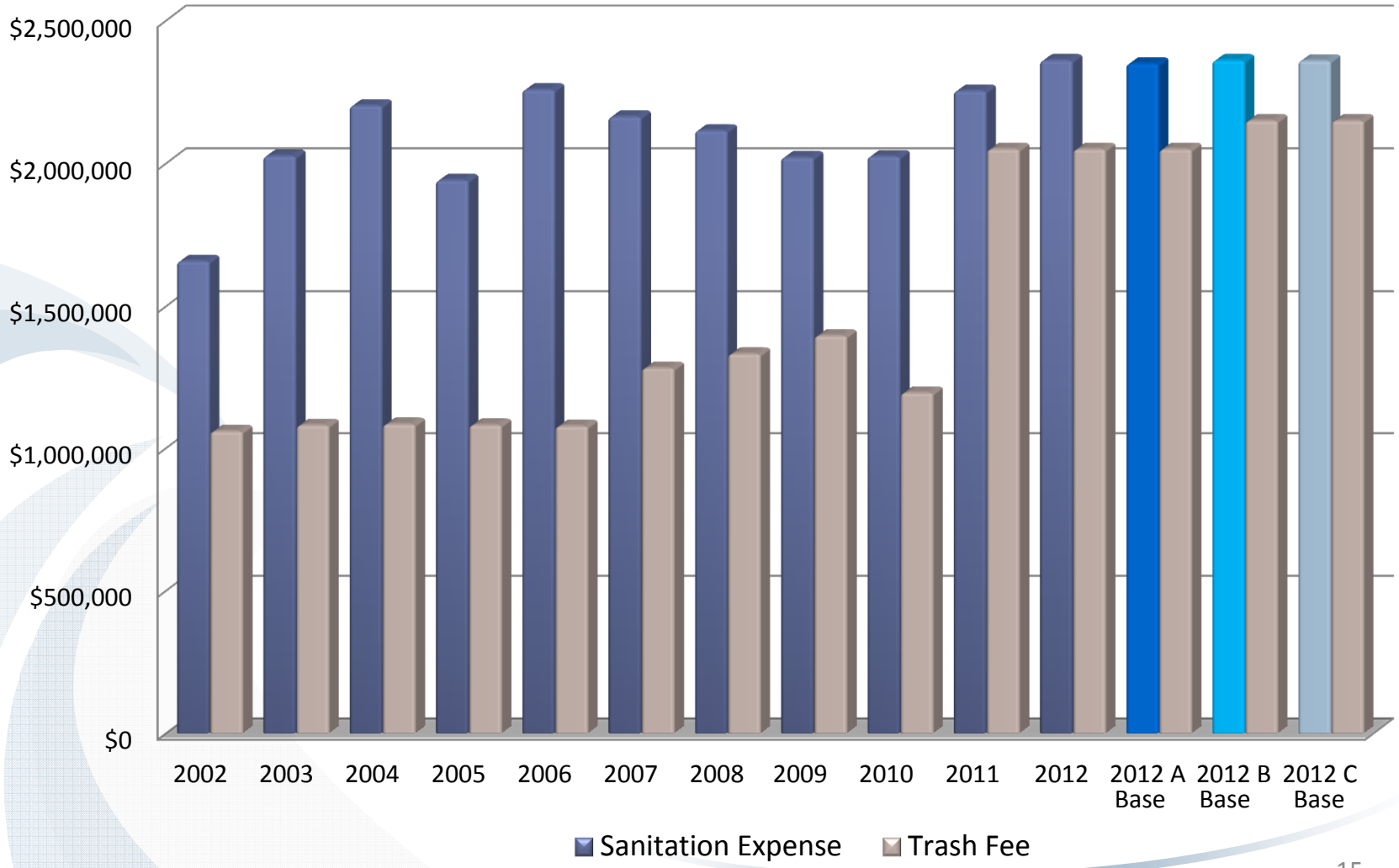
Electric Fund Transfer to General Fund as % of Electric



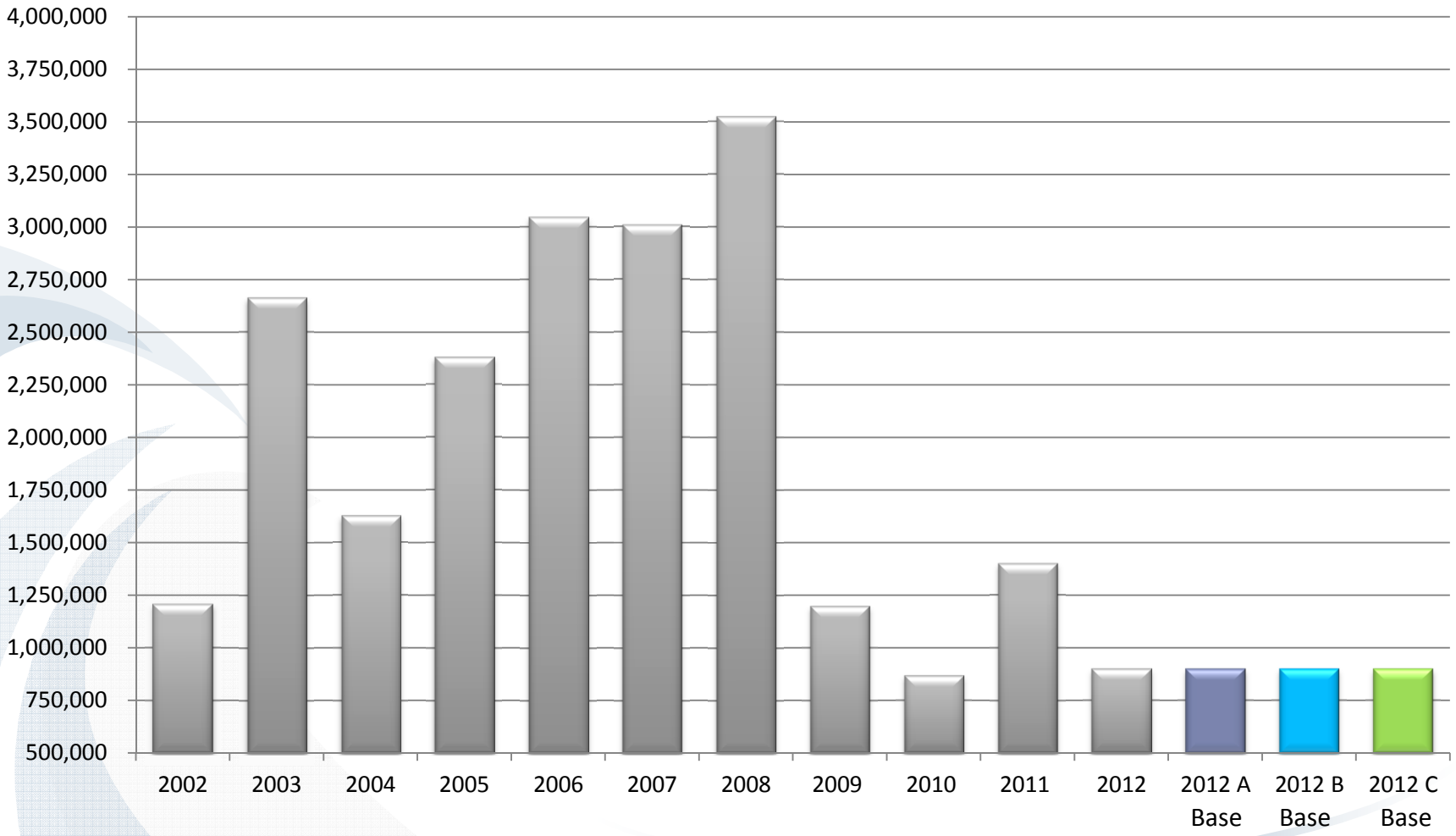
Water/Wastewater Fund Transfer to General Fund as % of Water/Wastewater



Trash Fee vs. Sanitation Expense



Transfer Tax



General Fund

Fiscal Year 2011-2012 Base Budget

Top Expenses by Department	
Police	$ 13,185,890
Sanitation	2,360,400
Library	1,237,200
Grounds	1,034,000
Facilities Management	971,200
Customer Services	940,700
Finance	883,000
Recreation	807,300
Streets	792,600
Fleet Maintenance	716,100

Fiscal Year 2011-2012

Strategic Budget 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*

Fiscal Year 2011-2012

CIP Budget 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	Project 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

Fiscal Year 2011-2012

CIP Budget Options – continued

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 $
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*

WATER/WASTEWATER FUND

Fiscal Year 2011-2012

Revenue	$13,911,300
Expense	13,318,606

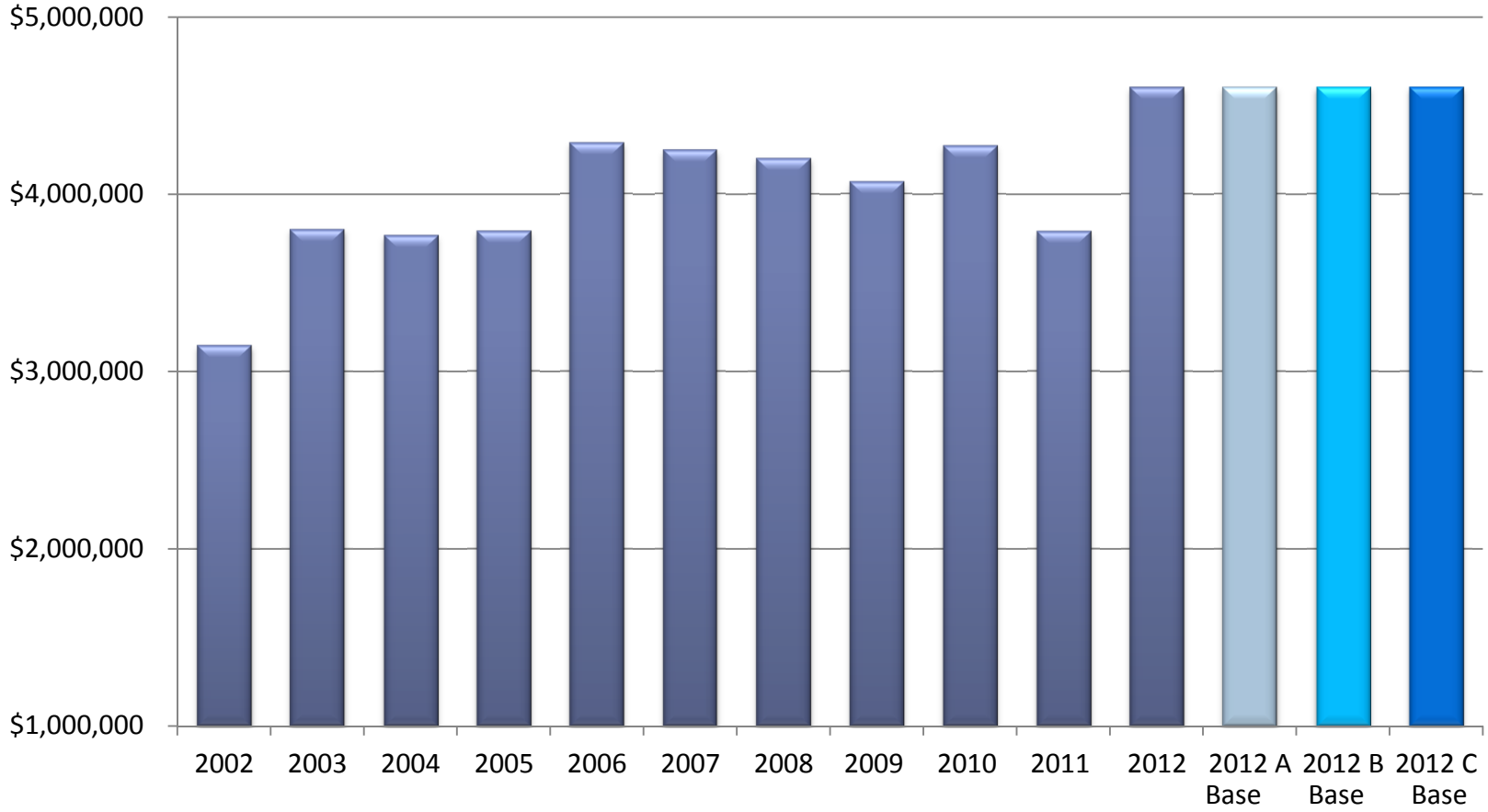
Water Carry Forward:	$2,673,527 *Fund balance requirement met*
Wastewater Carry Forward:	$ 1,800,097 *Fund balance requirement met*
KCSA Carry Forward:	($1,515,084) *Fund balance requirement not met*

Revenue Includes

No Rate Increases

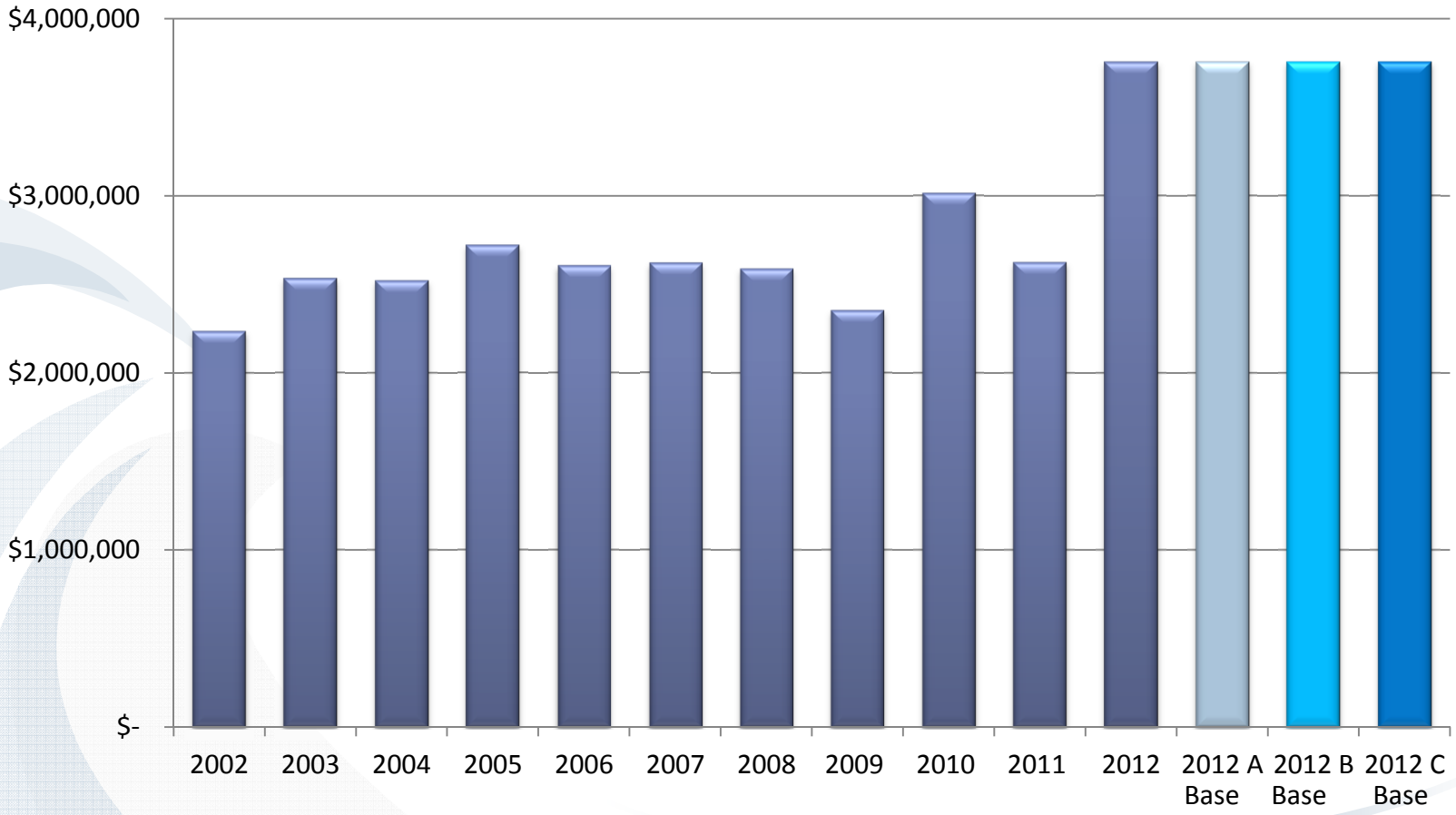
Water/Wastewater Fund

Water Revenue



Water/Wastewater Fund

Wastewater Revenue



Water/Wastewater Fund

Top Operating Revenue Sources	
Water Fees	$4,603,400
Wastewater Adjustment Fees	3,090,900
Wastewater Fees	3,756,700
Water Impact Fees	1,386,900
Sewer Impact Fees	323,000
Water Tank Space Leasing	307,600

Top Operating Expenses	
Kent County Treatment Charge	$4,235,400
Water Treatment Plant	1,555,250
Intrafund Service Fees	1,278,100
Wastewater Department	982,500
Engineering & Inspections	634,350
Water Department	455,850

Water/Wastewater Fund

Top Capital Investments Projects

Name	Amount	Fund
Inflow/Infiltration	$1.0 million	Debt Financing
Water Quality Improvements	$500,000	Debt Financing
Lepore Road Pump Station Replacement	$350,000	Debt Financing

ELECTRIC FUND

Fiscal Year 2011-2012

Revenue	$105,224,955	
Expense	91,788,137	
Balance Carry Forward:	$ 13,436,818	(meets 8% requirement)

Revenue Includes

- Direct Sales to Customers $95.7 million
- Miscellaneous Service revenue of $1.6 million.

Fiscal Year 2011-2012

Electric Fund

Expenses

- Power supply costs projected to decrease 12.9%

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%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%

- Power plant costs expected to decrease 2.1%.
- Transfer $3.5 million to the Electric Capital Projects Fund.
- Transfers $1.5 million to fully fund OPEB.

Electric Fund

Top Revenue Sources	
Direct Sales to Customers	$95,675,500
Utility Tax	1,966,100
Miscellaneous Revenue	919,000

Top Expenses	
Purchase Power	$65,882,338
Transfer to General Fund	6,338,000
Powerplant	6,024,822
Debt Service	4,058,700
Transfer to Capital	3,556,264
Intrafund Service Fees	3,500,000

Electric Fund

Top Capital Investments Projects

Name	Amount	Fund
Distribution System Upgrades	$500,000	Electric Fund
Unit 3 Boiler Air Heater	$440,000	Electric Fund
Unit 3 Turbine Inspection	$348,000	Electric Fund
Distribution Feeder Replacement	$277,510	Electric Bond

Questions?

DRAFT BUDGET REVIEW

Fiscal Year 2011-2012

May 17, 2011 – Budget Review Hearing

EXHIBIT #2
2011 Budget Review
Special Council Meeting of 05/17/2011

What You Need to Know

- Departments were requested to hold budgets at original fiscal 2011 budget levels for materials and supply expenditures (20 Series) and administrative expenditures (30 series) with the following exceptions:
    - Computer Hardware Replacement
    - Items deemed strategic or necessary
- Percentage up or down is based on original fiscal 2011 budget.
- There is no increase to Health Care and Workers Compensation expense has been removed from the budget for one year.
- OPEB is budgeted as a percentage of Salary
    - General Fund equals 6.6% of salary
    - Water Fund equals 5.3% of salary
    - Electric Fund equals 5.1% of salary

Mayor *page 176*

Personnel Costs	56,513	2%↓
Materials & Supplies	2,900	395%↑
Administrative Expenditures	31,516	5%↑
Overall Operating Expenses	**90,929**	**3%↑**
Capital Outlay	33,000	0%↑

Highlights:

20-38 Computer Hardware Purchase - $2,600.

30-28 Training Conference increased $6,950 and is offset by reductions in advertisement, and contractual services.

40-25 Other Equipment Purchase - $33,000 surveillance cameras for selected Downtown Areas (strategic).

City Council *page 177*

Personnel Costs	90,755	8%↑
Materials & Supplies	13,780	10 ↓
Administrative Expenditures	30,189	4%↓
Overall Operating Expenses	**134,724**	**3%↑**

Highlights:

Temporary Help increased.

Materials and Supplies decreased 10% due to decreases in office supplies and computer hardware.

Administrative Expenditures decreased due to a reduction in subscriptions and dues.

City Manager *page 187*

Personnel Costs	489,428	12%↑
Materials & Supplies	26,395	13%↑
Administrative Expenditures	99,658	13%↑
Overall Operating Expenses	**573,295**	**4%↑**

Highlights:

Personnel Costs are up due salary, healthcare, educational assistance, pension costs and OPEB.

Materials and supplies increased due to computer hardware replacements.

Administrative Expenditures increased due to legal expenses for contract negotiations.

Facilities Management *page 194*

Personnel Costs	820,296	2%↓
Materials & Supplies	29,420	2%↑
Administrative Expenditures	121,464	5%↓
Overall Operating Expenses	**971,180**	**2%↓**

Highlights:

Personnel Costs decreased due to salary and benefit reduction of one person transferred to Central Services last year. Workers compensation is also decreased.

Materials and Supplies are about the same as last year. There were increases to uniforms and maintenance supplies which were partially offset by safety materials and small tool decreases.

Administrative Expenditures are decreased, phone maintenance was moved to Information Technology. Electricity was increased to reflect historical need.

Central Services *page 195*

Personnel Costs	385,136	9%↑
Materials & Supplies	22,380	2%↑
Administrative Expenditures	300,813	2%↑
Overall Operating Expenses	**708,329**	**6%↑**
Capital Outlay	30,670	-

Highlights:

Salary is increased for transferred staff from Facilities Maintenance and OPEB.

Materials and Supplies increased due computer hardware purchase.

Administrative expenditures are budgeted to increase for the purchase of a new envelope stuffer.

Capital Outlay replaces an aged forklift with a used enhanced forklift.

Fleet Maintenance *page 196*

Personnel Costs	391,368	4%↑
Materials & Supplies	320,985	16%↓
Administrative Expenditures	3,706	21%↓
Overall Operating Expenses	**716,059**	**6%↓**

Highlights:

Personnel Costs are up due to raises and OPEB.

Materials and Supplies decreased due to budgeted expense for maintenance of an aging vehicle fleet set at a realistic level.

Administrative Expenses decreased due to reductions in environmental expenses and training.

City Clerk *page 201*

Personnel Costs	265,383	9%↑
Materials & Supplies	14,785	103%↑
Administrative Expenditures	32,456	9%↓
Overall Operating Expenses	**312,624**	**9%↑**

Highlights:

Materials and supplies increased due to computer hardware expense.

Administrative expenditures decreased due to a reduction in contractual services and office equipment maintenance.

Customer Services *page 207*

Personnel Costs	794,879	1%↑
Materials & Supplies	47,050	11%↓
Administrative Expenditures	98,780	205%↑
Overall Operating Expenses	**940,709**	**8%↑**

Highlights:

Personnel costs reflect a reduction in force of one staff. This reduction is due to the use of a lock box for processing mail payments. Additional costs are budgeted for lock box services in 30-31 for $65,980.

Materials and supplies decreased due to reductions associated with the new bill format. Bill paper stock is no longer preprinted which costs less and there is less stock used.

Meter Reading *page 208*

Personnel Costs	191,377	1%↓
Materials & Supplies	11,033	7%↑
Administrative Expenditures	19,796	0%
Overall Operating Expenses	**222,206**	**0%**
Capital Outlay	20,000	-

Highlights:

A promotion is budgeted for Meter Reader I to a Meter Reader II. Since the reduction in force last year, the supervisor has determined that both employees need to be versed in all aspects of the division.

Increases in the computer hardware are responsible for the increase in Materials and Supplies.

Capital Outlay purchases two additional mobile data collectors to be used in trash trucks for meter reading. A test pilot was completed in Fiscal 2011. This will enable the City to capture between 50-75% of readings.

Finance *page 212*

Personnel Costs	681,317	7%↑
Materials & Supplies	13,200	4%↓
Administrative Expenditures	188,475	5%↑
Overall Operating Expenses	**882,992**	**7%↑**

Highlights:

Personnel costs increased due to increases in salary and OPEB.

Materials and supplies are down due to decreases in office supplies and printing & duplicating.

Administrative expenses increased due to increased cost of office equipment repairs for the addition of ADP time clocks.

Human Resources *page 223*

Personnel Costs	299,400	19%↑
Materials & Supplies	57,763	2%↑
Administrative Expenditures	39,257	23%↓
Overall Operating Expenses	**396,420**	**10%↑**

Highlights:

Personnel costs are increased due to salary expense and OPEB

Materials and Supplies are increased due to medical supplies and physicals related to DOT physicals.

Administrative expenses are down due to reduced consulting fees related to last years labor negotiations and unemployment.

Information Technology *page 230*

Personnel Costs	387,243	20%↓
Materials & Supplies	98,537	5%↑
Administrative Expenditures	240,623	43%↑
Overall Operating Expenses	**726,403**	**3%↓**
Capital Outlay	73,000	508%↑

Highlights:

Personnel Costs for this division are reduced as there is one vacancy in the department.

Materials and supplies are increased for computer hardware replacement as per the Lifecycle Replacement Program.

Administrative Expenditures are increased for contractual services and office equipment repairs and maintenance. These increases are related to phone system maintenance and upgrades.

Capital expense is increased to replace servers - $73,000.

Tax Assessor *page 251*

Personnel Costs	184,356	-
Materials & Supplies	5,348	33%↑
Administrative Expenditures	44,440	390%↑
Overall Operating Expenses	**234,144**	**19%↑**

Highlights:

Materials and Supplies are increased for computer hardware expense.

Administrative Expenses are increased for two strategic expenses: increased assessment software expenses ($3,500) and a hosting fee for publishing property record cards on the internet ($3,800). Administrative Expenses are also increased for legal expenses associated with tax appeals.

Memorandum

Office of the City Manager
PO Box 475
Dover, DE 19903
Phone: (302) 736-7164
FAX: (302) 736-7002
Email: ttieman@dover.de.us

To: Mayor and City Council

From: Teresa Tieman, Sr. City Administrator

cc: City Clerk's Office

Date: May 18, 2011

Subject: Updated Draft Budget Pages

Attached please find the following updated organizational charts:

- City Council (with new Council members)
- City Clerk
- Customer Services
- Information Technology
- Parks, Recreation & Library
- Police
- Tax Assessor
- Planning
- Code Enforcement
- Life Safety
- Inspections & Permitting
- Grounds
- Streets
- Sanitation

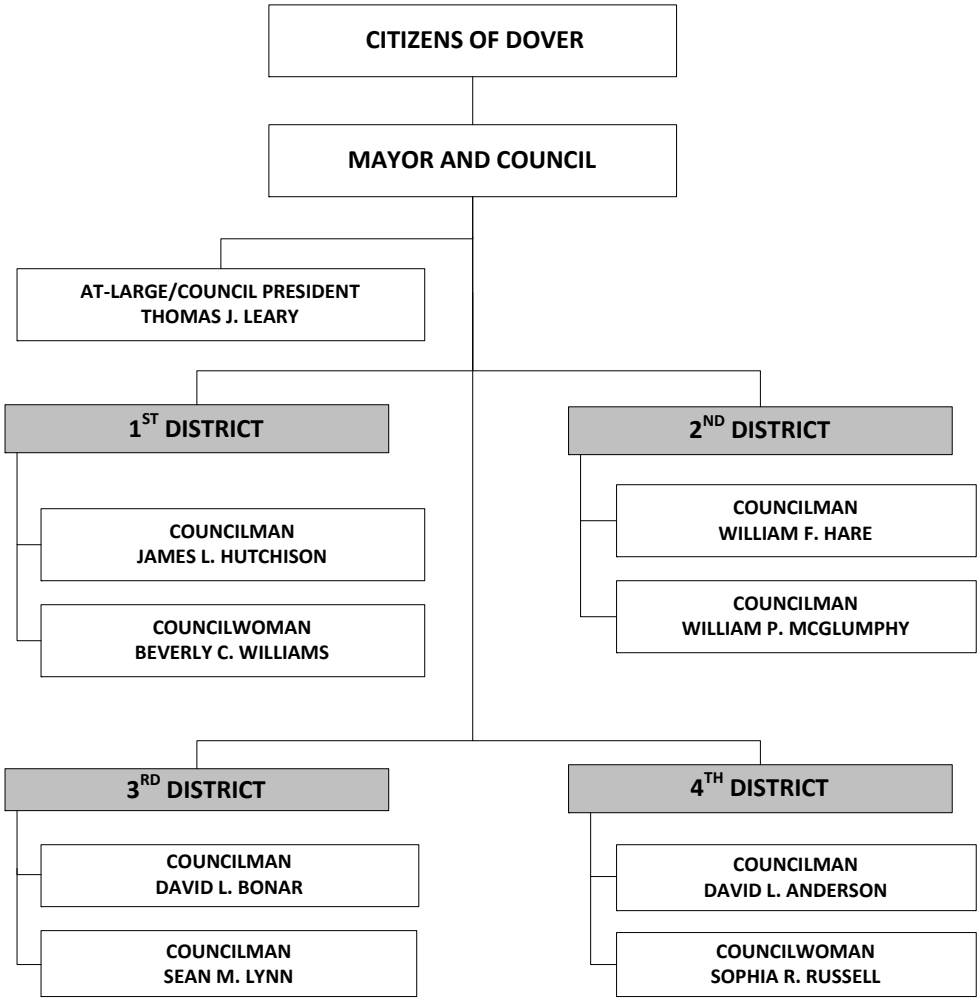
Each page is numbered, so it can be placed in the appropriate section of your Draft Budget binder. If you have any questions, please feel free to give me a call.

Thank you.

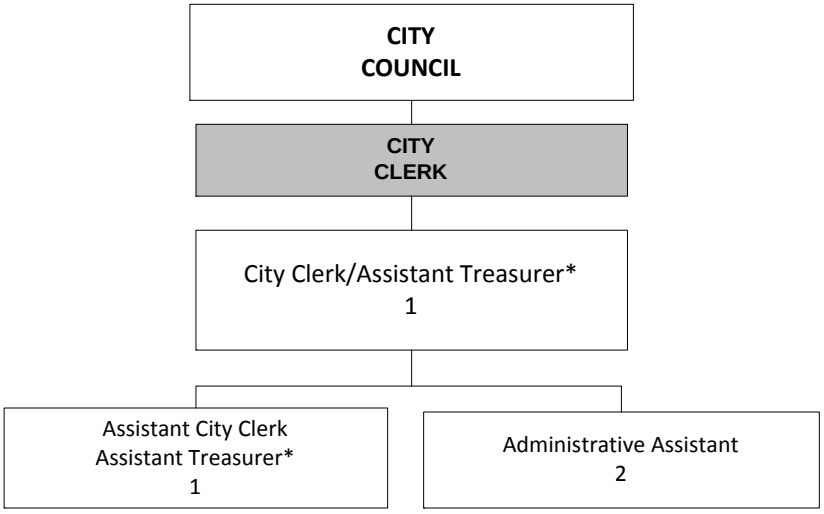
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Attachments

CITY COUNCIL
ORGANIZATIONAL CHART
FISCAL YEAR 2012

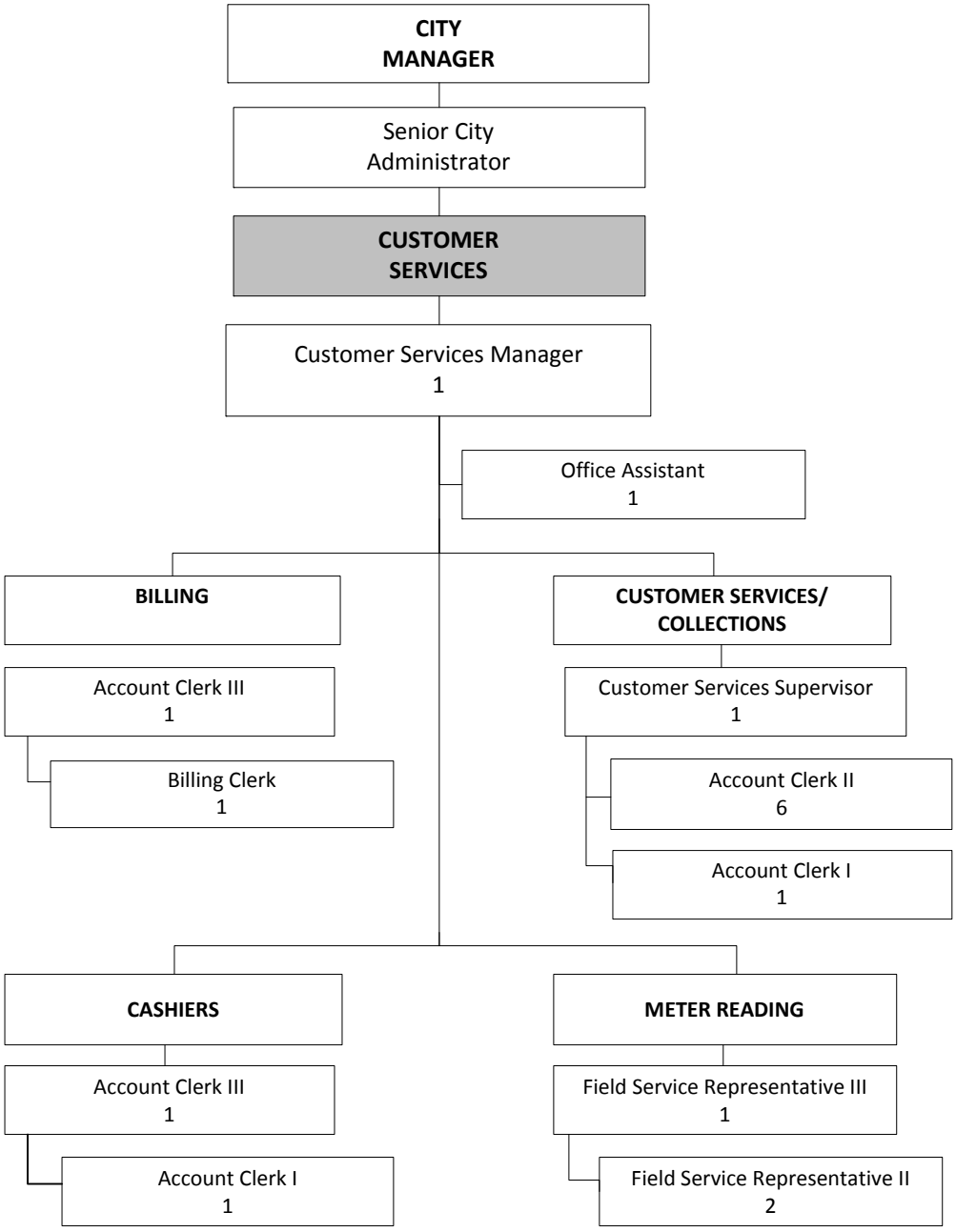


CITY CLERK
ORGANIZATION CHART
FISCAL YEAR 2012

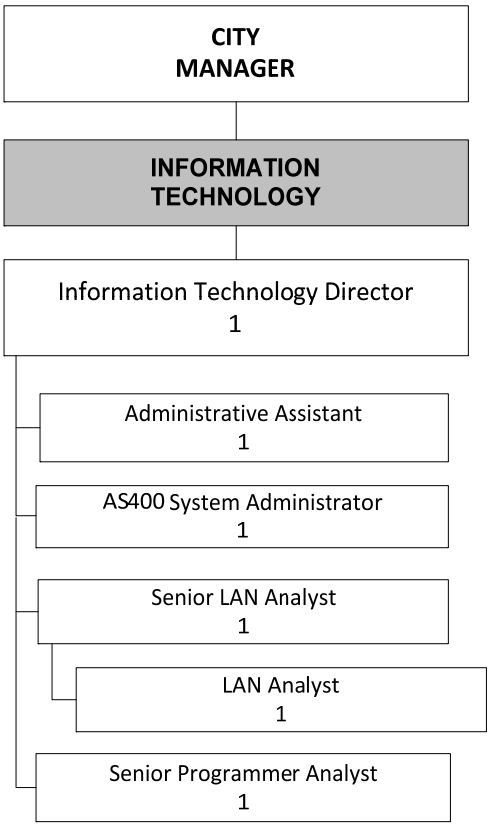


* Appointed by Council

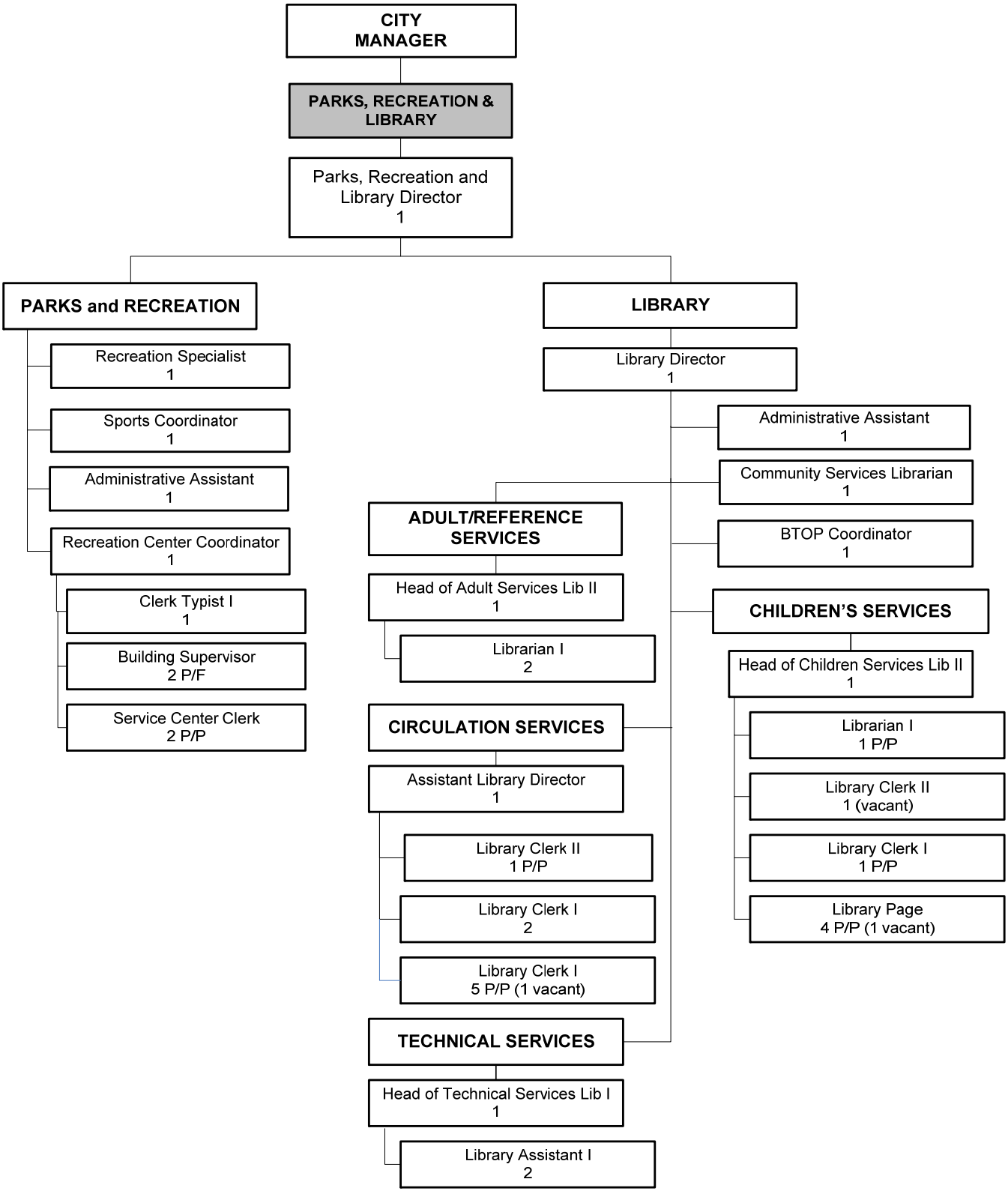
CUSTOMER SERVICES
ORGANIZATION CHART
FISCAL YEAR 2012



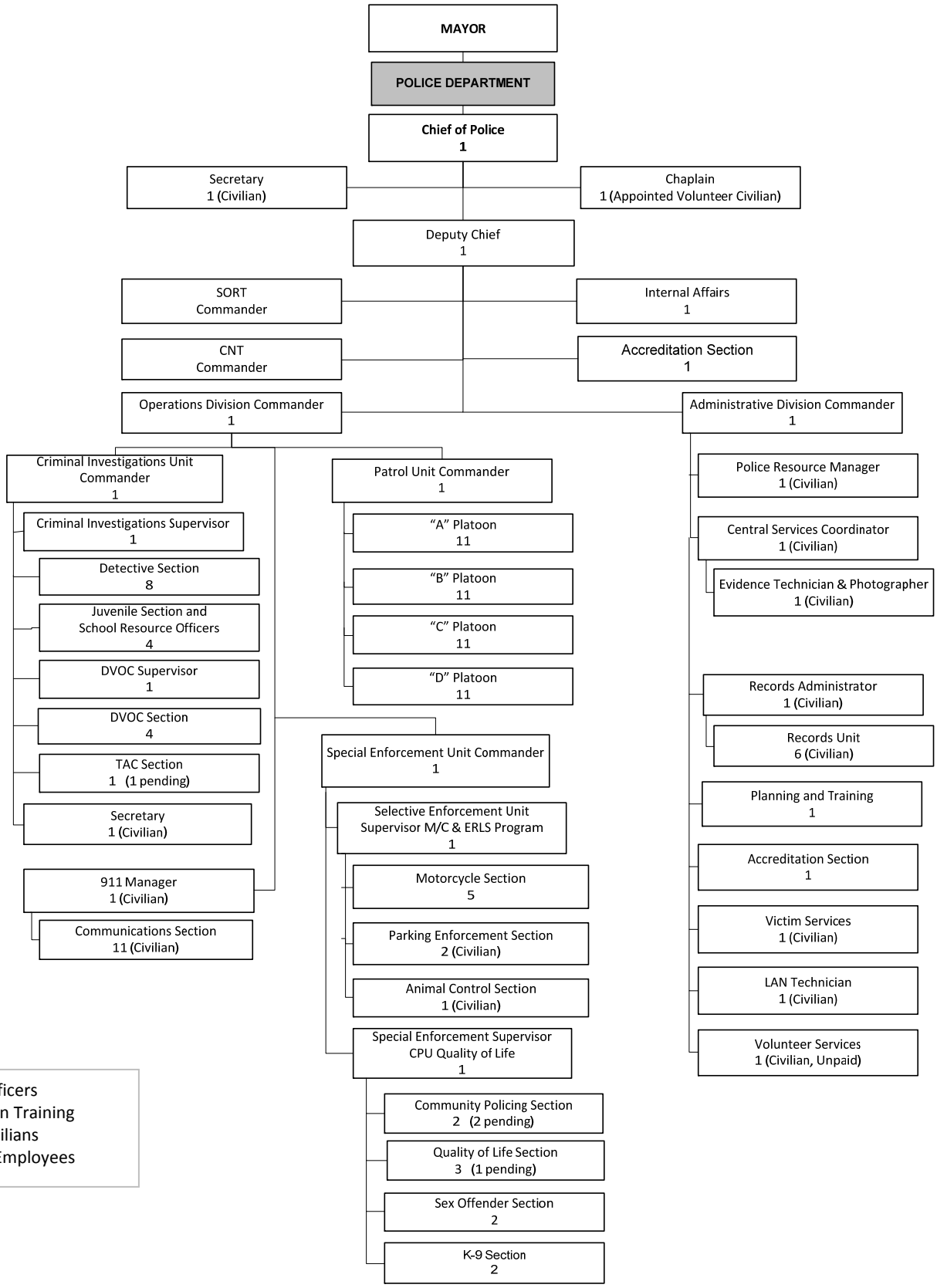
INFORMATION TECHNOLOGY
ORGANIZATION CHART
FISCAL YEAR 2012



PARKS, RECREATION AND LIBRARY
ORGANIZATION CHART
FISCAL YEAR 2012



POLICE
ORGANIZATION CHART
FISCAL YEAR 2012

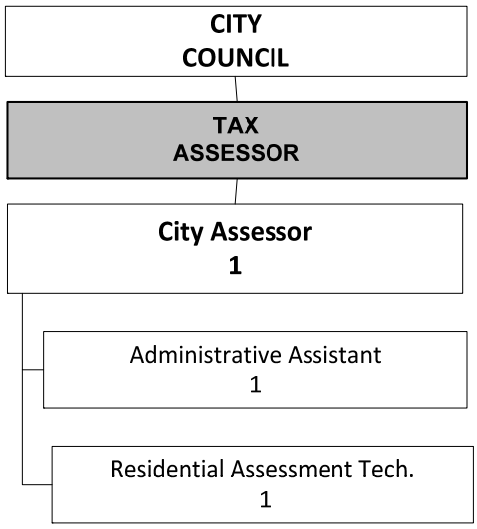


89 Officers
4 Officers in Training
29 Civilians
118 Total Employees

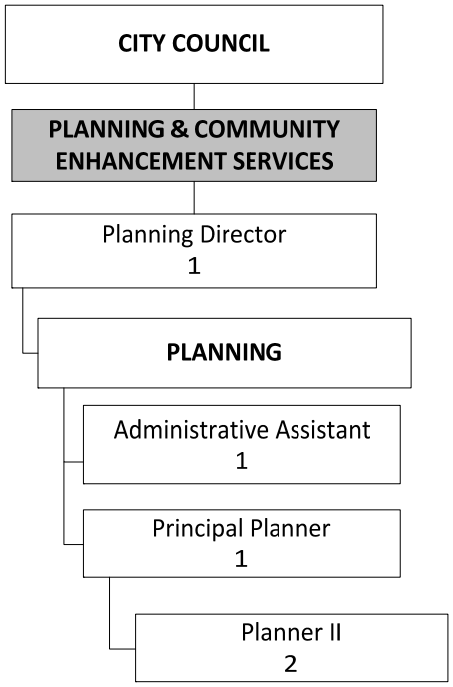
2. **Oblique Software.** The project includes purchasing software that allows the viewing of images and enhanced tools for data collection from oblique aerial photos. Oblique photography is an aerial photograph that is taken at an angle. This objective is part of the administration program and advances 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



PLANNING
ORGANIZATIONAL CHART
FISCAL YEAR 2012



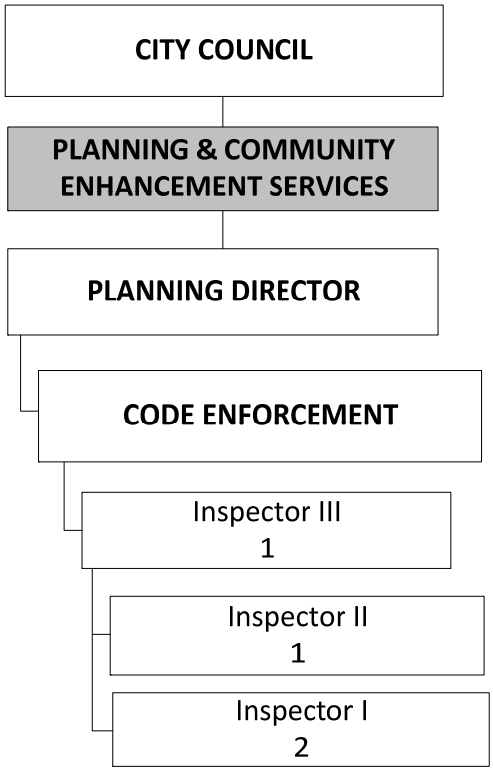
2. **Implement the problem rental dwelling procedure.** This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

   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



FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

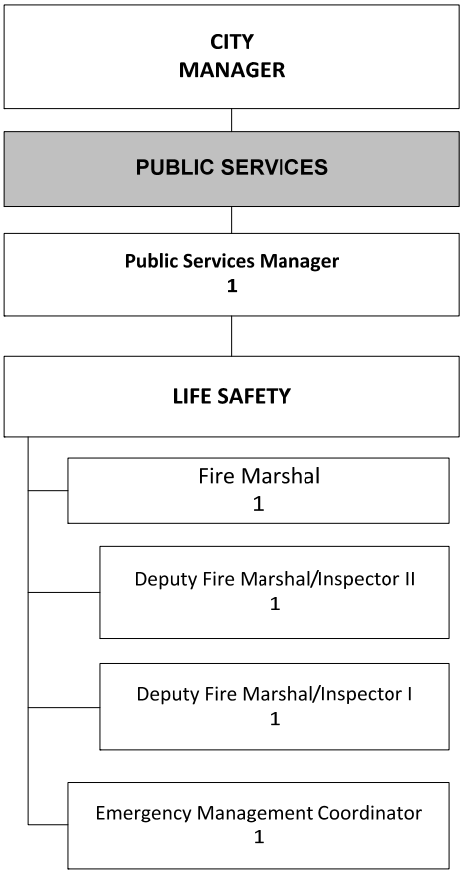
1. **Complete revisions to the City's Snow Emergency Plan.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

   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



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.

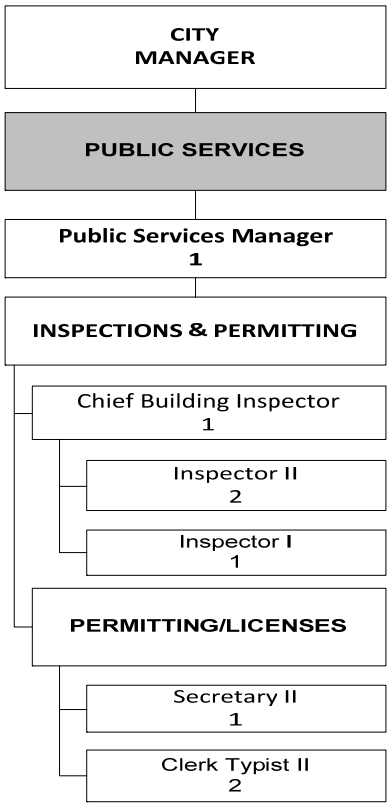
FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

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.

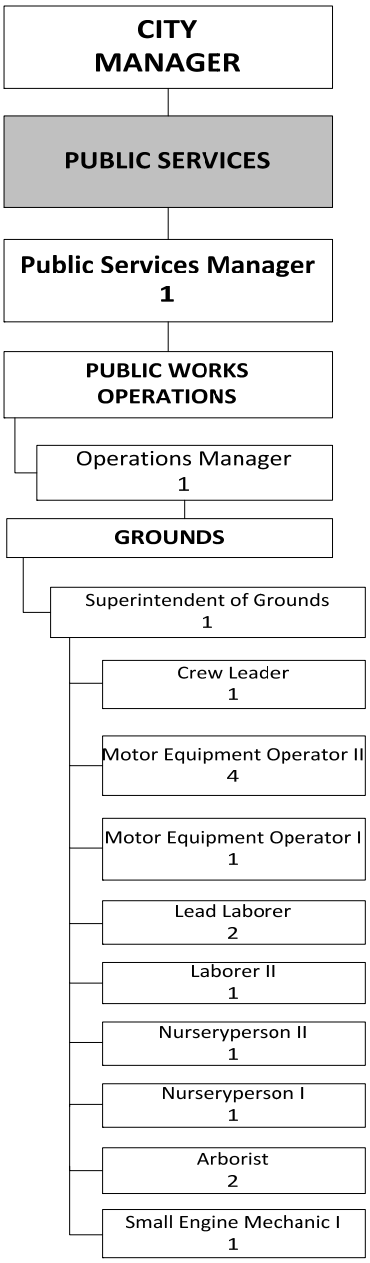
   Measure: Ensure that the necessary staff attends, and that all training sessions are held by June 30, 2011.

***The Strategic Objectives for Inspections & Permitting will be presented in the 2011-2012 Final Budget.**

INSPECTIONS AND PERMITTING
ORGANIZATION CHART
FISCAL YEAR 2012

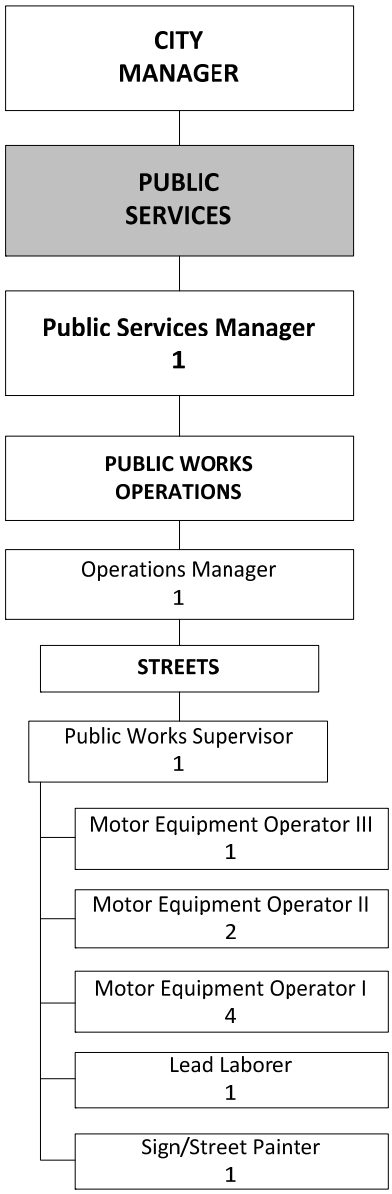


GROUNDS
ORGANIZATION CHART
FISCAL YEAR 2012



***The Strategic Objectives for the Streets division will be presented in the 2011-2012 Final Budget.**

STREETS
ORGANIZATION CHART
FISCAL YEAR 2012



SANITATION
ORGANIZATION CHART
FISCAL YEAR 2011



City of Dover
Finance Department
PO Box 475
Dover DE 19903-0475
Phone: (302-736-7018
FAX: (302) 760-4930
E-Mail: dmitchell @dover.de.us

MEMORANDUM

To: Tony DePrima, City Manager, Teresa Tieman, Senior City Administrator & Kathy Divver, Customer Services Manager

From: Donna Mitchell, Controller/Treasurer & Peggy Teal, Assistant Finance Director

Date: April 19, 2010

Subject: Lockbox & Remote Deposit Services Analysis

The Finance Department has just completed an analysis of the lockbox and remote deposit services offered by Citizens Bank. These services are included under our current contract and are not being used at this time. The contract expires June 30, 2013 but does have a 1 year renewal clause.

The lockbox operation would encompass a P.O. Box for the mailed-in utility and tax payments. The lockbox operator would pick up the mail daily and process the payments and thereafter our City accounts would receive the cash through an electronic transfer. The lockbox operator starts operations each day at 5:00 a.m.. They pick up the mail at 3:00 a.m., 5:00 a.m. and 12:00 p.m. in order to provide the customer and the City credit to their accounts as soon as possible. They process mail Sunday through Friday. Saturday is the day they close since the banks are closed on Sunday.

The remote deposit process is where we would install a check scanner at our four locations where we currently receive checks. The scanners would be provided by Citizens Bank at a cost of $1,000 each. Each department would scan the checks received in which the software would create an image of the check and transmit a file to the bank. The bank would credit the City bank accounts for the checks. No check deposits would be carried to the bank, only cash deposits. The City would destroy the checks after twelve days (or longer is we decide). We would establish proper controls for the checks.

Both processes require an interface with the H.T.E. system to insure our customer accounts are credited. Listed below are some of the advantages and disadvantages of the City of Dover utilizing these services.

Advantages

- Staff can focus on customer calls and walk in services.
- Supervisors whom assist with mail on heavy volume days will gain this time lost.
- Mail processing would not be interrupted by employee absences.

- The staff would not be overwhelmed with processing a huge volume of mail after a long Holiday weekend, such as the Monday after Thanksgiving. The same would hold true for the month of July with the property tax payments.
- Mail processing and the cash will be electronically transferred to City bank accounts when offices are closed for emergencies and Holidays in which the banks open.
- Since they process mail on Sundays, the City will receive credit to their account on Monday for the Friday and Saturday mail.
- Customers who pay on line will have their City account credited the same day as the customers financial institution sends an electronic file to the lockbox.

Disadvantages

- All future bank agreements would require the continuation of these services, if not (a) we may have a requirement for additional staff and (b) we would have to purchase the check scanning equipment.
- We would not be in control of our mailed-in payment processing.
- We would need to process any mailed-in payments to the City's P.O. Box and not to the lockbox through our remote deposit system in order to prevent any delay in customer credit.

Transition matters

- Does include some start up cost.
- The return envelope address would not be Dover, Delaware and may create some initial confusion.
- During the initial changeover, a greater amount of exceptions would have to be manually managed by the Customer Service staff.
- Not included in cost is the write off of whatever stock is remaining of the City's current return envelopes as they would need to be replaced with envelopes with the lockbox address. Our current inventory is 130 boxes valued at $1,312. They are usually ordered twice a year.

Attached is our analysis of the cost saving opportunity for the City of Dover along with information from Fidelity National Information Services, Inc. (Citizens Bank partner). All discussions and analysis have included the input and review of the Customer Service Manager and Senior City Administrator. If you recall, the PAS Study completed July 25, 2002 recommended we move to a lockbox operation. At that time, it was determined it was not beneficial. Now that we have provided you with this analysis, please let us know if you would like to move forward with the lockbox and remote deposit systems and your timing for implementation. Feel free to contact Peggy or myself if you have any questions.

Thank you.

City of Dover
Lockbox & Remote Deposit Service Analysis

City of Dover Costs Utility & Tax Mail Payments	Min. Wkly Hrs Spent on Mail Pymnts	Year 1 Est Costs to Process Payments	Year 2 Est Costs to Process Payments	Year 3 Est Costs to Process Payments
Cashier Manager Wages	24.00	$ 26,272	$ 27,060	$ 27,872
Cashier 1 Wages	19.00	17,806	18,340	18,890
Cashier 2 Wages	17.00	12,448	12,821	13,206
Supervisor Wages	1.50	6,771	6,974	7,183
Cust Svc Assistance Wages	1.75	7,271	7,489	7,714
Deposit Reconciliation Cust Svc/Finance Wages	10.00	7,446	7,669	7,899
Benefit Costs		12,904	13,659	14,470
Annual Maintenance Cost on current scanning equipment		9,000	9,360	9,734
Total City of Dover Processing Cost		**$ 94,767**	**$ 103,374**	**$ 106,969**
Citizens Lockbox Cost Utility & Tax Payments				
Estimated Cost to process 12 months Utility Mail Payments		$ 56,984	$ 58,694	$ 60,454
Estimated Cost to process Tax Mail Payments		1,020	1,051	1,082
Total Annual Citizens Lockbox Costs		$ 58,005	$ 59,744	$ 61,536
Citizens Bank Remote Deposit (Citizens scanning equipment)				
Service cost to process "Walk-in" checks via remote deposit		-	-	-
Total Citizens Service Cost Lockbox & Remote Deposit		**$ 58,005**	**$ 59,744**	**$ 61,536**
Annual Difference in Processing Cost		**$ 36,763**	**$ 43,630**	**$ 45,433**
Capital & Setup Cost				
City of Dover				
New check scanning equipment in FY12 CIP			$ 30,000	
Citizens Bank				
One-time set up cost - lockbox		$ 6,975		
New Check Scanning Equipment (4 locations) (Customer Service, Police, Recreation, Inspections)		$ 4,000		
Annual Difference in Total Cost - Years 1 through 3		**$ 25,788**	**$ 73,630**	**$ 45,433**
Cumulative	**$ 144,850**			

Revised: 4/16/10

Finance Department

Fiscal Year 2011 Budget

Supplemental Information

May 3, 2010

City of Dover
Finance Department
2011 Proposed Budget Worksheet
110-2300-517

		2007 Actual	2008 Actual	2009 Actual	2010 Budget	2011 Proposed	2011 Base	2011 Strategic
10-11	Salaries	$ 402,891	$ 438,038	$ 491,165	$ 468,731	$ 548,352	494,777	53,575
10-12	Overtime	3,964	2,695	-	-	3,000	3,000	-
10-13	Temporary Help	412	10,146	-	-	-	-	-
10-14	FICA Taxes	30,509	33,904	36,300	33,351	39,833	35,735	4,098
10-15	Health Insurance	56,731	54,769	62,196	83,301	90,537	76,837	13,700
10-16	L I D Insurance	2,748	2,747	2,574	3,051	3,090	2,800	290
10-17	Workers Compensation	2,146	825	2,204	2,482	2,899	2,615	284
10-18	Educational Assistance	334	-	-	-	-	-	-
10-19	Pension	62,462	59,959	66,150	66,108	25,779	22,638	3,141
10-20	OPEB	-	-	12,172	-	-	-	-
	Personnel Costs	**562,197**	**603,083**	**672,761**	**657,024**	**713,490**	**638,402**	**75,088**
	% Change	**2.1%**	**7.3%**	**11.6%**	**-2.3%**	**9.8%**	**-2.8%**	**11.4%**
20-21	Furniture & Fixtures	6,777	2,591	-	-	-		-
20-22	Office Supplies	2,426	4,249	1,266	2,500	2,500	2,500	-
20-23	Printing & Duplicating	9,663	5,960	6,287	6,500	8,500	8,500	-
20-38	Computer Hardware	2,423	3,877	-	2,800	4,100	2,700	1,400
	Materials & Supplies	**21,289**	**16,677**	**7,553**	**11,800**	**15,100**	**13,700**	**1,400**
30-21	Telephone/FAX	2,326	2,397	1,714	2,000	2,300	2,000	300
30-22	Postage	176	99	106	220	100	100	-
30-25	Advertisement	187	152	149	300	300	300	-
30-27	Subscriptions & Dues	1,111	1,606	2,064	1,720	2,200	2,200	-
30-28	Training/Conf/Food/Travel	3,218	6,517	4,282	5,000	5,000	5,000	-
30-29	Consulting	12,000	-	8,525	-	-	-	-
30-31	Contractural Services	51,472	80,510	87,257	95,617	98,600	98,600	-
30-32	Legal Expenses	-	14,000	-	-	-	-	-
30-37	Other Expenses	187	162	147	200	300	300	-
30-61	Office Equip. Repairs/Maint	719	949	6,406	7,910	5,400	5,400	-
	Administrative Expenses	**71,396**	**106,392**	**110,650**	**112,967**	**114,200**	**113,900**	**300**
	Total Finance Department	**$ 654,882**	**$ 726,152**	**$ 790,964**	**$ 781,791**	**$ 842,790**	**$ 766,002**	**$ 76,788**
	% Change	**0.8%**	**10.9%**	**8.9%**	**-1.2%**	**7.8%**	**-2.0%**	**9.8%**
	Budget	**$ 669,261**	**$ 779,507**	**$ 793,676**				
	Headcount	**8.0**	**8.0**	**8.0**	**8.0**	**9.0**	**8.0**	**1.0**

FY11 Proposed Changes

- Personnel & Benefits – Increase $56,466
  - Addition of Accountant II (City Manager agreed to Alternative of Outsourcing)
    - To provide Assistance to Assistant Finance Director in management and oversight of Payroll, Accounts Payable, and Internal Control Risk Assessments
  - Two Position/Grade Changes requested
    - Accountant I to Accountant II – originally planned job progression; Expansion of functions from bank reconciliations, project tracking & reporting, and petty cash auditing to full Fund accounting and reporting.
    - Account Clerk II to Account Clerk III – job progression; Expansion of functions from clerical accounts payable processing to functions which require greater analytical skills and the ability to make independent decisions. When requested, prepares analysis for Director and Assistant Director. (Not approved by CM in final budget)
  - Unscheduled Overtime
    - Vacations, sick leave, and other leaves of absences create a need for overtime. In the past, we have used comp time to control the budget, however it is becoming a problem with comp time use creating a need for more comp time. Each employee struggles with having the hours necessary to back up other members of staff.
- Materials, Supplies & Administrative Expenses – Increase $4,533
  - Equipment for Accountant II - $1,700 (Strategic) (Removed from final budget)
    - Desktop Computer
    - Telephone
  - Other
    - Contract Increases $2,983 – Audit & Actuary Services
    - Transfer $2,000 to Printing and Duplicating from Office Equip. Repairs & Maintenance
    - Subscriptions & Dues $480 for increased State licensing fees, plus Assistant Directors CPA licensing; offset by $510 reduction in Office Equipment Repairs & Maintenance
- Overall – Budget increase $60,999 or 7.8%
  - Base Budget – Decrease of 2.0% as compared to FY10 Budget
  - Strategic – Increase of 9.8% as compared to FY10 Budget
  - Alternative for payroll outsourcing to contract provider is being provided to the City Manager
  - Cash receipts lockbox and remote deposit cost/benefit analysis has been provided to the City Manager

Accounts Payable (Upgrade not approved in final budget)

Evolution of Responsibilities

- Hired as an Account Clerk II – performed data entry procedures for processing payments to City of Dover vendors
  - Accounts Payable Office was originally staffed with 1.5 employees
  - Increased projects and fixed asset purchases created a need to assign one employee the full-time responsibility for accounting and maintaining the fixed asset records, reports and system
- Internal Control Procedures have evolved with new auditing standards
  - Maintains list of authorized signatures for various purchase levels
  - Insures original invoices are submitted with requisitions or purchase orders
  - Insures packing slips/bills of lading are submitted and signed off by receiving employee
- Internal Control Risk Assessment changes – Insure Policy Compliance related to disbursements
  - Purchasing Policy
  - NAES Purchasing Policy
  - Travel Policy
  - Cell Phone Policy, etc…
- FY08 – Daily cash receipts
  - To address continued increase in fixed assets and capital projects
  - Daily deposit reconciliation
  - Trouble shooting problems with Finance & Customer Service staff
  - Process improvements
  - Training customer service personnel on finance procedures and forms in regards to cash receipts

Alternative proposal to outsource payroll

(Analysis provided to City Manager – Approved in final budget – Contractual Services $65,000)

- Pros
  - Web based system; Better technology and user friendly access than our current system;
  - Provides employee's with self-service functionality and on-line access to wage and benefit information
  - Provides City portal to post newsletters, bulletins and benefit changes
  - Potential to reduce long-term wage & benefit costs of additional headcount
  - Supervisors can more effectively manage employee schedules and overtime
    - Would require use of time clocks (cost of equipment included in the analysis)
  - City-wide efficiency gains on time and attendance, leave slips, etc…
    - Goal to have paperless payroll (all documentation electronic)
  - Any turnover in the payroll office would not be as disruptive to the Department
  - Would reduce workload on I/T staff and programming request
  - Ability to easily calculate "what if" pay increases for budgeting and union negotiations
  - Ability to use selected vendor's integrated PFP function and data base for wage comparisons
  - Ability to do self-evaluations and have individuals and managers monitoring performance goals on-line
  - Department Heads have reviewed demo and response has been favorable
- Cons
  - Cultural change
  - No wire for time clocks at two locations – Facility Maintenance & Construction Crew sites; Manual process until such time as communication lines can be installed;
  - Current pricing and analysis based on discussions and meetings with ADP. Solicitation of formal RFP may increase or decrease current estimates
  - Job application process can be done on-line, however this vendor's form does not include work history
    - An alternative would be to require an attachment of the City application, a resume or a document with any additional information you would want. Or maintain the current applicant tracking module in the H.T.E. system.

Lockbox & Remote Deposit Services

(Analysis provided to the City Manager)

- Advantages
  - Staff can focus on customer calls and walk in services.
  - Supervisors whom assist with mail on heavy volume days will gain this time lost.
  - Mail processing would not be interrupted by employee absences.
  - The staff would not be overwhelmed with processing a huge volume of mail after a long Holiday weekend, such as the Monday after Thanksgiving. The same would hold true for the month of July with the property tax payments.
  - Mail processing and the cash will be electronically transferred to City bank accounts when offices are closed for emergencies and Holidays in which the banks open.
  - Since they process mail on Sundays, the City will receive credit to their account on Monday for the Friday and Saturday mail.
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- Disadvantages
  - All future bank agreements would require the continuation of these services, if not (a) we may have a requirement for additional staff and (b) we would have to purchase the check scanning equipment.
  - We would not be in control of our mailed-in payment processing.
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- Transition
  - Does include some start up cost.
  - The return envelope address would not be Dover, Delaware and may create some initial confusion.
  - During the initial changeover, a greater amount of exceptions would have to be manually managed by the Customer Service staff.
  - Not included in cost is the write off of whatever stock is remaining of the City's current return envelopes as they would need to be replaced with envelopes with the lockbox address. Our current inventory is 130 boxes valued at $1,312. They are usually ordered twice a year.

Finance Department Changes – Past 5 years

- Addition of paying all vendors and contractors on $6 million power plant budget
- The transfer to other Departments the City leases, copier support, and phone contracts has provided some relief and enabled the Accounts Payable Clerk to pick up the daily cash receipts reconciliation.
- The franchise agreements were transferred to the new Public Relations Coordinator in the City Manager's Office.
- Staff training due to turnover; i.e. Since 2005 we have had 5 different employee's in the payroll office; Has caused backlog in account reconciliations and other items needed for the audit;
- Increased complexity in payroll with collective bargaining agreements and benefits by employee group;
- Debt issues in FY10 & FY11; All accounting for bond proceeds and project tracking during project completion phase (up to 3 years); Several more debt financings in 5 year CIP;
- Greater number of utility projects being completed; Monitor expenses for capital versus operating that are charged to projects; Breakout capital projects by asset classification to record asset;
- Increased maintenance of fixed asset systems and physical tagging of assets;
- Increased informational and project reporting for City Council;
- Addition of accounting, reporting and participation for City Committees and organizations;
- Implementation of Financial Forecasting for Utility Funds and rate setting; General Fund to follow;
- Research and implementation of process improvements; i.e. electronic fund transfers from customers and to vendors; reducing number of paper checks issued and received;
- Implementation of new auditing and accounting standards; i.e. Other Post Employment Benefits and Trust Fund establishment; Internal Controls; Derivatives; Fund Balance;

PROGRAM HTEPGM/GM601J
PREPARED 5/18/11, 12:18:37 WORKSHEET INFORMATION PAGE 1

```
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               DESCRIPTION: CM FINAL DRAFT BUDGET 2012 1018
               FISCAL YEAR: 2011
              FROM ACCOUNT:                10-18
                TO ACCOUNT: 999-9999-999-10-18
                 SELECTION: SELECTIVE
        TRANSACTION TYPE: REVENUES & EXPENDITURES
                      USER: TAT
                  SECURITY: Y
             OMIT DESCRIPTION:
             HORIZONTAL SHIFT: 0
               SUMMARY TOTALS:
          ACCOUNT SUPPRESSION: NO

                              SORT/BREAK/P_BREAK
           FUND SORT PRIORITY: 1       1       1
           DEPT SORT PRIORITY: 3       1       1
            DEPT CAT PRIORITY: 0
            DIV SORT PRIORITY: 4       1       1
           STAB SORT PRIORITY: 5       1       1
           STAS SORT PRIORITY: 6       1       1
            ELM SORT PRIORITY: 7
            OBJ SORT PRIORITY: 8
            CAT SORT PRIORITY: 0
             REV/EXP PRIORITY: 2       1       1
               ACCOUNT NUMBER: STANDARD

FIELD USAGE:
    B Base   GMLYA      1  9                    LAST YEARS      ACTUALS         J
    B Base   GMORIG     2  9                    ORIGINAL        BUDGET          J
    C Level  CMB&       4  9                    CM 2012         BASE BUDGET     J
    C Level  CMRB       3  9                    2011 REVISED    BUDGET          J
    C Level  CMST       5  9                    CM STRATEGIC    BUDGET          J
    B Base   GMREVE       9
    B Base   GMYTD        9
    B Base   GMCURENC     9
    R Result TOTAL        9  1998               TOTAL           EXPENDITURES    J 1
         GMYTD    + 0                .0000   0
         GMCURENC + 1                .0000   0
    R Result BALANCE      9  1998               UNEXPENDED      BALANCE         J 1
         GMREVE   + 0                .0000   0
         TOTAL    - 1                .0000   0

            SPECIAL OPTIONS:
              ELEMENT RANGE: 2
           BEFORE HEAD TYPE: BN
          HEADER ON MI LINE:
         BLANK LINE AFTER MI:
           FORCE NEG REVENUE:
          BUDGET LEVEL ALLOC:
        HEADER ON EVERY PAGE: Y

            RECORDS SELECTED:          34
             SUMMARY RECORDS:         131
```

EXHIBIT #5
2011 Budget Review
Special Council Meeting of 05/17/2011

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 11 CITY CLERK/ASST TREAS						
DIV 00 CITY CLERK/ASST TREAS						
110-1100-511.10-18	EDUCATIONAL ASSISTANCE	0	10.000	2.179	5.000	0
*	CITY CLERK/ASST TREAS	0	10.000	2.179	5.000	0
**	GENERAL GOVERNMENT	0	10.000	2.179	5.000	0
***	CITY CLERK/ASST TREAS	0	10.000	2.179	5.000	0
****	CITY CLERK/ASST TREAS	0	10.000	2.179	5.000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 13 TAX ASSESSOR						
DIV 00 TAX ASSESSOR						
110-1300-513.10-18	EDUCATIONAL ASSISTANCE	6.968	10.000	0	10.000	0

LEVEL	TEXT	TEXT AMT
CMRB	BUDGET	10.000
	LE ADJ PER DEPT APPROVAL	10.000-

*	TAX ASSESSOR	6.968	10.000	0	10.000	0
**	GENERAL GOVERNMENT	6.968	10.000	0	10.000	0
***	TAX ASSESSOR	6.968	10.000	0	10.000	0
****	TAX ASSESSOR	6.968	10.000	0	10.000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 14 FIRE DEPARTMENT						
DIV 00 FIRE DEPARTMENT						
110-1400-514.10-18	EDUCATIONAL ASSISTANCE	0	0	0	3,000	0
*	FIRE DEPARTMENT	0	0	0	3,000	0
**	GENERAL GOVERNMENT	0	0	0	3,000	0
***	FIRE DEPARTMENT	0	0	0	3,000	0
****	FIRE DEPARTMENT	0	0	0	3,000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 15 COMMUNITY SERVICES						
DIV 00 COMMUNITY SERVICES						
110-1500-522.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	GROUNDS	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-531.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	LIFE SAFETY	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-532.10-18	EDUCATIONAL ASSISTANCE	0	3.500	0	2.998	0
*	CODE ENFORCEMENT	0	3.500	0	2.998	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-533.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	PLANNING	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-534.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	PUBLIC INSPECTIONS	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-535.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	ECONOMIC DEVELOPMENT	0	0	0	0	0
**	INSPECTIONS AND PLANNING	0	3.500	0	2.998	0
***	INSPECTIONS AND PLANNING	0	3.500	0	2.998	0
****	INSPECTIONS AND PLANNING	0	3.500	0	2.998	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 17 POLICE						
DIV 00 POLICE						
110-1700-542.10-18	EDUCATIONAL ASSISTANCE	0	4,200	0	2,800	0
*	CIVILIAN	0	4,200	0	2,800	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 17 POLICE						
DIV 00 POLICE						
110-1700-543.10-18	EDUCATIONAL ASSISTANCE	38,467	28,100	32,473	70,199	0
*	LAW ENFORCEMENT	38,467	28,100	32,473	70,199	0
**	POLICE	38,467	32,300	32,473	72,999	0
***	POLICE	38,467	32,300	32,473	72,999	0
****	POLICE	38,467	32,300	32,473	72,999	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 18 PUBLIC WORKS						
DIV 00 PUBLIC WORKS						
110-1800-554.10-18	EDUCATIONAL ASSISTANCE	2,682	1,500	1,500	1,500	0
LEVEL	TEXT			TEXT AMT		
CMB&	FRANK DEPUTY CONTINUING EDUCATION			1.500		
				1.500		
*	STREET	2,682	1,500	1,500	1,500	0
**	PUBLIC WORKS	2,682	1,500	1,500	1,500	0
***	PUBLIC WORKS	2,682	1,500	1,500	1,500	0
****	PUBLIC WORKS	2,682	1,500	1,500	1,500	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 21 CITY MANAGER						
DIV 00 CITY MANAGER						
110-2100-515.10-18	EDUCATIONAL ASSISTANCE	2.917	6.519	6.519	6.000	0
*	CITY MANAGER	2.917	6.519	6.519	6.000	0
**	GENERAL GOVERNMENT	2.917	6.519	6.519	6.000	0
***	CITY MANAGER	2.917	6.519	6.519	6.000	0
****	CITY MANAGER	2.917	6.519	6.519	6.000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 22	INFORMATION TECHNOLOGY					
DIV 00	INFORMATION TECHNOLOGY					
110-2200-516.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	INFORMATION TECHNOLOGY	0	0	0	0	0
**	GENERAL GOVERNMENT	0	0	0	0	0
***	INFORMATION TECHNOLOGY	0	0	0	0	0
****	INFORMATION TECHNOLOGY	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 23 FINANCE / TREASURER						
DIV 00 FINANCE / TREASURER						
110-2300-517.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	FINANCE / TREASURER	0	0	0	0	0
**	GENERAL GOVERNMENT	0	0	0	0	0
***	FINANCE / TREASURER	0	0	0	0	0
****	FINANCE / TREASURER	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 24 P W ADMINISTRATION						
DIV 00 P W ADMINISTRATION						
110-2400-551.10-18	EDUCATIONAL ASSISTANCE	0	1,500	1,500	1,500	0
LEVEL	TEXT			TEXT AMT		
CMB&	SCOTT KOENIG CONTINUING EDUCATION			1,500		
				1,500		
*	P W ADMINISTRATION	0	1,500	1,500	1,500	0
**	PUBLIC WORKS	0	1,500	1,500	1,500	0
***	P W ADMINISTRATION	0	1,500	1,500	1,500	0
****	P W ADMINISTRATION	0	1,500	1,500	1,500	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 27 CENTRAL SERVICES						
DIV 00 CENTRAL SERVICES						
110-2700-571.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	CENTRAL SERVICES	0	0	0	0	0
**	CENTRAL SERVICES	0	0	0	0	0
***	CENTRAL SERVICES	0	0	0	0	0
****	CENTRAL SERVICES	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 28 VEHICLE MAINTENANCE						
DIV 00 VEHICLE MAINTENANCE						
110-2800-572.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	VEHICLE MAINTENANCE	0	0	0	0	0
**	CENTRAL SERVICES	0	0	0	0	0
***	VEHICLE MAINTENANCE	0	0	0	0	0
****	VEHICLE MAINTENANCE	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 29 ADMINISTRATIVE SERVICES						
DIV 00 ADMINISTRATIVE SERVICES						
110-2900-529.10-18	EDUCATIONAL ASSISTANCE	1.887	11.000	3.384	2.700	0
*	CUSTOMER SERVICES	1.887	11.000	3.384	2.700	0
**	PROPRIETARY	1.887	11.000	3.384	2.700	0
***	ADMINISTRATIVE SERVICES	1.887	11.000	3.384	2.700	0
****	ADMINISTRATIVE SERVICES	1.887	11.000	3.384	2.700	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 31 HUMAN RESOURCES						
DIV 00 HUMAN RESOURCES						
110-3100-518.10-18	EDUCATIONAL ASSISTANCE	0	6,000	4,000	2,000	0
*	HUMAN RESOURCES	0	6,000	4,000	2,000	0
**	GENERAL GOVERNMENT	0	6,000	4,000	2,000	0
***	HUMAN RESOURCES	0	6,000	4,000	2,000	0
****	HUMAN RESOURCES	0	6,000	4,000	2,000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 32 MAYOR						
DIV 00 MAYOR						
110-3200-519.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	MAYOR	0	0	0	0	0
**	GENERAL GOVERNMENT	0	0	0	0	0
***	MAYOR	0	0	0	0	0
****	MAYOR	0	0	0	0	0
*****	EXPENDITURE	52,921	82,319	51,555	107,697	0
******	GENERAL FUND	52,921	82,319	51,555	107,697	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 26 ENGINEERING						
DIV 00 ENGINEERING						
412-2600-553.10-18	EDUCATIONAL ASSISTANCE	5,962	8,000	8,000	7,500	0
*	ENGINEERING	5,962	8,000	8,000	7,500	0
**	PUBLIC WORKS	5,962	8,000	8,000	7,500	0
***	ENGINEERING	5,962	8,000	8,000	7,500	0
****	ENGINEERING	5,962	8,000	8,000	7,500	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 68 WATER						
DIV 00 WATER						
412-6800-568.10-18	EDUCATIONAL ASSISTANCE	0	925	925	0	0
*	WATER	0	925	925	0	0
**	PROPRIETARY	0	925	925	0	0
***	WATER	0	925	925	0	0
****	WATER	0	925	925	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 69 WASTE-WATER						
DIV 00 WASTE-WATER						
412-6900-569.10-18	EDUCATIONAL ASSISTANCE	0	925	925	2.000	0
*	WASTE-WATER	0	925	925	2.000	0
**	PROPRIETARY	0	925	925	2.000	0
***	WASTE-WATER	0	925	925	2.000	0
****	WASTE-WATER	0	925	925	2.000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 76 WATER TREATMENT PLANT						
DIV 00 WATER TREATMENT PLANT						
412-7600-576.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	WATER TREATMENT PLANT	0	0	0	0	0
**	CENTRAL SERVICES	0	0	0	0	0
***	WATER TREATMENT PLANT	0	0	0	0	0
****	WATER TREATMENT PLANT	0	0	0	0	0
*****	EXPENDITURE	5,962	9,850	9,850	9,500	0
******	WATER/WASTE-WATER FUND	5,962	9,850	9,850	9,500	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 81 PLANT OPER & POWER SUPPLY						
DIV 01 PLANT OPERATIONS						
480-8101-591.10-18	EDUCATIONAL ASSISTANCE	0	0	0	5.000	0

LEVEL	TEXT	TEXT AMT
CMRB	BUDGET	5.000
	LE	5.000-

*	PLANT MANAGEMENT	0	0	0	5.000	0
**	PLANT OPER & POWER SUPPLY	0	0	0	5.000	0
***	PLANT OPERATIONS	0	0	0	5.000	0
****	PLANT OPER & POWER SUPPLY	0	0	0	5.000	0

ACCOUNT NUMBER ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND					
DEPT 82 TRANSMISSION/DISTRIBUTION					
DIV 00 TRANSMISSION/DISTRIBUTION					
480-8200-562.10-18 EDUCATIONAL ASSISTANCE	0	0	0	0	0
* TRANSMISSION/DISTRIBUTION	0	0	0	0	0
** PROPRIETARY	0	0	0	0	0
*** TRANSMISSION/DISTRIBUTION	0	0	0	0	0
**** TRANSMISSION/DISTRIBUTION	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 83 ENGINEERING						
DIV 00 ENGINEERING						
480-8300-563.10-18	EDUCATIONAL ASSISTANCE	8,347	0	0	7,000	0
*	ENGINEERING	8,347	0	0	7,000	0
**	PROPRIETARY	8,347	0	0	7,000	0
***	ENGINEERING	8,347	0	0	7,000	0
****	ENGINEERING	8,347	0	0	7,000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 84 ADMINISTRATION						
DIV 00 ADMINISTRATION						
480-8400-564.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	ADMINISTRATION	0	0	0	0	0
**	PROPRIETARY	0	0	0	0	0
***	ADMINISTRATION	0	0	0	0	0
****	ADMINISTRATION	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 85 METERING						
DIV 00 METERING						
480-8500-565.10-18	EDUCATIONAL ASSISTANCE	0	0	0	0	0
*	METERING	0	0	0	0	0
**	PROPRIETARY	0	0	0	0	0
***	METERING	0	0	0	0	0
****	METERING	0	0	0	0	0
*****	EXPENDITURE	8,347	0	0	12,000	0
******	ELECTRIC REVENUE FUND	8,347	0	0	12,000	0

ACCOUNT NUMBER ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 701 SUBS ABUSE PREV PROG					
DEPT 99 MULTIPLE FUND PROJECT					
DIV 00 FUND DEPT					
701-9900-581.10-18 EDUCATIONAL ASSISTANCE	0	0	0	0	0
* FUND EXPENSES	0	0	0	0	0
** NON-EXPENDITURE DISBURSE	0	0	0	0	0
*** FUND DEPT	0	0	0	0	0
**** MULTIPLE FUND PROJECT	0	0	0	0	0
***** EXPENDITURE	0	0	0	0	0
****** SUBS ABUSE PREV PROG	0	0	0	0	0

ACCOUNT NUMBER ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 707 SUBS ABUSE PREV PROG 07					
DEPT 99 MULTIPLE FUND PROJECT					
DIV 00 FUND DEPT					
707-9900-581.10-18 EDUCATIONAL ASSISTANCE	0	0	0	0	0
* FUND EXPENSES	0	0	0	0	0
** NON-EXPENDITURE DISBURSE	0	0	0	0	0
*** FUND DEPT	0	0	0	0	0
**** MULTIPLE FUND PROJECT	0	0	0	0	0
***** EXPENDITURE	0	0	0	0	0
****** SUBS ABUSE PREV PROG 07	0	0	0	0	0

ACCOUNT NUMBER ACCOUNT DESCRIPTION	LAST-YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 708 SUBS ABUSE PREV PROG 08					
DEPT 99 MULTIPLE FUND PROJECT					
DIV 00 FUND DEPT					
708-9900-581.10-18 EDUCATIONAL ASSISTANCE	0	0	0	0	0
* FUND EXPENSES	0	0	0	0	0
** NON-EXPENDITURE DISBURSE	0	0	0	0	0
*** FUND DEPT	0	0	0	0	0
**** MULTIPLE FUND PROJECT	0	0	0	0	0
***** EXPENDITURE	0	0	0	0	0
****** SUBS ABUSE PREV PROG 08	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 708 SUBS ABUSE PREV PROG 08						
DEPT 99 MULTIPLE FUND PROJECT						
DIV 00 FUND DEPT						
		67,230	92,169	61,405	129,197	0

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                WORK-SHEET: CMABC27
               DESCRIPTION: CM FINAL DRAFT BUDGET 2012 with ABC 3027
               FISCAL YEAR: 2011
              FROM ACCOUNT:                30-27
                TO ACCOUNT: 999-9999-999-30-27
                 SELECTION: SELECTIVE
           TRANSACTION TYPE: REVENUES & EXPENDITURES
                      USER: TAT
                  SECURITY: Y
            OMIT DESCRIPTION:
            HORIZONTAL SHIFT: 0
              SUMMARY TOTALS:
         ACCOUNT SUPPRESSION: NO

                              SORT/BREAK/P_BREAK
          FUND SORT PRIORITY: 1       1       1
          DEPT SORT PRIORITY: 3       1       1
           DEPT CAT PRIORITY: 0
           DIV SORT PRIORITY: 4       1       1
          STAB SORT PRIORITY: 5       1       1
          STAS SORT PRIORITY: 6       1       1
           ELM SORT PRIORITY: 7
           OBJ SORT PRIORITY: 8
           CAT SORT PRIORITY: 0
            REV/EXP PRIORITY: 2       1       1
              ACCOUNT NUMBER: STANDARD

FIELD USAGE:
    B Base   GMLYA      1  9                    LAST YEARS      ACTUALS         J
    B Base   GMORIG     2  9                    ORIGINAL        BUDGET          J
    C Level  CMB&       4  9                    CM 2012         BASE BUDGET     J
    C Level  CMRB       3  9                    2011 REVISED    BUDGET          J
    C Level  CMST       5  9                    CM STRATEGIC    BUDGET          J
    B Base   GMREVE      9
    B Base   GMYTD       9
    B Base   GMCURENC    9
    R Result TOTAL       9  1998                TOTAL           EXPENDITURES    J 1
         GMYTD    + 0                .0000   0
         GMCURENC + 1                .0000   0
    R Result BALANCE     9  1998                UNEXPENDED      BALANCE         J 1
         GMREVE   + 0                .0000   0
         TOTAL    - 1                .0000   0

            SPECIAL OPTIONS:
              ELEMENT RANGE: 2
           BEFORE HEAD TYPE: BN
          HEADER ON MI LINE:
        BLANK LINE AFTER MI:
          FORCE NEG REVENUE:
         BUDGET LEVEL ALLOC:
       HEADER ON EVERY PAGE: Y

             RECORDS SELECTED:          37
              SUMMARY RECORDS:         135
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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 11	CITY CLERK/ASST TREAS					
DIV 00	CITY CLERK/ASST TREAS					
110-1100-511.30-27	SUBSCRIPTIONS AND DUES	576	625	625	700	0

LEVEL	TEXT	TEXT AMT
CMB&	DSN - $155	155
	IIMC - 1 @ 165 AND 3 @ $75	290
	DMCA - 4 @ $25	100
	SAM'S CLUB MEMBERSHIP - $30 PER YR	30
	NOTARY PUBLIC COMMISSION 4 YR RENEWAL MCDOWELL	90
	MISC @ $35	35
		700

*	CITY CLERK/ASST TREAS	576	625	625	700	0
**	GENERAL GOVERNMENT	576	625	625	700	0
***	CITY CLERK/ASST TREAS	576	625	625	700	0
****	CITY CLERK/ASST TREAS	576	625	625	700	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 12 COUNCIL						
DIV 00 COUNCIL						
110-1200-512.30-27	SUBSCRIPTIONS AND DUES	10,948	12,198	12,198	11,089	0

LEVEL	TEXT	TEXT AMT
CMB&	LEAGUE OF LOCAL GOV'TS	6,000
	NATIONAL LEAGUE OF CITIES	3,258
	DE STATE CHAMBER OF COMMERCE	856
	CENTRAL DE CHAMBER OF COMMERCE	875
	MISC. MAGAZINE SUBSCRIPTIONS	100
		11,089

*	COUNCIL	10,948	12,198	12,198	11,089	0
**	GENERAL GOVERNMENT	10,948	12,198	12,198	11,089	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 12 COUNCIL						
DIV 00 COUNCIL						
110-1200-524.30-27	MEMBERSHIP DUES, SUBS	0	0	0	0	0
*	HUMAN RELATIONS COMM	0	0	0	0	0
**	PROPRIETARY	0	0	0	0	0
***	COUNCIL	10,948	12,198	12,198	11,089	0
****	COUNCIL	10,948	12,198	12,198	11,089	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 13 TAX ASSESSOR						
DIV 00 TAX ASSESSOR						
110-1300-513.30-27	SUBSCRIPTIONS AND DUES	981	1,200	1,000	1,000	0

LEVEL	TEXT	TEXT AMT
CMRB	ORIGINAL BUDGET	1,200
	CM ADJUSTMENT 2/23/2011	200-
		1,000

LEVEL	TEXT	TEXT AMT
CMB&	IAAO, MARSHALS & SWIFT, AAS DESIGNATION	1,000
	CM ADJUSTMENT 2/23/2011	
		1,000

*	TAX ASSESSOR	981	1,200	1,000	1,000	0
**	GENERAL GOVERNMENT	981	1,200	1,000	1,000	0
***	TAX ASSESSOR	981	1,200	1,000	1,000	0
****	TAX ASSESSOR	981	1,200	1,000	1,000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 15 COMMUNITY SERVICES						
DIV 00 COMMUNITY SERVICES						
110-1500-522.30-27	SUBSCRIPTIONS AND DUES	425	385	425	425	0

LEVEL	TEXT	TEXT AMT
CMB&	DELAWARE NURSERY & LANDSCAPE (ANNUAL DUES)	85
	ISA MEMBERSHIP (BILL COOPER)	150
	ISA MEMBERSHIP (DAVE MORGAN)	150
		385

*	GROUNDS	425	385	425	425	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 15 COMMUNITY SERVICES						
DIV 00 COMMUNITY SERVICES						
110-1500-523.30-27	SUBSCRIPTIONS AND DUES	14,544	17,500	16,000	14,665	0

LEVEL	TEXT	TEXT AMT
CMB&	SUBSCRIPTIONS TO PERIODICALS AND NEWSPAPERS FOR PUBLIC USE.	13,800
	DUES TO DE LIBRARY ASSOCIATION FOR LIBRARY.	35
	DUES TO AMERICAN LIBRARY ASSOCIATION FOR LIBRARY.	500
	DUES TO PUBLIC LIBRARY ASSOCIATION FOR DIRECTOR.	100
	DUES TO AMERICAN LIBRARY ASSOCIATION FOR DIRECTOR.	230
		14,665

*	LIBRARY	14,544	17,500	16,000	14,665	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 15 COMMUNITY SERVICES						
DIV 00 COMMUNITY SERVICES						
110-1500-525.30-27	SUBSCRIPTIONS AND DUES	345	400	435	435	0

LEVEL	TEXT	TEXT AMT
CMB&	SUBSCRIPTIONS & DUES FOR STAFF	435
		435

*	RECREATION	345	400	435	435	0
**	PROPRIETARY	15,314	18,285	16,860	15,525	0
***	COMMUNITY SERVICES	15,314	18,285	16,860	15,525	0
****	COMMUNITY SERVICES	15,314	18,285	16,860	15,525	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-531.30-27	SUBSCRIPTIONS AND DUES	1,038	1,000	1,000	1,000	0

LEVEL	TEXT	TEXT AMT
CMB&	NFPA FIRE CODE SUBSCRIPTION	800
	IAAI MEMBERSHIP	200
		1,000

*	LIFE SAFETY	1,038	1,000	1,000	1,000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-532.30-27	SUBSCRIPTIONS AND DUES	145	145	145	145	0

LEVEL	TEXT	TEXT AMT
CMB&	SAMS CLUB MEMBERSHIP FOR 3 EMPLOYEES	45
	ICC MEMBERSHIP	100
		145

*	CODE ENFORCEMENT	145	145	145	145	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-533.30-27	SUBSCRIPTIONS AND DUES	2,791	2,680	2,680	2,925	0

LEVEL	TEXT	TEXT AMT
CMB&	APA/AICP MEMBERSHIP (4 PLANNERS)	1,600
	PLANNING ADVISORY SERVICE / PLANNING & ENV LAW	1,165
	ASSOCIATION OF HISTORIC COMMISSIONS	80
	NOTARY PUBLIC - DIANE METSCH	80
		2,925

*	PLANNING	2,791	2,680	2,680	2,925	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-534.30-27	SUBSCRIPTIONS AND DUES	462	700	1,025	700	0

LEVEL	TEXT	TEXT AMT
CMB&	ICC MEMBERSHIPS	700
		700

*	PUBLIC INSPECTIONS	462	700	1,025	700	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-535.30-27	SUBSCRIPTIONS AND DUES	0	300	0	0	0
*	ECONOMIC DEVELOPMENT	0	300	0	0	0
**	INSPECTIONS AND PLANNING	4,436	4,825	4,850	4,770	0
***	INSPECTIONS AND PLANNING	4,436	4,825	4,850	4,770	0
****	INSPECTIONS AND PLANNING	4,436	4,825	4,850	4,770	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 17 POLICE						
DIV 00 POLICE						
110-1700-541.30-27	SUBSCRIPTIONS AND DUES	4,585	4,440	4,440	4,500	0

LEVEL	TEXT	TEXT AMT
CMB&	POLICE SUBSCRIPTIONS & DUES	4,500
		4,500

*	ADMINISTRATION	4,585	4,440	4,440	4,500	0
**	POLICE	4,585	4,440	4,440	4,500	0
***	POLICE	4,585	4,440	4,440	4,500	0
****	POLICE	4,585	4,440	4,440	4,500	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 18 PUBLIC WORKS						
DIV 00 PUBLIC WORKS						
110-1800-554.30-27	SUBSCRIPTIONS AND DUES	0	0	0	0	0
LEVEL	TEXT		TEXT AMT			
CMB&	NO BUDGET REQUEST FOR THIS LINE ITEM IN FY2012					
* STREET		0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 18 PUBLIC WORKS						
DIV 00 PUBLIC WORKS						
110-1800-555.30-27	SUBSCRIPTIONS AND DUES	0	0	0	0	0
LEVEL	TEXT			TEXT AMT		
CMB&	NO BUDGET REQUEST FOR THIS LINE ITEM INFY2012					
*	SANITATION	0	0	0	0	0
**	PUBLIC WORKS	0	0	0	0	0
***	PUBLIC WORKS	0	0	0	0	0
****	PUBLIC WORKS	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 21 CITY MANAGER						
DIV 00 CITY MANAGER						
110-2100-515.30-27	SUBSCRIPTIONS AND DUES	1,830	1,900	2,100	1,800	0

LEVEL	TEXT	TEXT AMT
CMB&	SAMS CLUB (KAY)	15
	APA (TONY)	480
	GFOA (TERRY)	150
	ICMA (TONY)	1,005
	WALL STREET JOURNAL ONLINE SUBSCRIPTION (TERRY)	150
		1,800

*	CITY MANAGER	1,830	1,900	2,100	1,800	0
**	GENERAL GOVERNMENT	1,830	1,900	2,100	1,800	0
***	CITY MANAGER	1,830	1,900	2,100	1,800	0
****	CITY MANAGER	1,830	1,900	2,100	1,800	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 22	INFORMATION TECHNOLOGY					
DIV 00	INFORMATION TECHNOLOGY					
110-2200-516.30-27	SUBSCRIPTIONS AND DUES	546	320	320	195	0

LEVEL	TEXT	TEXT AMT
CMB&	SUNGARD USERS GROUP ASSOC (SUGA) EXP 12/31/11	195
	DOMAIN REG-CITYOFDOVER.COM EXP 09/18/13 - $100	
	GODADDY UCC OWA.DOVER.DE.US EXP 07/15/13 - $275	
	GODADDY SSL SECURE.CITYOFDOVER EXP 08/05/13 - $100	
		195

*	INFORMATION TECHNOLOGY	546	320	320	195	0
**	GENERAL GOVERNMENT	546	320	320	195	0
***	INFORMATION TECHNOLOGY	546	320	320	195	0
****	INFORMATION TECHNOLOGY	546	320	320	195	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 23 FINANCE / TREASURER						
DIV 00 FINANCE / TREASURER						
110-2300-517.30-27	SUBSCRIPTIONS AND DUES	1,672	2,200	2,200	1,655	0

LEVEL	TEXT	TEXT AMT
CMB&	GFOA MEMBERSHIPS (TEAL & MITCHELL)	250
	STATE SOCIETY OF CPAS (TEAL & MITCHELL)	575
	INSTITUTE OF INTERNAL AUDITORS (TEAL)	75
	GASB (MITCHELL)	200
	WALL STREET JOURNAL ONLINE (MITCHELL)	155
	STATE - CPA LICENSE RENEWAL (MITCHELL & TEAL)	400
	CM ADJUSTMENT 2/24/2011	
		1,655

*	FINANCE / TREASURER	1,672	2,200	2,200	1,655	0
**	GENERAL GOVERNMENT	1,672	2,200	2,200	1,655	0
***	FINANCE / TREASURER	1,672	2,200	2,200	1,655	0
****	FINANCE / TREASURER	1,672	2,200	2,200	1,655	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 24 P W ADMINISTRATION						
DIV 00 P W ADMINISTRATION						
110-2400-551.30-27	SUBSCRIPTIONS AND DUES	1,991	1,650	1,650	1,650	0

LEVEL	TEXT	TEXT AMT
CMB&	MUNICIPAL WASTE MANAGEMENT DUES-SCOTT D. KOENIG	510
	NSPE DUES - SCOTT D. KOENIG	180
	AMERICAN PLANNING ASSOC. DUE - SCOTT D. KOENIG	285
	SAME DUES - SCOTT D. KOENIG	55
	AWWA DUES - SCOTT D. KOENIG	165
	APWA DUES - SCOTT D. KOENIG	118
	ASCE DUES - SCOTT D. KOENIG	220
	APWA DUES - PAUL THOMPSON	117
		1,650

*	P W ADMINISTRATION	1,991	1,650	1,650	1,650	0
**	PUBLIC WORKS	1,991	1,650	1,650	1,650	0
***	P W ADMINISTRATION	1,991	1,650	1,650	1,650	0
****	P W ADMINISTRATION	1,991	1,650	1,650	1,650	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 27 CENTRAL SERVICES						
DIV 00 CENTRAL SERVICES						
110-2700-571.30-27	SUBSCRIPTIONS AND DUES	751	1,340	1,340	620	0

LEVEL	TEXT	TEXT AMT
CMB&	DELAWARE PUBLIC PURCHASING ASSOCIATION 4 MEMBERS	140
	NATIONAL INSTITUTE OF GOVERNMENTAL PURCHASING ORGANIZATIONAL MEMBERSHIP	395
	SAMS CLUB DIRECT. PRIMARY ACCOUNT HOLDER	85
		620

*	CENTRAL SERVICES	751	1,340	1,340	620	0
**	CENTRAL SERVICES	751	1,340	1,340	620	0
***	CENTRAL SERVICES	751	1,340	1,340	620	0
****	CENTRAL SERVICES	751	1,340	1,340	620	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 29 ADMINISTRATIVE SERVICES						
DIV 00 ADMINISTRATIVE SERVICES						
110-2900-529.30-27	SUBSCRIPTIONS AND DUES	0	0	0	0	0
*	CUSTOMER SERVICES	0	0	0	0	0
**	PROPRIETARY	0	0	0	0	0
***	ADMINISTRATIVE SERVICES	0	0	0	0	0
****	ADMINISTRATIVE SERVICES	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 31 HUMAN RESOURCES						
DIV 00 HUMAN RESOURCES						
110-3100-518.30-27	SUBSCRIPTIONS AND DUES	1,279	2,457	2,457	1,500	0

LEVEL	TEXT	TEXT AMT
CMB&	ICMA/NPELRA/SHRM/DLPERLA MEMBERSHIPS	1,000
	MISC NEWLETTERS/PUBLICATIONS	500
		1,500

*	HUMAN RESOURCES	1,279	2,457	2,457	1,500	0
**	GENERAL GOVERNMENT	1,279	2,457	2,457	1,500	0
***	HUMAN RESOURCES	1,279	2,457	2,457	1,500	0
****	HUMAN RESOURCES	1,279	2,457	2,457	1,500	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 32 MAYOR						
DIV 00 MAYOR						
110-3200-519.30-27	SUBSCRIPTIONS AND DUES	3,785	5,150	5,000	5,150	0

LEVEL	TEXT	TEXT AMT
CMB&	DEDC	50
	NEDA	100
	AIR FORCE ASSOCIATION	40
	US CONFERENCE OF MAYORS	3,400
	GREATER DOVER COMMITTEE	1,500
	OTHER MEMBERSHIPS BENEFICAL TO MAYOR	60
		5,150

*	MAYOR	3,785	5,150	5,000	5,150	0
**	GENERAL GOVERNMENT	3,785	5,150	5,000	5,150	0
***	MAYOR	3,785	5,150	5,000	5,150	0
****	MAYOR	3,785	5,150	5,000	5,150	0
*****	EXPENDITURE	48,694	56,590	55,040	50,154	0
******	GENERAL FUND	48,694	56,590	55,040	50,154	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 26 ENGINEERING						
DIV 00 ENGINEERING						
412-2600-553.30-27	SUBSCRIPTIONS AND DUES	1.020	1.491	1.000	1.150	0

LEVEL	TEXT	TEXT AMT
CMB&	ASCE - W/W MANAGER & 2 ENGINEERS ($227 EACH)	681
	APWA - 6 ($110 EACH)	660
	AWWA- W/W/ MANAGER	150
	CM ADJ 3/11/11	341-
		1.150

*	ENGINEERING	1.020	1.491	1.000	1.150	0
**	PUBLIC WORKS	1.020	1.491	1.000	1.150	0
***	ENGINEERING	1.020	1.491	1.000	1.150	0
****	ENGINEERING	1.020	1.491	1.000	1.150	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 56 WATER CONSTRUCTION						
DIV 00 WATER CONSTRUCTION						
412-5600-556.30-27	SUBSCRIPTIONS AND DUES	0	110	0	0	0
*	CONSTRUCTION & MAINT	0	110	0	0	0
**	PUBLIC WORKS	0	110	0	0	0
***	WATER CONSTRUCTION	0	110	0	0	0
****	WATER CONSTRUCTION	0	110	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 68 WATER						
DIV 00 WATER						
412-6800-568.30-27	SUBSCRIPTIONS AND DUES	2,721	2,505	2,800	2,800	0

LEVEL	TEXT	TEXT AMT
CMB&	AWWA GROUP MEMBERSHIP DUES	1,494
	DELAWARE RURAL WATER ASSOC. DUES	286
	APWA MEMBERSHIP DUES-RALPH MCDOUGALL (50%)	56
	APWA STANDARDS REVISIONS - SUBSCRIPTION	469
	WATER OPERATOR LICENSES	200
	CM ADJ 3/11/11	295
		2,800

*	WATER	2,721	2,505	2,800	2,800	0
**	PROPRIETARY	2,721	2,505	2,800	2,800	0
***	WATER	2,721	2,505	2,800	2,800	0
****	WATER	2,721	2,505	2,800	2,800	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 69 WASTE-WATER						
DIV 00 WASTE-WATER						
412-6900-569.30-27	SUBSCRIPTIONS AND DUES	58	60	63	63	0
LEVEL	TEXT			TEXT AMT		
CMB&	APWA MEMBERSHIP SUPERVISOR 50%			63		
				63		
*	WASTE-WATER	58	60	63	63	0
**	PROPRIETARY	58	60	63	63	0
***	WASTE-WATER	58	60	63	63	0
****	WASTE-WATER	58	60	63	63	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 76 WATER TREATMENT PLANT						
DIV 00 WATER TREATMENT PLANT						
412-7600-576.30-27	SUBSCRIPTIONS AND DUES	400	600	600	400	0

LEVEL	TEXT	TEXT AMT
CMB&	OVERALL BUDGETED AMOUNT FOR THIS ACCOUNT	400
	WATERISAC SUBSCRIPTION (WATER SYSTEM SECURITY AND PLANNING GROUP) $210	
	WATER OPERATOR LICENSE FEES ($100 PER OPERATOR 2 YEARS) $600	
		400

*	WATER TREATMENT PLANT	400	600	600	400	0
**	CENTRAL SERVICES	400	600	600	400	0
***	WATER TREATMENT PLANT	400	600	600	400	0
****	WATER TREATMENT PLANT	400	600	600	400	0
*****	EXPENDITURE	4,199	4,766	4,463	4,413	0
******	WATER/WASTE-WATER FUND	4,199	4,766	4,463	4,413	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 82 TRANSMISSION/DISTRIBUTION						
DIV 00 TRANSMISSION/DISTRIBUTION						
480-8200-562.30-27	SUBSCRIPTIONS AND DUES	0	0	0	0	0
*	TRANSMISSION/DISTRIBUTION	0	0	0	0	0
**	PROPRIETARY	0	0	0	0	0
***	TRANSMISSION/DISTRIBUTION	0	0	0	0	0
****	TRANSMISSION/DISTRIBUTION	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 83 ENGINEERING						
DIV 00 ENGINEERING						
480-8300-563.30-27	SUBSCRIPTIONS AND DUES	321	1,255	855	855	0

LEVEL	TEXT	TEXT AMT
CMB&	IEEE (ENSS & JOHNSON)	350
	NOTARY/MEMBERSHIPS	250
	HILL DONLEY - SYSTEM OPERATIONS	255
		855

*	ENGINEERING	321	1,255	855	855	0
**	PROPRIETARY	321	1,255	855	855	0
***	ENGINEERING	321	1,255	855	855	0
****	ENGINEERING	321	1,255	855	855	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 84 ADMINISTRATION						
DIV 00 ADMINISTRATION						
480-8400-564.30-27	SUBSCRIPTIONS AND DUES	55,191	59,515	65,600	65,600	0

LEVEL	TEXT	TEXT AMT
CMB&	DEMEC	30,000
	APPA ANNUAL MEMBER - DUE JAN 1	27,000
	APPA DEED - DUE JAN 1 (TYPICALLY 20% OF MEMBERSHIP FEE)	5,000
	SAMS CLUB	15
	OTHER RELATED EXPENSES	3,585
		65,600

*	ADMINISTRATION	55,191	59,515	65,600	65,600	0
**	PROPRIETARY	55,191	59,515	65,600	65,600	0
***	ADMINISTRATION	55,191	59,515	65,600	65,600	0
****	ADMINISTRATION	55,191	59,515	65,600	65,600	0
*****	EXPENDITURE	55,512	60,770	66,455	66,455	0
******	ELECTRIC REVENUE FUND	55,512	60,770	66,455	66,455	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 632 MAIN STREET DOVER						
DEPT 99 MULTIPLE FUND PROJECT						
DIV 00 FUND DEPT						
632-9900-599.30-27	SUBSCRIPTIONS AND DUES	0	0	0	0	0
*	MAIN STREET	0	0	0	0	0
**	PLANT OPER & POWER SUPPLY	0	0	0	0	0
***	FUND DEPT	0	0	0	0	0
****	MULTIPLE FUND PROJECT	0	0	0	0	0
*****	EXPENDITURE	0	0	0	0	0
******	MAIN STREET DOVER	0	0	0	0	0

ACCOUNT NUMBER ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 634 DOWNTOWN DOVER PARTNER.					
DEPT 99 MULTIPLE FUND PROJECT					
DIV 00 FUND DEPT					
634-9900-582.30-27 SUBSCRIPTIONS AND DUES	0	0	0	0	0
* FUND EXPENSES	0	0	0	0	0
** NON-EXPENDITURE DISBURSE	0	0	0	0	0
*** FUND DEPT	0	0	0	0	0
**** MULTIPLE FUND PROJECT	0	0	0	0	0
***** EXPENDITURE	0	0	0	0	0
****** DOWNTOWN DOVER PARTNER.	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 715 CDBG ENTITLEMENT FY 08-09						
DEPT 20 FIXED ASSETS						
DIV 09 CDBG FY 2008						
715-2009-596.30-27	SUBSCRIPTIONS AND DUES	0	0	0	0	0
*	COMMUNITY BLOCK GRANT	0	0	0	0	0
**	PLANT OPER & POWER SUPPLY	0	0	0	0	0
***	CDBG FY 2008	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 715 CDBG ENTITLEMENT FY 08-09						
DEPT 20 FIXED ASSETS						
DIV 10 PROGRAM YEAR 2009						
715-2010-596.30-27	SUBSCRIPTIONS AND DUES	335	360	0	0	0
*	COMMUNITY BLOCK GRANT	335	360	0	0	0
**	PLANT OPER & POWER SUPPLY	335	360	0	0	0
***	PROGRAM YEAR 2009	335	360	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM-2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 715 CDBG ENTITLEMENT FY 08-09						
DEPT 20 FIXED ASSETS						
DIV 11 PROGRAM YEAR 2010						
715-2011-596.30-27	SUBSCRIPTIONS AND DUES	0	0	385	0	0
*	COMMUNITY BLOCK GRANT	0	0	385	0	0
**	PLANT OPER & POWER SUPPLY	0	0	385	0	0
***	PROGRAM YEAR 2010	0	0	385	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 715 CDBG ENTITLEMENT FY 08-09						
DEPT 20 FIXED ASSETS						
DIV 12 PROGRAM YEAR 2011						
715-2012-596.30-27	SUBSCRIPTIONS AND DUES	0	0	0	385	0
*	COMMUNITY BLOCK GRANT	0	0	0	385	0
**	PLANT OPER & POWER SUPPLY	0	0	0	385	0
***	PROGRAM YEAR 2011	0	0	0	385	0
****	FIXED ASSETS	335	360	385	385	0
*****	EXPENDITURE	335	360	385	385	0
******	CDBG ENTITLEMENT FY 08-09	335	360	385	385	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 715 CDBG ENTITLEMENT FY 08-09						
DEPT 20 FIXED ASSETS						
DIV 12 PROGRAM YEAR 2011						
		108,740	122,486	126,343	121,407	0

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                WORK-SHEET: CM3028
               DESCRIPTION: CM FINAL DRAFT BUDGET 2012 3028
               FISCAL YEAR: 2011
              FROM ACCOUNT:                30-28
                TO ACCOUNT: 999-9999-999-30-28
                 SELECTION: SELECTIVE
          TRANSACTION TYPE: REVENUES & EXPENDITURES
                      USER: TAT
                  SECURITY: Y
             OMIT DESCRIPTION:
            HORIZONTAL SHIFT: 0
              SUMMARY TOTALS:
        ACCOUNT SUPPRESSION: NO

                             SORT/BREAK/P_BREAK
         FUND SORT PRIORITY: 1       1       1
         DEPT SORT PRIORITY: 3       1       1
          DEPT CAT PRIORITY: 0
          DIV SORT PRIORITY: 4       1       1
         STAB SORT PRIORITY: 5       1       1
         STAS SORT PRIORITY: 6       1       1
          ELM SORT PRIORITY: 7
          OBJ SORT PRIORITY: 8
          CAT SORT PRIORITY: 0
           REV/EXP PRIORITY: 2       1       1
             ACCOUNT NUMBER: STANDARD

FIELD USAGE:
    B Base   GMLYA      1  9                    LAST YEARS      ACTUALS        J
    B Base   GMORIG     2  9                    ORIGINAL        BUDGET         J
    C Level  CMB&       4  9                    CM 2012         BASE BUDGET    J
    C Level  CMRB       3  9                    2011 REVISED    BUDGET         J
    C Level  CMST       5  9                    CM STRATEGIC    BUDGET         J
    B Base   GMREVE       9
    B Base   GMYTD        9
    B Base   GMCURENC     9
    R Result TOTAL        9  1998               TOTAL           EXPENDITURES   J 1
         GMYTD    + 0                .0000   0
         GMCURENC + 1                .0000   0
    R Result BALANCE      9  1998               UNEXPENDED      BALANCE        J 1
         GMREVE   + 0                .0000   0
         TOTAL    - 1                .0000   0

            SPECIAL OPTIONS:
              ELEMENT RANGE: 2
          BEFORE HEAD TYPE: BN
         HEADER ON MI LINE:
       BLANK LINE AFTER MI:
         FORCE NEG REVENUE:
        BUDGET LEVEL ALLOC:
      HEADER ON EVERY PAGE: Y

            RECORDS SELECTED:        50
             SUMMARY RECORDS:       196
```

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 11 CITY CLERK/ASST TREAS						
DIV 00 CITY CLERK/ASST TREAS						
110-1100-511.30-28	TRAINING/CONF/FOOD/TRAVEL	847	1,680	1,680	2,610	0

LEVEL	TEXT	TEXT AMT
CMB&	CM ADJUSTMENT 2/24/2011	2,610
	4 MUNICIPAL CLERKS CERTIFICATION PROGRAM 3 CMC/1	
	MMC @ $430	
	DMCA QUARTERLY MTGS - MILEAGE/MEALS (2 @ $45)	
	REGION II CONFERENCE DE HOSTING (4 @ $200)	
	MISC. SEMINARS ($300)	
		2,610

*	CITY CLERK/ASST TREAS	847	1,680	1,680	2,610	0
**	GENERAL GOVERNMENT	847	1,680	1,680	2,610	0
***	CITY CLERK/ASST TREAS	847	1,680	1,680	2,610	0
****	CITY CLERK/ASST TREAS	847	1,680	1,680	2,610	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 12 COUNCIL						
DIV 00 COUNCIL						
110-1200-512.30-28	TRAINING/CONF/FOOD/TRAVEL	424	12,850	12,850	12,850	0

LEVEL	TEXT	TEXT AMT
CMB&	COUNCIL TRAVEL, MTGS AND MEALS	12,850
	6 NLC - ANNUAL CONVENTION	
	6 NLC - CITY CONFERENCE	
	MISC. CONFERENCES (NLC COMMITTEES, LEAGUE, ETC.)	
	LEAGUE OF LOCAL GOV'TS MONTHLY MEETINGS (9/YR.)	
	ANNUAL COUNCIL/LEGISLATOR MEETING	
	TOURISM DINNER/MEETING	
	MAIN STREET DOVER ANNUAL MEETING	
	MEALS FOR MEETINGS	
	CM ADJUSTMENT 2/24/2011	
		12,850

*	COUNCIL	424	12,850	12,850	12,850	0
**	GENERAL GOVERNMENT	424	12,850	12,850	12,850	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 12 COUNCIL						
DIV 00 COUNCIL						
110-1200-524.30-28	TRAVEL EXPENSES	0	0	0	0	0
*	HUMAN RELATIONS COMM	0	0	0	0	0
**	PROPRIETARY	0	0	0	0	0
***	COUNCIL	424	12,850	12,850	12,850	0
****	COUNCIL	424	12,850	12,850	12,850	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 13 TAX ASSESSOR						
DIV 00 TAX ASSESSOR						
110-1300-513.30-28	TRAINING/CONF/FOOD/TRAVEL	25	0	600	5.000	0

LEVEL	TEXT	TEXT AMT
CMB&	TRAINING TO KEEP UP WITH AAS CM ADJJSTMENT 2/24/2011	5.000
		5.000

LEVEL	TEXT	TEXT AMT
CMST	TRAINING TO KEEP UP WITH AAS DESIGNATION	5.000
	CM ADJUSTMENT 2/24/2011 MOVED TO BASE BUDGET	5.000-

*	TAX ASSESSOR	25	0	600	5.000	0
**	GENERAL GOVERNMENT	25	0	600	5.000	0
***	TAX ASSESSOR	25	0	600	5.000	0
****	TAX ASSESSOR	25	0	600	5.000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 14 FIRE DEPARTMENT						
DIV 00 FIRE DEPARTMENT						
110-1400-514.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	8,365	0
LEVEL	TEXT		TEXT AMT			
CMB&	TRAINING AND TRAVEL FOR OFFICERS, DISPATCHERS AND ADMIN ASSISTANT TO THE CHIEF					
*	FIRE DEPARTMENT	0	0	0	8,365	0
**	GENERAL GOVERNMENT	0	0	0	8,365	0
***	FIRE DEPARTMENT	0	0	0	8,365	0
****	FIRE DEPARTMENT	0	0	0	8,365	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 15 COMMUNITY SERVICES						
DIV 00 COMMUNITY SERVICES						
110-1500-522.30-28	TRAINING/CONF/FOOD/TRAVEL	1.326	1.300	1.800	1.300	0

LEVEL	TEXT	TEXT AMT
CMB&	TURF & EQUIPMENT EXPO- GROUNDS CREWS	400
	TORO EQUIPMENT MAINTENANCE SEMINARS	400
	BALLFIELD MAINTENANCE SEMINAR	250
	KOHLER ENGINE UPDATE SEMINAR	150
	MISC HORTICULTURE CONFERENCES	100
		1.300

*	GROUNDS	1.326	1.300	1.800	1.300	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 15 COMMUNITY SERVICES						
DIV 00 COMMUNITY SERVICES						
110-1500-523.30-28	TRAINING/CONF/FOOD/TRAVEL	240	240	240	390	0

LEVEL	TEXT	TEXT AMT
CMB&	COST TO SEND LIBRARY STAFF TO THE DELAWARE LIBRARY ASSOCIATION'S ANNUAL CONFERENCE.	390
		390

*	LIBRARY	240	240	240	390	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 15 COMMUNITY SERVICES						
DIV 00 COMMUNITY SERVICES						
110-1500-525.30-28	TRAINING/CONF/FOOD/TRAVEL	340	2,000	2,000	2,000	0

LEVEL	TEXT	TEXT AMT
CMB&	STAFF TRAINING	2,000
		2,000

*	RECREATION	340	2,000	2,000	2,000	0
**	PROPRIETARY	1,906	3,540	4,040	3,690	0
***	COMMUNITY SERVICES	1,906	3,540	4,040	3,690	0
****	COMMUNITY SERVICES	1,906	3,540	4,040	3,690	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-531.30-28	TRAINING/CONF/FOOD/TRAVEL	1.671	2.000	2.000	2.000	4.000

LEVEL	TEXT	TEXT AMT
CMRB	BUDGET	2.000
		2.000

LEVEL	TEXT	TEXT AMT
CMB&	FIRE MARSHALL TRAINING AND CONFERENCES	1.000
	EMERGENCY MANAGEMENT COORDINATOR TRAINING	1.000
		2.000

LEVEL	TEXT	TEXT AMT
CMST	ONE INDIVIDUAL TO ATTEND POLICE TRAINING ACADEMY (FOOD, CLOTHING, TRAINING & EQUIPMENT)	4.000
		4.000

*	LIFE SAFETY	1.671	2.000	2.000	2.000	4.000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-532.30-28	TRAINING/CONF/FOOD/TRAVEL	329	500	800	800	0

LEVEL	TEXT	TEXT AMT
CMB&	ICC AND OTHER CODE RELATED TRAINING FOR INSPECTORS	800
		800

*	CODE ENFORCEMENT	329	500	800	800	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-533.30-28	TRAINING/CONF/FOOD/TRAVEL	1.689	3.000	2.700	3.000	0

LEVEL	TEXT	TEXT AMT
CMB&	LOCAL AND REGIONAL TRAINING & PROF. DEV. FOR PLANNERS TO MAINTAIN CERTIFICATIONS	3.000
	MAY INCLUDE REGIONAL CONFERENCE IN MARYLAND	
		3.000

*	PLANNING	1.689	3.000	2.700	3.000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-534.30-28	TRAINING/CONF/FOOD/TRAVEL	1,020	2,300	800	1,000	0

LEVEL	TEXT	TEXT AMT
CMB&	ICC TRAINING COURSES & CERTIFICATIONS	800
	OFFICE STAFF TRAINING	200
		1,000

*	PUBLIC INSPECTIONS	1,020	2,300	800	1,000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 16 INSPECTIONS AND PLANNING						
DIV 00 INSPECTIONS AND PLANNING						
110-1600-535.30-28	TRAINING/CONF/FOOD/TRAVEL	75	2,000	300	300	0

LEVEL	TEXT	TEXT AMT
CMB&	MISCELLANEOUS TRAINING AND TRAVEL	300
		300

*	ECONOMIC DEVELOPMENT	75	2,000	300	300	0
**	INSPECTIONS AND PLANNING	4,784	9,800	5,600	7,100	4,000
***	INSPECTIONS AND PLANNING	4,784	9,800	5,600	7,100	4,000
****	INSPECTIONS AND PLANNING	4,784	9,800	5,600	7,100	4,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 17 POLICE						
DIV 00 POLICE						
110-1700-541.30-28	TRAINING/CONF/FOOD/TRAVEL	9,878	19,450	19,450	19,500	4,500

LEVEL	TEXT	TEXT AMT
CMB&	POLICE TRAINING, TRAVEL AND FOOD REQUIREMENTS ALWASY EXCEED FUNDED BUDGET SO FEDERAL FORFEITURE FUNDS TRADITIONALLY ARE USED TO SUPPLEMENT BUDGET FUNDS.	19,500
		19,500

LEVEL	TEXT	TEXT AMT
CMST	TRIP TO CALEA AWARD CONFERENCE TO RECEIVE THE DEPARTMENT'S REACCREDITATION CERTIFICATE AFTER THE DEPARTMENT'S TRIENNIAL INSPECTION. THIS IS AN ACCREDIATION REQUIREMENT AND FEDERAL FORFEITURE FUNDS MAY BE USED FOR THIS TRIP.	4,500
		4,500

*	ADMINISTRATION	9,878	19,450	19,450	19,500	4,500
**	POLICE	9,878	19,450	19,450	19,500	4,500
***	POLICE	9,878	19,450	19,450	19,500	4,500
****	POLICE	9,878	19,450	19,450	19,500	4,500

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 18 PUBLIC WORKS						
DIV 00 PUBLIC WORKS						
110-1800-554.30-28	TRAINING/CONF/FOOD/TRAVEL	820	100	3.400	850	0

LEVEL	TEXT	TEXT AMT
CMB&	EQUIPMENT SHOWS & SUPERVISOR TRAINING	100
		100

*	STREET	820	100	3.400	850	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 18 PUBLIC WORKS						
DIV 00 PUBLIC WORKS						
110-1800-555.30-28	TRAINING/CONF/FOOD/TRAVEL	413	100	2,150	100	0

LEVEL	TEXT	TEXT AMT
CMB&	SUPERVISOR TRAINIGN CLASSES	100
		100

*	SANITATION	413	100	2,150	100	0
**	PUBLIC WORKS	1,233	200	5,550	950	0
***	PUBLIC WORKS	1,233	200	5,550	950	0
****	PUBLIC WORKS	1,233	200	5,550	950	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 21 CITY MANAGER						
DIV 00 CITY MANAGER						
110-2100-515.30-28	TRAINING/CONF/FOOD/TRAVEL	1,680	2,000	1,700	2,000	0

LEVEL	TEXT	TEXT AMT
CMB&	QUARTERLY CMAD MEETINGS	100
	BI MONTHLY SERVICE AWARDS	300
	EZ PASS REPLENISHMENT	100
	ICMA CONFERENCE, GFOA WEBINAR, ETC.	1,500
		2,000

*	CITY MANAGER	1,680	2,000	1,700	2,000	0
**	GENERAL GOVERNMENT	1,680	2,000	1,700	2,000	0
***	CITY MANAGER	1,680	2,000	1,700	2,000	0
****	CITY MANAGER	1,680	2,000	1,700	2,000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 22	INFORMATION TECHNOLOGY					
DIV 00	INFORMATION TECHNOLOGY					
110-2200-516.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	1,385	0

LEVEL	TEXT	TEXT AMT
CMB&	2011 NORTHEEAST SUGA REGIONAL TRAINING 5 DAYS NEW HAVEN, CT HOTEL $145/NIGHT PARKING $21/NIGHT; PER DIEM $61/DAY; REGISTRATION FEE $100; APPROX. 500 MILES @ $0.50 PER MILE	1,385
		1,385

LEVEL	TEXT	TEXT AMT
CMST	2011 NORTHEAST SUGA REGIONAL TRAINING 5 DAYS NEW HAVEN, CT HOTEL $145/NIGHT; PARKING $21/NIGHT; PER DIEM $61/DAY; $100 REGISTRATION FEE; APPROX 500 MILES ROUND TRIP AT $0.50/MILE	1,385
	CM ADJ 2/23/2011 MOVED TO BASE BUDGET	1,385-

*	INFORMATION TECHNOLOGY	0	0	0	1,385	0
**	GENERAL GOVERNMENT	0	0	0	1,385	0
***	INFORMATION TECHNOLOGY	0	0	0	1,385	0
****	INFORMATION TECHNOLOGY	0	0	0	1,385	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 23 FINANCE / TREASURER						
DIV 00 FINANCE / TREASURER						
110-2300-517.30-28	TRAINING/CONF/FOOD/TRAVEL	5,181	5,000	5,000	5,000	0

LEVEL	TEXT	TEXT AMT
CMB&	GFOA CONFERENCE/SEMINARS - CPE	3,600
	STAFF TRAINING/SEMINARS (NON-CPAS)	1,400
	KARLETT WALKER TO TAKE CPA REVIEW - BECKER REVIEW	
		5,000

*	FINANCE / TREASURER	5,181	5,000	5,000	5,000	0
**	GENERAL GOVERNMENT	5,181	5,000	5,000	5,000	0
***	FINANCE / TREASURER	5,181	5,000	5,000	5,000	0
****	FINANCE / TREASURER	5,181	5,000	5,000	5,000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 24 P W ADMINISTRATION						
DIV 00 P W ADMINISTRATION						
110-2400-551.30-28	TRAINING/CONF/FOOD/TRAVEL	672	1.500	750	1.500	0

LEVEL	TEXT	TEXT AMT
CMB&	FOOD, BEVERAGES AND OTHER EXPENSES, GIS DAY	350
	MISC. TRAINING SEMINARS (AWWA, ASCE,APWA)DIRECTOR	800
	MISC. TRAINING SEMINARS (GIS CORDINATOR & TECH)	350
		1,500

*	P W ADMINISTRATION	672	1.500	750	1.500	0
**	PUBLIC WORKS	672	1.500	750	1.500	0
***	P W ADMINISTRATION	672	1.500	750	1.500	0
****	P W ADMINISTRATION	672	1.500	750	1.500	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 25 FACILITIES MANAGEMENT						
DIV 00 FACILITIES MANAGEMENT						
110-2500-552.30-28	TRAINING/CONF/FOOD/TRAVEL	0	200	200	200	0
LEVEL	TEXT			TEXT AMT		
CMB&	TRAINING/CONF/FOOD/TRAVEL			200		
				200		
*	FACILITIES MANAGEMENT	0	200	200	200	0
**	PUBLIC WORKS	0	200	200	200	0
***	FACILITIES MANAGEMENT	0	200	200	200	0
****	FACILITIES MANAGEMENT	0	200	200	200	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 27 CENTRAL SERVICES						
DIV 00 CENTRAL SERVICES						
110-2700-571.30-28	TRAINING/CONF/FOOD/TRAVEL	20	8,200	15	2,000	0
LEVEL	TEXT			TEXT AMT		
CMB&	PURCHASING SEMINAR, 2 PEOPLE			1,000		
	MISC SEMAINAR AND CONFERENCES			1,000		
				2,000		
*	CENTRAL SERVICES	20	8,200	15	2,000	0
**	CENTRAL SERVICES	20	8,200	15	2,000	0
***	CENTRAL SERVICES	20	8,200	15	2,000	0
****	CENTRAL SERVICES	20	8,200	15	2,000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 28 VEHICLE MAINTENANCE						
DIV 00 VEHICLE MAINTENANCE						
110-2800-572.30-28	TRAINING/CONF/FOOD/TRAVEL	340	800	800	500	0
LEVEL	TEXT			TEXT AMT		
CMB&	TRAINING/CONF/FOOD/TRAVEL			500		
				500		
*	VEHICLE MAINTENANCE	340	800	800	500	0
**	CENTRAL SERVICES	340	800	800	500	0
***	VEHICLE MAINTENANCE	340	800	800	500	0
****	VEHICLE MAINTENANCE	340	800	800	500	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 29 ADMINISTRATIVE SERVICES						
DIV 00 ADMINISTRATIVE SERVICES						
110-2900-529.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	0	0
*	CUSTOMER SERVICES	0	0	0	0	0
**	PROPRIETARY	0	0	0	0	0
***	ADMINISTRATIVE SERVICES	0	0	0	0	0
****	ADMINISTRATIVE SERVICES	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 31 HUMAN RESOURCES						
DIV 00 HUMAN RESOURCES						
110-3100-518.30-28	TRAINING/CONF/FOOD/TRAVEL	441	600	600	1,557	0
LEVEL	TEXT			TEXT AMT		
CMB&	SEMINARS & EXPENSES FOR HR STAFF			750		
	HR CONFERENCES AND RELATED TRAVEL EXPENSES			1,107		
	CM ADJ 2/23/11			300-		
				1,557		
*	HUMAN RESOURCES	441	600	600	1,557	0
**	GENERAL GOVERNMENT	441	600	600	1,557	0
***	HUMAN RESOURCES	441	600	600	1,557	0
****	HUMAN RESOURCES	441	600	600	1,557	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 110 GENERAL FUND						
DEPT 32 MAYOR						
DIV 00 MAYOR						
110-3200-519.30-28	TRAINING/CONF/FOOD/TRAVEL	681	1,950	5,000	6,000	2,900

LEVEL	TEXT	TEXT AMT
CMB&	CONFERENCES AND TRAINING TBD BY MAYOR	6,000
		6,000

LEVEL	TEXT	TEXT AMT
CMST	SEPTEMBER 2011 TRIP TO RAMSTEIN, GERMANY PER SISTER CITY AGREEMENT	2,900
		2,900

*	MAYOR	681	1,950	5,000	6,000	2,900
**	GENERAL GOVERNMENT	681	1,950	5,000	6,000	2,900
***	MAYOR	681	1,950	5,000	6,000	2,900
****	MAYOR	681	1,950	5,000	6,000	2,900
*****	EXPENDITURE	28,112	67,770	64,835	80,207	11,400
******	GENERAL FUND	28,112	67,770	64,835	80,207	11,400

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 26 ENGINEERING						
DIV 00 ENGINEERING						
412-2600-553.30-28	TRAINING/CONF/FOOD/TRAVEL	188	500	500	500	0

LEVEL	TEXT	TEXT AMT
CMB&	TRAINING - THINK OUTSIDE THE BOX	500
	STATE OF DE SEDIMENT & STORMWATER TRAINING $200 @ (RECERTIFICATION'S EVERY 5 YEARS) A TOTAL OF $400	
	APWA OR AWWA CONSTR. INSPECT.TRAINING -1 PER YEAR $2,500	
	APWA OR AWWA CONFERENCE TRAINING (WATER/WASTEWATER UTILTIY MANAGEMENT - DUCA & FORMALLY HUDSON $5,000	
		500

*	ENGINEERING	188	500	500	500	0
**	PUBLIC WORKS	188	500	500	500	0
***	ENGINEERING	188	500	500	500	0
****	ENGINEERING	188	500	500	500	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 56 WATER CONSTRUCTION						
DIV 00 WATER CONSTRUCTION						
412-5600-556.30-28	TRAINING/CONF/FOOD/TRAVEL	180	100	100	100	0

LEVEL	TEXT		TEXT AMT
CMB&	LOCAL TRAINING		100
	APWA CONFERENCE/TRAINING	$2500	
			100

*	CONSTRUCTION & MAINT	180	100	100	100	0
**	PUBLIC WORKS	180	100	100	100	0
***	WATER CONSTRUCTION	180	100	100	100	0
****	WATER CONSTRUCTION	180	100	100	100	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 68 WATER						
DIV 00 WATER						
412-6800-568.30-28	TRAINING/CONF/FOOD/TRAVEL	200	200	400	200	0

LEVEL	TEXT		TEXT AMT
CMB&	LOCAL TRAINING		200
	AWWA/APWA TRAINING SUPERVISOR 50%	$1250	
			200

*	WATER	200	200	400	200	0
**	PROPRIETARY	200	200	400	200	0
***	WATER	200	200	400	200	0
****	WATER	200	200	400	200	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 69 WASTE-WATER						
DIV 00 WASTE-WATER						
412-6900-569.30-28	TRAINING/CONF/FOOD/TRAVEL	554	200	250	200	0

LEVEL	TEXT		TEXT AMT
CMB&	LOCAL TRAINING		200
	AWWA/APWA CONFERENCE - SUPERVISOR - 50%	$1250	
			200

*	WASTE-WATER	554	200	250	200	0
**	PROPRIETARY	554	200	250	200	0
***	WASTE-WATER	554	200	250	200	0
****	WASTE-WATER	554	200	250	200	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 412 WATER/WASTE-WATER FUND						
DEPT 76 WATER TREATMENT PLANT						
DIV 00 WATER TREATMENT PLANT						
412-7600-576.30-28	TRAINING/CONF/FOOD/TRAVEL	255	250	400	400	0

LEVEL	TEXT	TEXT AMT
CMB&	LOCAL TRAINING	400
	DE RURAL WATER CONFERENCE - HARRINGTON, DE	
	MANDATORY WATER OPERATOR TRAINING 10 OPERATORS- CLASSES ARE $100 EACH - TOTAL OF 3 CLASSES. A FEDERAL GRANT CURRENTLY COVERING EXPENSES $3000	
		400

*	WATER TREATMENT PLANT	255	250	400	400	0
**	CENTRAL SERVICES	255	250	400	400	0
***	WATER TREATMENT PLANT	255	250	400	400	0
****	WATER TREATMENT PLANT	255	250	400	400	0
*****	EXPENDITURE	1,377	1,250	1,650	1,400	0
******	WATER/WASTE-WATER FUND	1,377	1,250	1,650	1,400	0

ACCOUNT NUMBER ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 427 PARKING FUND					
DEPT 99 MULTIPLE FUND PROJECT					
DIV 00 FUND DEPT					
427-9900-582.30-28 TRAINING/CONF/FOOD/TRAVEL	0	0	0	0	0
* FUND EXPENSES	0	0	0	0	0
** NON-EXPENDITURE DISBURSE	0	0	0	0	0
*** FUND DEPT	0	0	0	0	0
**** MULTIPLE FUND PROJECT	0	0	0	0	0
***** EXPENDITURE	0	0	0	0	0
****** PARKING FUND	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 81 PLANT OPER & POWER SUPPLY						
DIV 01 PLANT OPERATIONS						
480-8101-591.30-28	TRAINING/CONF/FOOD/TRAVEL	29,358	45,494	39,300	45,460	0

LEVEL	TEXT	TEXT AMT
CMRB	BUDGET	45,494
	LE	2,000-
		43,494

*	PLANT MANAGEMENT	29,358	45,494	39,300	45,460	0
**	PLANT OPER & POWER SUPPLY	29,358	45,494	39,300	45,460	0
***	PLANT OPERATIONS	29,358	45,494	39,300	45,460	0
****	PLANT OPER & POWER SUPPLY	29,358	45,494	39,300	45,460	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 82 TRANSMISSION/DISTRIBUTION						
DIV 00 TRANSMISSION/DISTRIBUTION						
480-8200-562.30-28	TRAINING/CONF/FOOD/TRAVEL	7.297	14.000	2.000	14.000	0

LEVEL	TEXT	TEXT AMT
CMB&	APPRENTICESHIP TRAINING	7.000
	APPA TRAINING	1.000
	APPA E & O CONFERENCE/RODEO	5.000
	MISC TRAVEL	1.000
		14.000

*	TRANSMISSION/DISTRIBUTION	7.297	14.000	2.000	14.000	0
**	PROPRIETARY	7.297	14.000	2.000	14.000	0
***	TRANSMISSION/DISTRIBUTION	7.297	14.000	2.000	14.000	0
****	TRANSMISSION/DISTRIBUTION	7.297	14.000	2.000	14.000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 83 ENGINEERING						
DIV 00 ENGINEERING						
480-8300-563.30-28	TRAINING/CONF/FOOD/TRAVEL	7,338	7,000	7,000	7,000	0

LEVEL	TEXT	TEXT AMT
CMB&	RELAY TECH - PJM	4,800
	IEEE CONFERENCE	2,000
	MISC TRAVEL	200
		7,000

*	ENGINEERING	7,338	7,000	7,000	7,000	0
**	PROPRIETARY	7,338	7,000	7,000	7,000	0
***	ENGINEERING	7,338	7,000	7,000	7,000	0
****	ENGINEERING	7,338	7,000	7,000	7,000	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 84 ADMINISTRATION						
DIV 00 ADMINISTRATION						
480-8400-564.30-28	TRAINING/CONF/FOOD/TRAVEL	1,646	500	500	500	0

LEVEL	TEXT	TEXT AMT
CMB&	OVERALL BUDGETED AMOUNT FOR THIS ACCOUNT	500
	APPA ANNUAL CONF./DAY TRIPS/MEETINGS/WATER/SEWER CONF. $9500	
		500

*	ADMINISTRATION	1,646	500	500	500	0
**	PROPRIETARY	1,646	500	500	500	0
***	ADMINISTRATION	1,646	500	500	500	0
****	ADMINISTRATION	1,646	500	500	500	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM-STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 85 METERING						
DIV 00 METERING						
480-8500-565.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	0	0
*	METERING	0	0	0	0	0
**	PROPRIETARY	0	0	0	0	0
***	METERING	0	0	0	0	0
****	METERING	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 480 ELECTRIC REVENUE FUND						
DEPT 86 SYSTEMS OPERATIONS						
DIV 00 SYSTEMS OPERATIONS						
480-8600-526.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	0	0
*	SYSTEMS OPERATIONS	0	0	0	0	0
**	PROPRIETARY	0	0	0	0	0
***	SYSTEMS OPERATIONS	0	0	0	0	0
****	SYSTEMS OPERATIONS	0	0	0	0	0
*****	EXPENDITURE	45.639	66.994	48.800	66.960	0
******	ELECTRIC REVENUE FUND	45.639	66.994	48.800	66.960	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 632 MAIN STREET DOVER						
DEPT 99 MULTIPLE FUND PROJECT						
DIV 00 FUND DEPT						
632-9900-599.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	0	0
*	MAIN STREET	0	0	0	0	0
**	PLANT OPER & POWER SUPPLY	0	0	0	0	0
***	FUND DEPT	0	0	0	0	0
****	MULTIPLE FUND PROJECT	0	0	0	0	0
*****	EXPENDITURE	0	0	0	0	0
******	MAIN STREET DOVER	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 634 DOWNTOWN DOVER PARTNER.						
DEPT 99 MULTIPLE FUND PROJECT						
DIV 00 FUND DEPT						
634-9900-582.30-28	TRAINING/CONF/FOOD/TRAVEL	42	0	2,500	0	0
*	FUND EXPENSES	42	0	2,500	0	0
**	NON-EXPENDITURE DISBURSE	42	0	2,500	0	0
***	FUND DEPT	42	0	2,500	0	0
****	MULTIPLE FUND PROJECT	42	0	2,500	0	0
*****	EXPENDITURE	42	0	2,500	0	0
******	DOWNTOWN DOVER PARTNER.	42	0	2,500	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 701 SUBS ABUSE PREV PROG						
DEPT 99 MULTIPLE FUND PROJECT						
DIV 00 FUND DEPT						
701-9900-581.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	0	0
*	FUND EXPENSES	0	0	0	0	0
**	NON-EXPENDITURE DISBURSE	0	0	0	0	0
***	FUND DEPT	0	0	0	0	0
****	MULTIPLE FUND PROJECT	0	0	0	0	0
*****	EXPENDITURE	0	0	0	0	0
******	SUBS ABUSE PREV PROG	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 708 SUBS ABUSE PREV PROG 08						
DEPT 99 MULTIPLE FUND PROJECT						
DIV 00 FUND DEPT						
708-9900-581.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	0	0
*	FUND EXPENSES	0	0	0	0	0
**	NON-EXPENDITURE DISBURSE	0	0	0	0	0
***	FUND DEPT	0	0	0	0	0
****	MULTIPLE FUND PROJECT	0	0	0	0	0
*****	EXPENDITURE	0	0	0	0	0
******	SUBS ABUSE PREV PROG 08	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 711 LIBRARY						
DEPT 99 MULTIPLE FUND PROJECT						
DIV 00 FUND DEPT						
711-9900-584.30-28	TRAINING/CONF/FOOD/TRAVEL	3,314	5,000	5,000	0	0
*	STATE GRANTS	3,314	5,000	5,000	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 711 LIBRARY						
DEPT 99 MULTIPLE FUND PROJECT						
DIV 00 FUND DEPT						
711-9900-585.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	0	0
*	FEDERAL GRANTS	0	0	0	0	0
**	NON-EXPENDITURE DISBURSE	3.314	5.000	5.000	0	0
***	FUND DEPT	3.314	5.000	5.000	0	0
****	MULTIPLE FUND PROJECT	3.314	5.000	5.000	0	0
*****	EXPENDITURE	3.314	5.000	5.000	0	0
******	LIBRARY	3.314	5.000	5.000	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 715 CDBG ENTITLEMENT FY 08-09						
DEPT 20 FIXED ASSETS						
DIV 09 CDBG FY 2008						
715-2009-596.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	0	0
*	COMMUNITY BLOCK GRANT	0	0	0	0	0
**	PLANT OPER & POWER SUPPLY	0	0	0	0	0
***	CDBG FY 2008	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 715 CDBG ENTITLEMENT FY 08-09						
DEPT 20 FIXED ASSETS						
DIV 10 PROGRAM YEAR 2009						
715-2010-596.30-28	TRAINING/CONF/FOOD/TRAVEL	632	1,500	0	0	0
*	COMMUNITY BLOCK GRANT	632	1,500	0	0	0
**	PLANT OPER & POWER SUPPLY	632	1,500	0	0	0
***	PROGRAM YEAR 2009	632	1,500	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011-REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 715 CDBG ENTITLEMENT FY 08-09						
DEPT 20 FIXED ASSETS						
DIV 11 PROGRAN YEAR 2010						
715-2011-596.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	1,500	0	0
*	COMMUNITY BLOCK GRANT	0	0	1,500	0	0
**	PLANT OPER & POWER SUPPLY	0	0	1,500	0	0
***	PROGRAM YEAR 2010	0	0	1,500	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 715 CDBG ENTITLEMENT FY 08-09						
DEPT 20 FIXED ASSETS						
DIV 12 PROGRAM YEAR 2011						
715-2012-596.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	1,500	0
*	COMMUNITY BLOCK GRANT	0	0	0	1,500	0
**	PLANT OPER & POWER SUPPLY	0	0	0	1,500	0
***	PROGRAM YEAR 2011	0	0	0	1,500	0
****	FIXED ASSETS	632	1,500	1,500	1,500	0
*****	EXPENDITURE	632	1,500	1,500	1,500	0
******	CDBG ENTITLEMENT FY 08-09	632	1,500	1,500	1,500	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 728 DEL PREV GRANT 9/00-8/01						
DEPT 99 MULTIPLE FUND PROJECT						
DIV 00 FUND DEPT						
728-9900-597.30-28	TRAINING/CONF/FOOD/TRAVEL	0	0	0	0	0
*	SUBSTANCE ABUSE PREV GRNT	0	0	0	0	0
**	PLANT OPER & POWER SUPPLY	0	0	0	0	0
***	FUND DEPT	0	0	0	0	0
****	MULTIPLE FUND PROJECT	0	0	0	0	0
*****	EXPENDITURE	0	0	0	0	0
******	DEL PREV GRANT 9/00-8/01	0	0	0	0	0

ACCOUNT NUMBER ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 729 DEL PREV GRANT 9/01-8/02					
DEPT 99 MULTIPLE FUND PROJECT					
DIV 00 FUND DEPT					
729-9900-597.30-28 TRAINING/CONF/FOOD/TRAVEL	0	0	0	0	0
* SUBSTANCE ABUSE PREV GRNT	0	0	0	0	0
** PLANT OPER & POWER SUPPLY	0	0	0	0	0
*** FUND DEPT	0	0	0	0	0
**** MULTIPLE FUND PROJECT	0	0	0	0	0
***** EXPENDITURE	0	0	0	0	0
****** DEL PREV GRANT 9/01-8/02	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	LAST YEARS ACTUALS	ORIGINAL BUDGET	2011 REVISED BUDGET	CM 2012 BASE BUDGET	CM STRATEGIC BUDGET
FUND 729 DEL PREV GRANT 9/01-8/02						
DEPT 99 MULTIPLE FUND PROJECT						
DIV 00 FUND DEPT		79,116	142,514	124,285	150,067	11,400

Overtime by Division
Fiscal 2012 Budget

Fund/Dept Description	ACCT	Account Description	Fiscal 2012 Budget
City Clerk	110-1100-511.10-12	OVERTIME	-
Tax Assessor	110-1300-513.10-12	OVERTIME	-
Fire	110-1400-514.10-12	OVERTIME	43,498
Grounds	110-1500-522.10-12	OVERTIME	17,000
Library	110-1500-523.10-12	OVERTIME	4,000
Parks & Recreation	110-1500-525.10-12	OVERTIME	-
Life Safety	110-1600-531.10-12	OVERTIME	10,000
Code Enforcement	110-1600-532.10-12	OVERTIME	1,770
Planning	110-1600-533.10-12	OVERTIME	3,600
Inspections	110-1600-534.10-12	OVERTIME	1,500
Economic Development	110-1600-535.10-12	OVERTIME	-
Police Civilian	110-1700-542.10-12	OVERTIME	50,000
Police Law Enforcement	110-1700-543.10-12	OVERTIME	500,000
P.S. Streets	110-1800-554.10-12	OVERTIME	13,200
P.S. Sanitation	110-1800-555.10-12	OVERTIME	18,000
City Manager	110-2100-515.10-12	OVERTIME	-
Information Technology	110-2200-516.10-12	OVERTIME	-
Finance	110-2300-517.10-12	OVERTIME	-
Public Services Admin	110-2400-551.10-12	OVERTIME	500
Facilities Mantenance	110-2500-552.10-12	OVERTIME	500
Central Services	110-2700-571.10-12	OVERTIME	800
Fleet Maintenance	110-2800-572.10-12	OVERTIME	1,500
Customer Services	110-2900-529.10-12	OVERTIME	-
Human Resources	110-3100-518.10-12	OVERTIME	-
GENERAL FUND TOTAL			**665,868**
W/W Engineering	412-2600-553.10-12	OVERTIME	1,000
W/W Construction	412-5600-556.10-12	OVERTIME	5,000
W/W Meter Reading	412-6600-566.10-12	OVERTIME	-
Water	412-6800-568.10-12	OVERTIME	11,000
Wastewater	412-6900-569.10-12	OVERTIME	27,000
Water Treatment Plant	412-7600-576.10-12	OVERTIME	25,880
WATER/WASTEWATER FUND TOTAL			**69,880**
Power Plant	480-8101-591.10-12	OVERTIME	192,000
Electric T&D	480-8200-562.10-12	OVERTIME	110,074
Electric Engineering	480-8300-563.10-12	OVERTIME	22,500
Public Utilities Admin	480-8400-564.10-12	OVERTIME	-
Meter Reading	480-8500-565.10-12	OVERTIME	13,610
P.U. Systems Operations	480-8600-526.10-12	OVERTIME	20,000
ELECTRIC FUND TOTAL			**358,184**
			-
GRAND TOTAL			**1,093,932**

AS OF : 5/18/2011

Finance Department--Eliminating Accounting I Position

From Accounting I position: Eliminating the Accountant I position would affect me both personally and professionally. I have 3 children ages 11, 14, and 18. Daily living expenses will be impossible to maintain without my employment at the City of Dover. My 18 year old daughter is graduating from high school in June and will be attending college in September. College is a huge expense that I will not be able to cover if I am without employment. I believe that my position is a strong asset to the Finance department. My daily and monthly job responsibilities aid in the ability of the Finance department to service all departments within the City of Dover. I work closely with all positions within the Finance department. Eliminating my position would cause a heavy burden on all other positions in the department. This would cause the other Accountants to take on my job responsibilities as well as having to maintain their own job responsibilities. They will have to work extra hours during the week just to maintain the functionality of the department. This will cause burn out for the other positions and I believe it will eventually cause low morale. It will affect their home lives and time spent with their families.

Summary of Staff Reaction to the Elimination of the Accounting I Position in the Finance Department.

The workload in the Finance Department has greatly increased over the last 5 to 10 years. The increase can be attributed to an overall increase in the quantity of work required by the department. It is also the result of several changes in accounting regulations. One change in particular is the Financial/Accounting industry's focus on proper internal controls. This emphasis as everyone knows is a result of MCI, Enron and others. The City of Dover was written up for internal controls in the Annual Auditor's Management Letter a few years ago. In an attempt to meet the Auditor's requirement, the ADP Committee Action Form stated that any time savings resulting from the ADP implementation would be used for internal control risk testing. This plan replaced the initial recommendation to add a full time position.

The Finance Department is tasked with ensuring all departments are following City Policy by monitoring the City's financial transactions such as invoices/expenditures & revenues. We are also deeply involved with the CDBG & NSP grant program.

The elimination of the Accountant I position will require a reallocation of the daily, monthly, quarterly and annual duties to remaining staff. This level of work requires an accounting background which means three employees besides the Controller are qualified. Therefore, we will need to review all duties and attempt to reshuffle them among the staff. This brings with it a learning curve to overcome. All staff agrees the department is already over tasked. Most

employees work through lunch, come in early, stay late and bring work home just to meet the current demands. This does not include the nights worked by the Controller trying to help with our workload & outside requests while meeting her own requirements.

We have been frequently unable to fulfill the requests from Council for reports or additional information due to our current workload. With the loss of this position, we fear we will be unable to successfully fulfill any requests for additional information including those coming from Council.

We have worked hard to meet our reporting deadlines over the last few years. This includes required reporting as well as internal reports. We are concerned that with the loss of this critical position we could face difficulties meeting the deadlines especially producing timely and accurate monthly reports. The Monthly Reports are relied upon by both our City Department managers and Council to gauge the City's performance. Untimely and/or inaccurate monthly reports could also be frowned upon by the Citizens of Dover.

The elimination of this position could also affect the CDBG and the NSP grant due to the timeliness required by HUD. HUD not only requires programs to be completed in a timely manner, they also require reporting and drawing of funds to be timely. Some tasks will fall through the cracks while we attempt to prioritize all the important tasks. This could inadvertently impact our citizens.

The elimination of the position will have a large impact on the quality and timeliness of the annual audit and the CAFR. It would also have an impact on our internal controls and review process required for the audit. It will require the Controller to take on the review process role currently filled by the Finance & Reporting Manager in order to separate the review process from the preparing process.

Overloading the staff will impact time available for the review of City Policies. Each year the auditors have increased their testing of our internal controls and policy compliance so this too could impact our audit.

All of the items above could impact the credit rating agencies and our ability to produce documentation required when additional debt service is requested. Currently one of the accountants is heavily involved with assisting a department with the Revolving Fund Loan. This type of assistance is critical for future cash flow to ensure the City meets the requirements of the lending agency on a timely basis.

We understand there may be some who believe that the implementation of the ADP system should free up enough time to allow us to absorb this additional workload. It is too early in the implementation process to determine the actual time savings. Also we are not implementing all of the initial modules so some of the expected efficiencies are lost. The Time & Attendance module is meant to automate some of the workload at the department level but will not decrease

the payroll office's workload. Still, we do expect time savings from the ADP system. The plan from the beginning was to utilize the time savings to meet the auditor's requirements and to help with the increased workload we have absorbed over the last few years. In the end, the ADP system still requires a payroll specialist to operate. The payroll office is still required to enter and manage employee/retiree changes and manage the employee benefits and corresponding payments.

Right now two employees are working full time on the ADP implementation and payroll. This doesn't include the countless hours of work done in the evening or weekends. To reiterate, until the system is fully functional, it is too early to determine the workload of the payroll office.

In summary, we feel it would be a detriment to the City and the citizens of Dover to eliminate the Accountant 1 position. Many members of the Finance staff already sacrifice personal family time for the City. If the staff is reduced the remaining staff will be required to work more than 40 hours/week creating OT or comp time. This could create morale issues and/or increase the chance for error due to fatigue. In the end when you consider the possible consequences and add the value of the comp time or OT, it does not appear to be a wise financial decision to eliminate this position.

DRAFT BUDGET REVIEW

Fiscal Year 2011-2012

May 18, 2011 – Budget Review Hearing

EXHIBIT #8
2011 Budget Review
Special Council Meeting of 05/17/2011

General Fund

Continued

Parks & Recreation *page 240*

Personnel Costs	520,791	5%↑
Materials & Supplies	64,687	1%↓
Administrative Expenditures	221,777	3%↑
Overall Operating Expenses	**$807,255**	**4%↑**
Capital Outlay	80,000	78%↑
Total Expenditures	**$887,255**	**8%↑**

Highlights:

Materials & Supplies expenditures are decreased due to reductions in computer hardware and software.

Administrative Expenditures increased due to $10,355 in contractual services associated with the Fourth of July Fireworks. This was offset by savings in heating, advertisement, and office equipment and repair.

Library *page 241*

Personnel Costs	1,038,391	12%↑
Materials & Supplies	95,777	13%↑
Administrative Expenditures	103,013	10%↓
Overall Operating Expenses	**$1,237,181**	**10%↑**
Capital Outlay	11,195,009	67%↑
Total Expenditures	**$12,432,190**	**59%↑**

Highlights:

This division increased by 1.5 positions. Personnel costs up due to increased staffing and OPEB.

Materials & Supplies increased due computer hardware replacements

Administrative Expenses increased due to

Capital expenses include the continuation of the Regional Library project which is funded by State grants, donations and reserves. No current General Fund monies are used.

Public Services

Life Safety *page 272*

Personnel Costs	294,797	13%↑
Materials & Supplies	23,605	7%↑
Administrative Expenditures	221,966	2%↑
Overall Operating Expenses	**$540,368**	**8%↑**
Capital Outlay	-	-

Highlights:

Materials & Supplies are increased due to the strategic program for implementing Global Connect -$9,000. This expense is partially offset by decreases in other lines.

Administrative Expenses are increased due to a strategic program which would send one Fire Marshall to the Police Academy for training $4,000.

Economic Development *page 279*

Personnel Costs	190,480	7%↑
Materials & Supplies	4,000	100%↑
Administrative Expenditures	42,500	36%↓
Overall Operating Expenses	**$237,030**	**4%↓**
Capital Outlay	-	-

Highlights:

Personnel Costs increased due to OPEB.

Materials and Supplies are up due to computer hardware purchase.

Administrative Expenses are down due to lower rent charges.

Inspections & Permitting *page 273*

Personnel Costs	437,121	7%↑
Materials & Supplies	15,980	2%↑
Administrative Expenditures	15,636	78%↓
Overall Operating Expenses	**$468,737**	**5%↓**
Capital Outlay	-	-

Highlights:

Personnel Costs increased due to OPEB.

Materials & Supplies are increased for computer hardware purchases.

Administrative Expenses are decreased due to the way demolition is budgeted. It is budgeted as a direct expense to the General Fund and not included in this budget.

Grounds *page 287*

Personnel Costs	873,572	2%↓
Materials & Supplies	66,690	2%↓
Administrative Expenditures	93,768	3%↓
Overall Operating Expenses	**$1,034,030**	**2%↓**
Capital Outlay	44,720	30%↓
Total Expenditures	**$1,078,750**	**4%↓**

Highlights:

Personnel Costs decreased due to transferring one staff person to Sanitation.

Materials & Supplies decreased due to reduction of small tools budget.

Administrative Expenditures decreased due to reductions in electricity and heating oil.

Capital expenses decreased due to replacement vehicles and equipment charges being less than the previous year.

Sanitation *page 292*

Personnel Costs	766,584	16%↑
Materials & Supplies	42,847	5%↓
Administrative Expenditures	1,550,982	5%↓
Overall Operating Expenses	**$2,360,413**	**- %**
Capital Outlay	368,584	50%↑
Total Expenditures	**$2,728,997**	**5%↑**

Highlights:

Personnel Costs increased due to transferring staff from Grounds and OPEB.

Materials & Supplies increased due to decreased computer hardware expense .

Administrative Expenses are decreased due to decreased tonnage taken to the landfill.

Capital spending increase is related to the replacement of one automated trash truck ($232,084) and a bulk trash truck ($136,500).

Streets *page 287*

Personnel Costs	596,042	3%↓
Materials & Supplies	105,562	9%↑
Administrative Expenditures	91,044	2%↑
Overall Operating Expenses	**$792,648**	**1%↓**
Capital Outlay	821,237	71%↑
Total Expenditures	**$1,613,885**	**26%↑**

Highlights:

Personnel costs are down due to budgeting for retirement pay in FY 2011.

Materials and supplies are increased due to increased budget for sand and salt.

Administrative expenses are increased due to addition of line item for environmental expense ($2,500)

Capital Outlay increased due budget for a street sweeper($170,027) and dump truck($128,000), salt storage shed ($50,000), and equipment and refurbishment.

Public Services Admin *page 293*

Personnel Costs	416,094	20%↑
Materials & Supplies	51,871	888%↑
Administrative Expenditures	18,166	-2%↓
Overall Operating Expenses	**$486,131**	**31%↑**
Capital Outlay	18,000	N/A

Highlights:

Personnel Costs increased due to the change in the way we account for the GIS Technician's salary. Due to a change in the payroll system, the position is now charged directly to the division and the division is allocated. Previously, the position was charged to the Water/Wastewater Engineering Division.

Materials & Supplies are increased due to a purchase of $42,276 upgraded radios for the public services divisions. The purchase is necessary due to FCC regulations.

Capital Outlay for GIS mobile data solutions for staff.

12

Planning & Community Enhancement Services

Planning *page 258*

Personnel Costs	424,430	6%↑
Materials & Supplies	16,510	47%↑
Administrative Expenditures	28,105	139%↑
Overall Operating Expenses	**$469,045**	**11%↑**
Capital Outlay	-	

Highlights:

Personnel Costs increased due to OPEB.

Materials & Supplies expenditures increased due to computer hardware purchases.

Administrative expenses are increased for a storm water compliance program ($18.500).

Code Enforcement *page 262*

Personnel Costs	285,235	15%↑
Materials & Supplies	6,160	68%↓
Administrative Expenditures	8,585	7%↑
Overall Operating Expenses	**$299,980**	**8%↑**
Capital Outlay	-	-

Salary expenses are increased due to the addition of a part-time position approved by Council in mid FY 2011 and OPEB.

Materials & Supplies decreased due to moving the expense for grass cutting to a reserve expense in the General entitled Nuisance Improvement Reserve. There are also decreased computer hardware expense.

Administrative Expenditures increased due to increase telephone expense .

15

Community Development *page 267*

Personnel Costs	74,087	2%↓
Materials & Supplies	585	4%↓
Administrative Expenditures	2,603	1%↑
Overall Operating Budget	**$79,315**	**2%↓**

Highlights:

Personnel Costs decreased due to decrease in temporary help.

Materials & Supplies and Administrative Expenses are unchanged from the Fiscal 2011 Budget.

Please note that the programmatic portion of this budget is approved through another process and the final approved version will be added to the final budget document. Only salary and administrative expenses are approved through the budget process.

16

Fire *page 217*

Personnel Costs	$411,970	4%↓
Materials & Supplies	75,680	-
Administrative Expenditures	281,252	-
Overall Operating Expenses	**$768,902**	**8%↑**
Capital Outlay	273,054	5%↓
Total Expenditures	**$1,041,956**	**4%↑**

Highlights:

Personnel Costs decreased due to changes in health care coverage and usage of temporary help

There are strategic requests for upgrading pagers $40,640 and new dispatch software $40,800

Capital Expenses cover the payments for Engine 2 and Ladder 2. There is a request for new Holmatro rescue equipment - $56,234

City Manager's Legal Expenses for Fiscal 2011
July 1, 2010 - To Date

Type	Total	Date	Paid To	Amount	Description
Other Legal Issues	**$ 4,200**	2/1/2011	Pauline McNeely	125.0	Sewer Line Clogged
		1/11/2011	Compliance Environmental	950.0	Annual DNREC Inspection
		11/1/2010	IMLA, Inc	625.0	2011 Membership Renewal (Nick Rodriguez)
		9/24/2010	Prickett, Jones	2,500.0	Library Reciprocal Borrowing Opinion
Monthly Legal Fees	**$ 68,206**	5/16/2011	Schmittinger & Rodriguez	5,328.7	April 2011 Billing
		4/7/2011	Schmittinger & Rodriguez	5,804.2	March 2011 Billing
		3/17/2011	Schmittinger & Rodriguez	9,785.1	February 2011 Billing
		2/18/2011	Schmittinger & Rodriguez	6,827.5	January 2011 Billing
		1/19/2011	Schmittinger & Rodriguez	6,536.0	December 2010 Billing
		12/16/2010	Schmittinger & Rodriguez	4,826.0	November 2010 Billing
		11/12/2010	Schmittinger & Rodriguez	11,451.0	October 2010 Billing
		10/26/2010	Schmittinger & Rodriguez	7,334.3	September 2010 Billing
		9/16/2010	Schmittinger & Rodriguez	4,868.0	August 2010 Billing
		8/25/2010	Schmittinger & Rodriguez	5,445.6	July 2010 Billing
Insurance Deductibles	**$ 9,375**	1/10/2011	Travelers	2,370.0	Claim Deductible
		12/30/2010	Travelers	1,340.0	Claim Deductible
		10/29/2010	Travelers	70.0	Claim Deductible
		9/30/2010	Travelers	1,854.5	Claim Deductible
		8/31/2010	Travelers	3,740.0	Claim Deductible
Total FY 11 Expenses	**$ 81,781**				
as of May 19, 2011					
Transferred to Tax Assessor's Budget in the Latest Estimate of February 2011.					
Assessment	**$ 43,543**	2/15/2011	The Lawson Firm	9,460.0	2010-2011 Assessment Appeals & Litigations
billed at $195 per hour		1/19/2011	The Lawson Firm	7,540.0	2010-2011 Assessment Appeals & Litigations
		12/31/2010	The Lawson Firm	13,318.5	2010-2011 Assessment Appeals & Litigations
		10/31/2010	The Lawson Firm	11,101.2	2010-2011 Assessment Appeals & Litigations
		9/30/2010	The Lawson Firm	8,268.0	2010-2011 Assessment Appeals & Litigations
		8/31/2010	The Lawson Firm	2,925.0	2010-2011 Assessment Appeals & Litigations
		7/31/2010	The Lawson Firm	390.0	2010-2011 Assessment Appeals & Litigations

EXHIBIT #9
2011 Budget Review
Special Council Meeting of 05/17/2011

Memorandum

Office of the City Manager
PO Box 475
Dover, DE 19903
Phone: (302) 736-7005
FAX: (302) 736-7002
E-mail: tdeprima@dover.de.us

To: Mayor and City Council

From: Anthony J. DePrima, AICP, ICMA-CM, City Manager

Date: May 19, 2011

Subject: Take Home Vehicles

The following report is in response to Councilman Hare's question regarding "take home" vehicles.

1) **Vehicles assigned to on-call personnel.** These individuals generally use specialized vehicles when responding to afterhours requests or if the nature of their job requires them to take home a vehicle. The following is a list of the vehicles that I put in this class. Some of these vehicles are taken home by the same individual every night while others are taken home to whoever is assigned on-call duty. For IBEW members this is a contract provision.

   - (2) Electric Line Vehicles
   - (1) Electric Substation Technician Vehicle
   - (1) Water/Wastewater Employee Vehicle
   - (1) On-call Deputy Fire Marshal
   - (1) Warehouse Vehicle (If warehouse needs to be open after hours for parts)
   - (1) Meter Reader
   - (2) K-9 Police Officers
   - (1) Criminal Investigation Sergeant
   - (7) Detectives
   - (1)Victim Services Coordinator
   - (5) Drug and Vice Organized Crime Officers

2) **Mayor and Staff Vehicles.** These individuals frequently use their vehicles for City business after hours or are expected to be available for City business anytime, anywhere for any reason that may arise. Allowing the vehicle to be taken home enables the employee to travel directly to wherever their services are needed, without first picking up their assigned City vehicle. I believe the titles listed below have been taking home vehicles for the last 20 years.

   - Mayor (per Council action when Mayor went to full time)

- City Manager (per employment contract)
- Police Chief
- Police Major
- (2) Police Captains
- (4) Police Lieutenants
- Fire Marshal
- Public Utilities Director (per employment agreement)
- Central Services Director
- Electric Systems Operations Manager
- Water/Wastewater Supervisor
- Tax Assessor

If you have any questions, please feel free to give me a call.

Thank you.

AJD/hf

CITY OF DOVER WATER QUALITY APPLICABLE EXPENDITURES

PROJECT INFORMATION	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TO DATE	FY 2012 BUD
Production CIP Expenses											
Wellhead Redevelopment Program							$12,179.00		*SPENT:*		
Description: capacity and flow improvements							WD0801		$6,600.00		
WQ Recommendation: n/a							$32,151.00		*PENDING:*		
Account #: 417-6800-568.40-31	$990.00	$150,961.29	$143,840.15	$23,838.98		$21,984.00	WD0904	$70,238.00	$53,400.00	$499,150.42	$65,000.00
Project #:	WS0201	WS0404	WS0505	WS0606		WD0801	$36,368.00	WD1001	WD1102		WD12XX
Water System SCADA Upgrade							WD0905				
Description: flow control improvements											
WQ Recommendation: data acquisition and storage											
Account #: 417-6800-568.40-31	$192,198.00	$21,294.60								$213,492.60	
Project #:	WS0301	WS0301									
Water Quality Evaluation											
Description: system analysis											
WQ Recommendation: n/a											
Account #: 417-6800-568.40-34			$1,660.00	$77,407.64						$79,067.64	
Project #:			WD0504	WD0504							
Water Quality Improvements: WTP Transducer / Analyzers											
Description: flow control improvements, monitoring											
WQ Recommendation: water quality monitoring (analyzers)											
Account #: 417-6800-568.40-34					$12,317.10					$12,317.10	
Project #:					WS0502						
Water Quality Improvements: Well #2 VFD Upgrade											
Description: flow control improvements											
WQ Recommendation: n/a											
Account #: 417-6800-568.40-34					$22,655.85					$22,655.85	
Project #:					WS0502						
Water Quality Improvements: Consulting											
Description: Deep Well Contact Chamber Design, Stage II Disinfection By-Product Rule Analysis											
WQ Recommendation: deep well contact chambers, preparation for new / pending regulations											
Account #: 417-6800-568.40-34					$103,765.47	$35,836.70				$139,602.17	
Project #:					WS0502	WD0811					
Bayard Avenue Contact Chamber: Well #13R											
Description: chlorine reaction time improvements											
WQ Recommendation: deep well contact chambers											
Account #: 417-6800-568.40-34/.40-31					$71,043.47	$8,905.21				$79,948.68	
Project #:					WS0707	WS0707					
Remote Control and Monitor Wells											
Description: flow control improvements											
WQ Recommendation: n/a											
Account #: 417-6800-568.40-31						$51,135.46	$63,767.66	$23,104.00	$31,896.00	$169,903.12	
Project #:						WD0802	WD0802	WD1002	WD1002		
Water Quality Improvements: Deep Well Contact Chambers Wells #1, #2, #3, #4, #6, #7, #8, #9, #10, #11, #14, #15											
Description: chlorine reaction time improvements											
WQ Recommendation: deep well contact chambers											
Account #: 417-6800-568.40-34/.40-31						$805,753.22	$95,484.30			$901,237.52	
Project #:						WD0811	WQ0904				
Wellhead VFD Upgrades: Well #11											
Description: flow control improvements											
WQ Recommendation: n/a											
Account #: 417-6800-568.40-31						$2,505.06	$18,780.94			$21,286.00	
Project #:						WD0808	WD0808				

EXHIBIT #11
2011 Budget Review
Special Council Meeting of 05/17/2011

CITY OF DOVER WATER QUALITY APPLICABLE EXPENDITURES

PROJECT INFORMATION	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TO DATE	FY 2012 BUD
Wellhead VFD Upgrades: Well #13R											
Description: flow control improvements											
WQ Recommendation: n/a											
Account #: 417-6800-568.40-31						$2,505.06	$11,717.99			$14,223.05	
Project #:						WD0809	WD0809				
Wellhead VFD Upgrades: Well #15											
Description: flow control improvements											
WQ Recommendation: n/a											
Account #: 417-6800-568.40-31						$2,505.06	$11,717.99			$14,223.05	
Project #:						WD0810	WD0810				
Wellhead VFD Upgrades: Well #3											
Description: flow control improvements											
WQ Recommendation: n/a											
Account #: 417-6800-568.40-31							$17,960.97			$17,960.97	
Project #:							WD0901				
Wellhead VFD Upgrades: Well #9											
Description: flow control improvements											
WQ Recommendation: n/a											
Account #: 417-6800-568.40-31							$20,262.38			$20,262.38	
Project #:							WD0902				
Production CIP Expenses	**$193,188.00**	**$172,255.89**	**$145,500.15**	**$101,246.62**	**$209,781.89**	**$931,129.77**	**$239,692.23**	**$93,342.00**	**$38,496.00**	**$2,205,330.55**	**$65,000.00**
Distribution System CIP Expenses											
Dead End Water Main Removal											
Description: flow improvements											
WQ Recommendation: n/a											
Account #: 417-6800-568.40-34	$22,391.79									$22,391.79	
Project #:	WD0306										
Division Street Water Main Upgrade											
Description: unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-34	$12,033.20	$8,498.73		$1,334,251.51						$1,354,783.44	
Project #:	WD0304	WD0304		WD0304							
Misc. Distribution System Improvements									*SPENT:*		
Description: capacity and flow improvements, unlined pipe replacement									$11,353.00		
WQ Recommendation: main rehabilitation									*PENDING:*		
Account #: 417-6800-568.40-34		$100.00	$56,440.04	$20,917.96	$36,700.41	$21,449.28	$20,206.06	$21,188.32	$48,647.00	$188,355.07	$60,000.00
Project #:		WD0401	WD0503	WS0602	WS0706	WD0806	WD0903	WD1004	WD1101		WD12XX
Water Quality Improvements: Bayard Avenue Connection											
Description: Division Street Upgrade completion											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-34					$23,102.71					$23,102.71	
Project #:					WS0502						
Water Quality Improvements: Water Main Rehabilitation											
Description: Surveying and Design											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31						$50,137.50				$50,137.50	
Project #:						WD0811					
Water Quality Improvements: Pear St./West St.											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31							$321,903.84	$203,693.63		$525,597.47	
Project #:							WQ0902	WQ0902			

CITY OF DOVER WATER QUALITY APPLICABLE EXPENDITURES

PROJECT INFORMATION	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TO DATE	FY 2012 BUD
Water Quality Improvements: South St.											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31							$37,469.28			$37,469.28	
Project #:							WQ0903				
Water Quality Improvements: Washington St./Pennsylvania Ave.											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31							$310,063.02			$310,063.02	
Project #:							WQ0901				
Water Quality Improvements: Route 13 Water Main											
Description: capacity improvements, unlined pipe replacement									*SPENT:* $815,970.72		
WQ Recommendation: main rehabilitation									*PENDING:*		
Account #: 417-6800-568.40-31							$67,396.65	$56,599.26	$151,830.28	$275,826.19	
Project #:							WQ0907	WQ0907	WQ0907		
Water Quality Improvements: Bayard Ave. area Partial Const.											
Description: capacity improvements, unlined pipe replacement									*SPENT:* $305,347.39		
WQ Recommendation: main rehabilitation									*PENDING:*		
Account #: 417-6800-568.40-31							$6,490.00		$279,072.61	$285,562.61	
Project #:							WQ0905		WQ0905		
Water Quality Improvements: East of North State Street											
Description: capacity improvements, unlined pipe replacement									*SPENT:* $148,175.38		
WQ Recommendation: main rehabilitation									*PENDING:*		
Account #: 417-6800-568.40-31							$29,002.50		$699,524.62	$177,177.88	$280,000.00
Project #:							WQ0906		WQ0906		WQ0906
S. Governors Avenue Water Main Upgrade											
Description: capacity improvements unlined pipe replacement											
WQ Recommendation: main rehabilitation									*PENDING:*		
Account #: 417-6800-568.40-34								$2,664.00	$197,336.00	$2,664.00	
Project #:								WD0807	WD0807		
Water Quality Improvements: McKee Run Plant WMR											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31								$95,612.76		$95,612.76	
Project #:								WQ1001			
Water Quality Improvements: Walker Road											
Description: Surveying and Design											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31								$23,750.00		$23,750.00	
Project #:								WQ1002			
Water Quality Improvements: Loockerman Plaza											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31									$96,435.49	$96,435.49	
Project #:									WQ1101		

CITY OF DOVER WATER QUALITY APPLICABLE EXPENDITURES

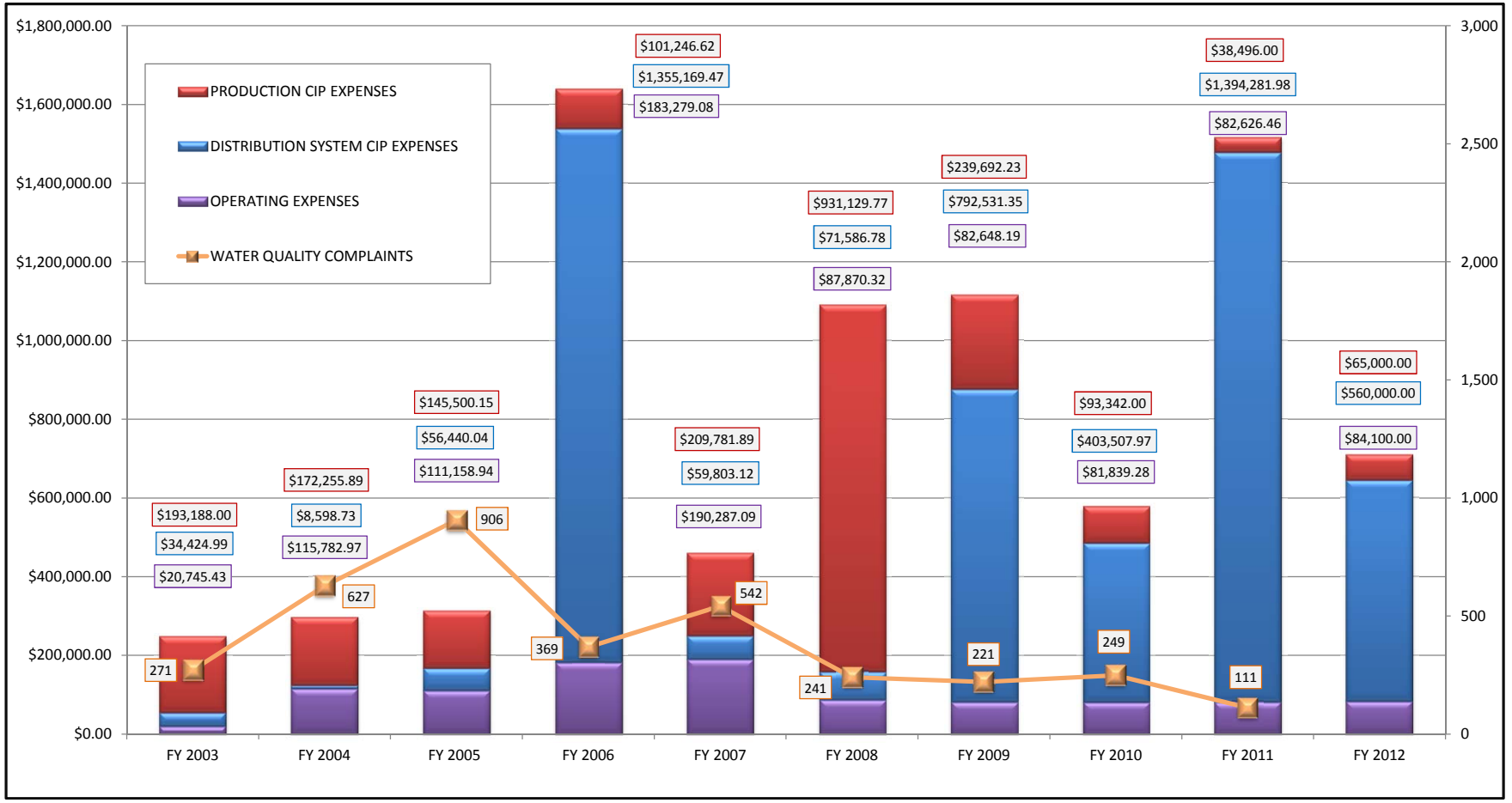
PROJECT INFORMATION	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TO DATE	FY 2012 BUD
Water Quality Improvements: Ross Street											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31									$4,250.00	$4,250.00	$72,520.00
Project #:									WQ1103		WQ1103
Water Quality Improvements: West Street W Alley											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31									$4,250.00	$4,250.00	$122,480.00
Project #:									WQ1105		WQ1105
Water Quality Improvements: Columbia Avenue											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31									$4,250.00	$4,250.00	
Project #:									WQ1102		
Water Quality Improvements: William Street											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31									$4,250.00	$4,250.00	
Project #:									WQ1104		
Water Quality Improvements: West Street E Alley											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31										$0.00	$6,250.00
Project #:											WQ12XX
Water Quality Improvements: Fairview Ave W Alley											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31										$0.00	$6,250.00
Project #:											WQ12XX
Water Quality Improvements: Lakewood Place											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31										$0.00	$6,250.00
Project #:											WQ12XX
Water Quality Improvements: Governors Avenue											
Description: capacity improvements, unlined pipe replacement											
WQ Recommendation: main rehabilitation											
Account #: 417-6800-568.40-31										$0.00	$6,250.00
Project #:											WQ12XX
Distribution System CIP Expenses	**$34,424.99**	**$8,598.73**	**$56,440.04**	**$1,355,169.47**	**$59,803.12**	**$71,586.78**	**$792,531.35**	**$403,507.97**	**$1,394,281.98**	**$3,462,179.21**	**$560,000.00**

CITY OF DOVER WATER QUALITY APPLICABLE EXPENDITURES

PROJECT INFORMATION	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TO DATE	FY 2012 BUD
Operating Expenses											
Claims Since 12/2002 *Description*: damaged laundry, etc. *WQ Recommendation*: n/a *Account #*: 412-6800-568.20-51	$1,143.31	$3,376.00	$5,586.40	$2,939.41	$1,259.93	$1,888.82	$417.74	$1,220.38	$921.32	$18,753.31	$1,000.00
Distribution System Flushing *Description*: advertising, labor, supplies *WQ Recommendation*: distribution system flushing program	$19,602.12	$112,406.97	$105,572.54	$177,062.77	$184,505.68	$82,072.50	$78,730.45	$77,118.90	$78,205.14	$915,277.07	$79,600.00
➪ **ADVERTISING** *Account #:* 412-6800-568.30-25	$504.12	$5,309.70	$2,974.44	$9,592.00	$15,340.30	$12,156.08	$9,530.45	$7,218.90	$7,105.14	$69,731.13	$7,500.00
➪ **LABOR (in-house)** *Account #:* 412-2600/5600/6800/6900/7600	$19,098.00	$106,948.80	$101,856.00	$165,516.00	$168,257.35	$68,768.64	$68,100.00	$68,800.00	$70,000.00	$837,344.79	$71,000.00
➪ **SUPPLIES - DISTRIBUTION (estimate)** *Account #:* 412-6800-568		$148.47	$742.10	$777.31	$598.03	$892.78	$800.00	$800.00	$800.00	$5,558.69	$800.00
➪ **SUPPLIES - WTP (estimate)** *Account #:* 412-7600-576				$1,177.46	$310.00	$255.00	$300.00	$300.00	$300.00	$2,642.46	$300.00
System Monitoring *Description*: sample analysis supplies (est.) *WQ Recommendation*: distribution system monitoring, water quality monitoring program *Account #*: 412-7600-576				$3,276.90	$4,521.48	$3,909.00	$3,500.00	$3,500.00	$3,500.00	$22,207.38	$3,500.00
Operating Expenses	**$20,745.43**	**$115,782.97**	**$111,158.94**	**$183,279.08**	**$190,287.09**	**$87,870.32**	**$82,648.19**	**$81,839.28**	**$82,626.46**	**$956,237.76**	**$84,100.00**
WATER QUALITY EXPENSE TOTAL	**$248,358.42**	**$296,637.59**	**$313,099.13**	**$1,639,695.17**	**$459,872.10**	**$1,090,586.87**	**$1,114,871.77**	**$578,689.25**	**$1,515,404.44**	**$6,623,747.52**	**$709,100.00**
WATER QUALITY COMPLAINTS	**271**	**627**	**906**	**369**	**542**	**241**	**221**	**249**	**111**	***2,956***	

CITY OF DOVER WATER QUALITY APPLICABLE EXPENDITURES

PROJECT INFORMATION	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TO DATE	FY 2012 BUD



Planning Office Statement

The City of Dover Planning Office is unique in the State of Delaware as it serves as one of, if not likely the only planning office staffed entirely with AICP certified planners. This distinction is important in understanding the strength of services available to the City from its Planning Office.

Issues such as land use, zoning, and permitting are complicated matters that both residents and businessmen within the City must address in a variety of ways every day. From simple answers that explain why a shed may be placed in one area or another, or the height of fencing in a neighbor's yard to complicated answers such as how to go about starting a business in the City or how zoning and land use categories determine growth patterns in an area; the City of Dover Planning Office is the public intermediary.

Much of what the Planning Office does can be described as striving to achieve and maintain a balance between the needs and interests of individual property owners, be they residents, developers or business owners, and the needs and interests of the community as a whole. The office is tasked with the difficult responsibility of maintaining the existing zoning codes and ordinances and at the same time advancing both public and private interests as they relate to the improvement of neighborhoods and businesses alike. Professional planners are a necessity where these matters are concerned as any or all of the previously mentioned aspects of growth management have the potential to affect quality of life and business alike across the City.

Similar to statements made with regards to the City Clerk's Office, the Planning Office has a number of statutory responsibilities related to preparing and posting of agendas, packets and minutes; preparing reports for the Planning Commission, Board of Adjustment, Historic District Commission and City Council; responding to Freedom of Information Act Requests, and complying with state and federal mandates relating to the City's Municipal Separate Storm Sewer System and Comprehensive Planning requirements.

In recent years, the Planning Office has found itself in the role of mediator between developers and outside agencies, particularly DelDOT. The City manages the Development Advisory Committee, which coordinates regulatory agency comments on development application to avoid conflict, duplication or confusion. The review process under the Department of Transportation has become increasingly cumbersome, and the Planning Office has been successful in bringing DelDOT together with developers to find reasonable solutions. Reducing staff in the Planning Office would reduce our ability to serve in this role.

The skill set offered by the Planning Office extends beyond the public realm and into other matters including but not limited to: maintaining State required growth management policies and regulations, ensuring that proposed and current zoning ordinances comply with State statutes and case law, and research that is vital to City of Dover interest and compliance with Federal laws.

Without over-stating the amount of responsibility placed upon the Dover Planning Office, it should be known and recognized that this office is responsible for but not limited to:

- The City's Comprehensive Plan, a five year plan for growth that is mandatory for compliance with State growth management laws.

- The City's Historic District, including the numerous national grants and matters of recognition that our historic buildings and places have garnered. The Planning office is also staff to the Historic District Commission, ensuring the Historic District Guidelines are maintained and enforced.
- The Board of Adjustment, a quasi-judicial board, including accurate public notice, meeting reports, and compliance with State Law.
- Ordinance revisions, updates, and additions. Community improvement is constantly at the forefront of all code amendments put forth by our office and the Planning Staff has successfully met numerous requests by council, committee, and citizenry over the past few years in this manner.
- The federal NPDES permit which regulates the management of stormwater in municipal jurisdictions. This is a massive endeavor that for nearly 5 years was under-staffed to the point that the City is now on its second Notice of Violation. The efforts of this office have made significant progress in achieving compliance with both State and Federal requirements on this matter.
- The planning office was responsible for the research and proposals that led to the current Schutte Park master plan. Coordination with the GIS department to create a physical plan that demonstrated these things resulted in a savings of 30-50 thousand dollars for the City according to the City Manager.
- Census information, including active membership on the Delaware Population Consortium, ensuring the boundary and addresses are provided on a regular basis to the Census ensuring Dover receives its accurate share of state and federal funding.

The planners act as staff to the Planning Commission in preparing both the reports and meetings that are held monthly. This includes working with other city departments and **state agencies**, providing public notice information to applicants, attending night meetings, ensuring compliance with city codes and regulations, ensuring compliance with the approved plans, etc.

All that being said, City Planners still have plans to review, permits and licenses to review and approve, and citizen questions to address on a daily basis.

These tasks are not things to be taken lightly and are essentially available to the City of Dover as a result of its professional planning staff.

When addressing the issue of staffing cuts within this department, the questions become: Which of these priorities will be allowed to fall away? Which of these priorities are not essential to the smooth functioning of the City's interaction's with the public and with the business community? Will we take longer in our response on plan review and permits diminishing customer service quality? Would we continue to be in violation of the requirements of the National Pollution Discharge Elimination System, whose requirements are continuing to increase? Would we stop reviewing and updating antiquated provisions within our codes (Zoning Ordinance and Subdivision Regulations)? Would we be left to contract out development of the Comprehensive Plan, which would add cost in the future years and give us less control over a process which we managed effectively during the last process? The work load for our office is divided equally according to skill set. With the removal of 33% of the available staff time and knowledge (noting that the director does not serve as a full time planner), there will be many

responsibilities that will not receive the kind of attention and effort that they are due, potentially resulting in errors that could leave us legally vulnerable. Again, the question is which items do you want removed, as all of these functions and responsibilities will not be able to be accomplished or maintained at the current level if a planner is lost?

DRAFT BUDGET REVIEW
Fiscal Year 2011-2012

May 19, 2011 – Budget Review Hearing

EXHIBIT #13
2011 Budget Review
Special Council Meeting of 05/17/2011

Police *page 246-247*

Personnel Costs	12,657,390	6%↑
Materials & Supplies	377,200	7%↑
Administrative Expenditures	581,900	2%↓
Overall Operating Expenses	**13,616,490**	**5%↑**
Capital Outlay	266,534	6%↓

Highlights:

Increase to Personnel Costs are due to budgeted salary increases for non-bargaining employees, changes in staffing levels and OPEB.

Materials and Supplies increased due to the addition of Criminal Justice petty cash disbursements, a new line to handle accounting for Criminal Justice expenses and is offset by revenue. Also, uniform allowance and computer hardware expenses were greater than in Fiscal 2011. These expenses were partially offset by savings in other areas.

Administrative Expenses decreased mostly due to a reduction in office equipment repair.

Capital Outlay include the purchase of 11 vehicles and other vehicle expenses.

WATER/WASTEWATER FUND

Water/Wastewater Engineering *page 300*

Personnel Costs	568,763	-
Materials & Supplies	21,005	174%↑
Administrative Expenditures	44,579	32%↓
Overall Operating Expenses	**634,347**	**1%↓**
Capital Outlay	-	-

Highlights:

Personnel Costs remain unchanged due a change in head count. GIS Tech position was previously charged to this budget and is currently charged to Public Services Administration.

Materials & Supplies expenditures are increased due to computer software and hardware purchases.

Administrative expenditures are reduced due to adjustments in contracting locating services.

Water Construction *page 301*

Personnel Costs	361,335	6%↑
Materials & Supplies	9,255	15%↓
Administrative Expenditures	55,139	38%↑
Overall Operating Expenses	**424,749**	**5%↓**
Capital Outlay	30,100	100%↑
Total Expenditures	**455,849**	**3%↑**

Highlights:

Personnel Costs are increased to due union salary increases of 2% and OPEB.

Administrative Expenditures are increased for the purchase of radios in order to be incompliance with FCC regulations.

Capital Outlay increased $30,100 for vehicle purchases.

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Water Management *page 302*

Personnel Costs	237,206	11%↓
Materials & Supplies	63,427	1%↓
Administrative Expenditures	86,716	6%↑
Overall Operating Expenses	**$387,349**	**6%↓**
Capital Outlay	766,240	24%↑
Total Expenditures	**$1,153,589**	**12%↑**

Highlights:

Salary is down due to corrections for splitting salary costs between Water and Wastewater.

Materials & Supplies are down slightly due to decreases in computer hardware expense.

Administrative Expenditures are increased for the purchase of radios in order to be incompliance with FCC regulations.

Capital Expenses increased compared to the Fiscal 2011 budget; however decreased when compared to the Fiscal 2011 revised budget. This is due to completion of major capital projects in Fiscal 2011.

Wastewater Management *page 303*

Personnel Costs	608,052	5%↓
Materials & Supplies	89,689	7%↑
Administrative Expenditures	284,746	17%↑
Overall Operating Expenses	**982,487**	1%↑
Capital Outlay	3,404,900	118%↑
Total Expenditures	**4,387,387**	**73%↑**

Highlights:

Personnel Costs decreased due to corrections for splitting salary costs between Water and Wastewater.

Materials & Supplies increased due to increased expenses in computer hardware.

Administrative Expenses are increased for the purchase of radios in order to be incompliance with FCC regulations.

Capital Expenses have increased when compared to Fiscal 2011 budget; however they decreased when compared to Fiscal 2011 revised budget. The budget is dependent on the amount of planned capital projects.

Water Treatment *page 304*

Personnel Costs	720,174	9%↑
Materials & Supplies	145,185	1%↑
Administrative Expenditures	689,890	1%↓
Overall Operating Expenses	**1,555,249**	**4%↑**
Capital Outlay	22,900	-
Total Expenditures	**1,578,149**	**5%↑**

Highlights:

Personnel costs are increased for contract wage increases and OPEB.

Materials & Supplies and Administrative Expenses are relatively unchanged.

Computer hardware purchases are increased and electricity charges are decreased.

Capital Expense is increased for the purchase of a replacement van.

DRAFT BUDGET REVIEW
Fiscal Year 2011-2012

May 24, 2011 – Budget Review Hearing

EXHIBIT #14
2011 Budget Review
Special Council Meeting of 05/17/2011

ELECTRIC FUND

Electric T&D *page 310*

Personnel Costs	2,222,928	1%↓
Materials & Supplies	436,999	3%↓
Administrative Expenditures	602,045	17%↑
Overall Operating Expenses	**3,261,972**	**2%↑**
Capital Outlay	748,337	1%↑
Total Expenditures	**4,010,309**	**2%↑**

Highlights:

Personnel Costs decreased due to less retirement pay budgeted in Fiscal 2012 than in Fiscal 2011.

Materials & Supplies are decreased due to reductions in electric materials and supplies.

Administrative Expenses are increased for two strategic projects. The 5-year Distribution Pole Testing Program will begin in 2012 -$45,000 and $23,158 for upgrading radios due to a change in FCC regulations.

Capital Outlay is increased slightly. Change in costs of vehicle replacement accounts for the increase of $9,337.

Electric Engineering *page 311*

Personnel Costs	853,161	10%↓
Materials & Supplies	86,399	1%↓
Administrative Expenditures	282,963	65%↓
Overall Operating Expenses	**1,222,523**	**34%↓**
Capital Outlay	1,840,716	32%↑
Total Budget	**3,063,239**	**5%↓**

Highlights:

Personnel Costs decreased due to less retirement pay budgeted in Fiscal 2012 than in Fiscal 2011.

Materials & Supplies decreased overall due to reductions in electrical material and supplies. The department will purchase two ergonomic chairs for systems operations and computer hardware is increased based on the Lifecycle Maintenance Program.

Administrative Expenses decreased due to a reduction of contractual services. Last year the Transmission Relay and Coordination Project ($500,000) was budgeted in this line. A radio upgrade is also included in this budget due to a change in FCC regulations.

Capital Outlay is higher due to increased budgets for capacitor installations, substations, upgrading SCADA, and distribution upgrades.

Public Utilities Admin *page 312*

Personnel Costs	334,632	7%↑
Materials & Supplies	104,232	-
Administrative Expenditures	191,770	-
Overall Operating Expenses	**629,724**	**3%↑**

Highlights:

Personnel Costs decreased due budgeted salary increases and OPEB.

Due to reductions Materials & Supplies and Administrative expenses are close to Fiscal 2011 levels.

Systems Operations *page 313*

Personnel Costs	475,895	8%↓
Materials & Supplies	-	-
Overall Operating Expenses	**475,8953**	**8%↓**
Capital Outlay	-	-

Highlights:

Personnel Costs decreased due to less retirement pay budgeted in Fiscal 2012 than in Fiscal 2011.

Power Plant Operations *pages 314 (revised)*

Personnel Costs	3,776,168	8%↑
Materials & Supplies	145,130	21%↓
Administrative Expenditures	2,103,524	5%↑
Overall Operating Expenditures	**6,024,822**	**6%↑**
Capital Outlay	1,810,410	22%↑
Total Expenditures	**7,835,232**	**9%↑**

Highlights:

Personnel Costs are increased.

Materials & Supplies are decreased mainly due to reductions in uniforms, water treatment chemicals, and water/waste water charges.

Administrative Expenses are increased for the following strategic projects – Stack Testing ($40,000); NAES ESS support for Title V & NPDES renewals ($10,000); Outfall Discharge Evaluation ($15,000); purchase of new vibration equipment ($15,000); and evaluating technologies for capacity increase at VanSant Unit I($12,000)

Capital Outlay is increased as per the proposed capital plan.

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Power Supply *page 315*

65 Series Supply Mgmt and Incentive Fees	1,285,000	44%↓
95 Series Purchases, capacity, and PJM Charges	56,923,380	4%↓
98 Fuel	664,641	123%↑
Total Expenditures	**58,873,021**	**5%↓**

Highlights:

The budget includes estimated power supply and fuel costs for Fiscal 2012.

Final Discussion and Wrap-Up

AUTHENTICATED
U.S. GOVERNMENT
INFORMATION
GPO

I

112TH CONGRESS
1ST SESSION

H. R. 1489

To repeal certain provisions of the Gramm-Leach-Bliley Act and revive the separation between commercial banking and the securities business, in the manner provided in the Banking Act of 1933, the so-called "Glass-Steagall Act", and for other purposes.

IN THE HOUSE OF REPRESENTATIVES

APRIL 12, 2011

Ms. KAPTUR (for herself, Mr. MORAN, and Mr. JONES) introduced the following bill; which was referred to the Committee on Financial Services

---

A BILL

To repeal certain provisions of the Gramm-Leach-Bliley Act and revive the separation between commercial banking and the securities business, in the manner provided in the Banking Act of 1933, the so-called "Glass-Steagall Act", and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE.

This Act may be cited as the "Return to Prudent Banking Act of 2011".

SEC. 2. GLASS-STEAGALL REVIVED.

(a) WALL BETWEEN COMMERCIAL BANKS AND SECURITIES ACTIVITIES REESTABLISHED.—Section 18 of the Federal Deposit Insurance Act (12 U.S.C. 1828), as amended by section 615(a) of the Dodd-Frank Wall Street Reform and Consumer Protection Act, is amended by adding at the end the following new subsection:

"(aa) LIMITATIONS ON SECURITY AFFILIATIONS.—

"(1) PROHIBITION ON AFFILIATION BETWEEN INSURED DEPOSITORY INSTITUTIONS AND INVESTMENT BANKS OR SECURITIES FIRMS.—An insured depository institution may not be or become an affiliate of any broker or dealer, any investment adviser, any investment company, or any other person engaged principally in the issue, flotation, underwriting, public sale, or distribution at wholesale or retail or through syndicate participation of stocks, bonds, debentures, notes, or other securities.

"(2) PROHIBITION ON OFFICERS, DIRECTORS AND EMPLOYEES OF SECURITIES FIRMS SERVICE ON BOARDS OF DEPOSITORY INSTITUTIONS.—

"(A) IN GENERAL.—An individual who is an officer, director, partner, or employee of any broker or dealer, any investment adviser, any investment company, or any other person engaged principally in the issue, flotation, under-

writing, public sale, or distribution at wholesale or retail or through syndicate participation of stocks, bonds, debentures, notes, or other securities may not serve at the same time as an officer, director, employee, or other institution-affiliated party of any insured depository institution.

"(B) EXCEPTION.—Subparagraph (A) shall not apply with respect to service by any individual which is otherwise prohibited under such subparagraph if the appropriate Federal banking agency determines, by regulation with respect to a limited number of cases, that service by such individual as an officer, director, employee, or other institution-affiliated party of any insured depository institution would not unduly influence the investment policies of the depository institution or the advice the institution provides to customers.

"(C) TERMINATION OF SERVICE.—Subject to a determination under subparagraph (B), any individual described in subparagraph (A) who, as of the date of the enactment of the Return to Prudent Banking Act of 2011, is serving as an officer, director, employee, or other

institution-affiliated party of any insured depository institution shall terminate such service as soon as practicable after such date of enactment and no later than the end of the 60-day period beginning on such date.

"(3) TERMINATION OF EXISTING AFFILIATION.—

"(A) ORDERLY WIND-DOWN OF EXISTING AFFILIATION.—Any affiliation of an insured depository institution with any broker or dealer, any investment adviser, any investment company, or any other person, as of the date of the enactment of the Return to Prudent Banking Act of 2011, which is prohibited under paragraph (1) shall be terminated as soon as practicable and in any event no later that the end of the 2-year period beginning on such date of enactment.

"(B) EARLY TERMINATION.—The appropriate Federal banking agency, after opportunity for hearing, may terminate, at any time, the authority conferred by the preceding subparagraph to continue any affiliation subject to such subparagraph until the end of the period referred to in such subparagraph if the agency

determines, having due regard for the purposes of this subsection and the Return to Prudent Banking Act of 2011, that such action is necessary to prevent undue concentration of resources, decreased or unfair competition, conflicts of interest, or unsound banking practices and is in the public interest.

"(C) EXTENSION.—Subject to a determination under subparagraph (B), an appropriate Federal banking agency may extend the 2-year period referred to in subparagraph (A) from time to time as to any particular insured depository institution for not more than 6 months at a time, if, in the judgment of the agency, such an extension would not be detrimental to the public interest, but no such extensions shall in the aggregate exceed 1 year.

"(4) DEFINITIONS.—For purposes of this subsection, the terms 'broker' and 'dealer' have the same meanings as in section 3(a) of the Securities Exchange Act of 1934 and the terms 'investment adviser' and 'investment company' have the meaning given such terms under the Investment Advisers Act of 1940 and the Investment Company Act of 1940, respectively.".

(b) PROHIBITION ON BANKING ACTIVITIES BY SECURITIES FIRMS CLARIFIED.—Section 21 of the Banking Act of 1933 (12 U.S.C. 378) is amended by adding at the end the following new subsection:

"(c) BUSINESS OF RECEIVING DEPOSITS.—For purposes of this section, the term 'business of receiving deposits' includes the establishment and maintenance of any transaction account (as defined in section 19(b)(1)(C) of the Federal Reserve Act).".

(c) CONTINUED APPLICABILITY OF ICI VS. CAMP.—

(1) IN GENERAL.—The Congress ratifies the interpretation of the paragraph designated the "Seventh" of section 5136 of the Revised Statutes of the United States (12 U.S.C. 24, as amended by section 16 of the Banking Act of 1933 and subsequent amendments) and section 21 of the Banking Act of 1933 (12 U.S.C. 378) by the Supreme Court of the United States in the case of Investment Company Institute v. Camp (401 U.S. 617 et seq. (1971)) with regard to the permissible activities of banks and securities firms, except to the extent expressly prescribed otherwise by this section.

(2) APPLICABILITY OF REASONING.—The reasoning of the Supreme Court of the United States in the case referred to in paragraph (1) with respect

to sections 20 and 32 of the Banking Act of 1933 (as in effect prior to the date of the enactment of the Gramm-Leach-Bliley Act) shall continue to apply to subsection (aa) of section 18 of the Federal Deposit Insurance Act (as added by subsection (a) of this section) except to the extent the scope and application of such subsection as enacted exceed the scope and application of such sections 20 and 32.

(3) LIMITATION ON AGENCY INTERPRETATION OR JUDICIAL CONSTRUCTION.—No appropriate Federal banking agency, by regulation, order, interpretation, or other action, and no court within the United States may construe the paragraph designated the "Seventh" of section 5136 of the Revised Statutes of the United States (12 U.S.C. 24, as amended by section 16 of the Banking Act of 1933 and subsequent amendments), section 21 of the Banking Act of 1933, or section 18(aa) of the Federal Deposit Insurance Act more narrowly than the reasoning of the Supreme Court of the United States in the case of Investment Company Institute v. Camp (401 U.S. 617 et seq. (1971)) as to the construction and the purposes of such provisions.

SEC. 3. REPEAL OF GRAMM-LEACH-BLILEY ACT PROVISIONS.

(a) FINANCIAL HOLDING COMPANY.—

(1) IN GENERAL.—Section 4 of the Bank Holding Company Act of 1956 (12 U.S.C. 1843) is amended by striking subsections (k), (l), (m), (n), and (o).

(2) TRANSITION.—

(A) ORDERLY WIND-DOWN OF EXISTING AFFILIATION.—In the case of a bank holding company which, pursuant to the amendments made by paragraph (1), is no longer authorized to control or be affiliated with any entity that was permissible for a financial holding company, any affiliation by the bank holding company which is not permitted for a bank holding company shall be terminated as soon as practicable and in any event no later than the end of the 2-year period beginning on such date of enactment.

(B) EARLY TERMINATION.—The Board of Governors of the Federal Reserve System, after opportunity for hearing, may terminate, at any time, the authority conferred by the preceding subparagraph to continue any affiliation subject to such subparagraph until the end of the pe-

riod referred to in such subparagraph if the Board determines, having due regard to the purposes of this Act, that such action is necessary to prevent undue concentration of resources, decreased or unfair competition, conflicts of interest, or unsound banking practices, and is in the public interest.

(C) EXTENSION.—Subject to a determination under subparagraph (B), the Board of Governors of the Federal Reserve System may extend the 2-year period referred to in subparagraph (A) above from time to time as to any particular bank holding company for not more than 6 months at a time, if, in the judgment of the Board, such an extension would not be detrimental to the public interest, but no such extensions shall in the aggregate exceed 1 year.

(3) TECHNICAL AND CONFORMING AMENDMENTS.—

(A) Section 2 of the Bank Holding Company Act of 1956 (12 U.S.C. 1841) is amended by striking subsection (p).

(B) Section 5(c) of the Bank Holding Company Act of 1956 (12 U.S.C. 1844(c)) is amended—

(i) by striking subparagraph (E) of paragraph (2); and

(ii) by striking paragraphs (3), (4), and (5).

(C) Section 5 of the Bank Holding Company Act of 1956 (12 U.S.C. 1844) is amended by striking subsection (g).

(D) The Federal Deposit Insurance Act (12 U.S.C. 1811 et seq.) is amended by striking section 45.

(E) The Bank Holding Company Act of 1956 (12 U.S.C. 1841 et seq.) is amended by striking section 10A.

(F) Subtitle B of title I of the Gramm-Leach-Bliley Act is amended by striking section 114 (12 U.S.C. 1828a) and section 115 (12 U.S.C. 1820a).

(b) FINANCIAL SUBSIDIARIES REPEALED.—

(1) IN GENERAL.—Section 5136A of the Revised Statutes of the United States (12 U.S.C. 24a) is amended to read as follows:

"SEC. 5136A. [REPEALED].".

(2) TRANSITION.—

(A) ORDERLY WIND-DOWN OF EXISTING AFFILIATION.—In the case of a national bank

which, pursuant to the amendments made by paragraph (1), is no longer authorized to control or be affiliated with financial subsidiary as of the date of the enactment of this Act, such affiliation shall be terminated as soon as practicable and in any event no later that the end of the 2-year period beginning on such date of enactment.

(B) EARLY TERMINATION.—The Comptroller of the Currency, after opportunity for hearing, may terminate, at any time, the authority conferred by the preceding subparagraph to continue any affiliation subject to such subparagraph until the end of the period referred to in such subparagraph if the Comptroller determines, having due regard for the purposes of this Act, that such action is necessary to prevent undue concentration of resources, decreased or unfair competition, conflicts of interest, or unsound banking practices and is in the public interest.

(C) EXTENSION.—Subject to a determination under subparagraph (B), the Comptroller of the Currency may extend the 2-year period referred to in subparagraph (A) above from

time to time as to any particular national bank for not more than 6 months at a time, if, in the judgment of the Comptroller, such an extension would not be detrimental to the public interest, but no such extensions shall in the aggregate exceed 1 year.

(3) TECHNICAL AND CONFORMING AMENDMENT.—

(A) The 20th undesignated paragraph of section 9 of the Federal Reserve Act (12 U.S.C. 335) is amended by striking the last sentence.

(B) The Federal Deposit Insurance Act is amended by striking section 46 (12 U.S.C. 1831w).

(4) CLERICAL AMENDMENT.—The table of sections for chapter one of title LXII of the Revised Statutes of the United States is amended by striking the item relating to section 5136A.

(c) DEFINITION OF BROKER.—Section 3(a)(4)(B) of the Securities Exchange Act of 1934 (15 U.S.C. 78c(a)(4)(B)) is amended—

(1) by striking clauses (i), (iii), (v), (vii), (x), and (xi); and

(2) by redesignating clauses (ii), (iv), (vi), (viii), and (ix) as clauses (i), (ii), (iii), (iv), and (v), respectively.

(d) DEFINITION OF DEALER.—Section 3(a)(5)(C) of the Securities Exchange Act of 1934 (15 U.S.C. 78c(a)(5)(C)) is amended—

(1) by striking clauses (i) and (iii); and

(2) by redesignating clauses (ii) and (iv) as clauses (i) and (ii), respectively.

(e) DEFINITION OF IDENTIFIED BANKING PRODUCT.—Subsection (a) of section 206 of the Gramm-Leach-Bliley Act (15 U.S.C. 78c note) is amended—

(1) by inserting "and" after the semicolon at the end of paragraph (4);

(2) in paragraph (5), by striking "; or" and inserting a period; and

(3) by striking paragraph (6) and all that follows through the end of such subsection.

(f) DEFINITION OF ACTIVITIES CLOSELY RELATED TO BANKING.—

(1) IN GENERAL.—Section 4(c)(8) of the Bank Holding Company Act of 1956 (12 U.S.C. 1843(c)(8)) is amended by striking "the day before the date of the enactment of the Gramm-Leach-Bliley Act" and inserting "January 1, 1970,".

(2) PROVISION ALLOWING FOR EXCEPTIONS AFTER REPORT TO THE CONGRESS.—Subsection (j) of section 4 of the Bank Holding Company Act of 1956 (12 U.S.C. 1843(j)) is amended to read as follows:

"(j) APPROVAL FOR CERTAIN POST-1970 SUBSECTION (c)(8) ACTIVITIES.—

"(1) IN GENERAL.—Notwithstanding the limitation of the January 1, 1970, approval deadline in subsection (c)(8), the Board may determine an activity to be so closely related to banking as to be a proper incident thereto for purposes of such subsection, subject to the requirements of this subsection and such terms and conditions as the Board may require.

"(2) GENERAL STANDARDS.—In making any determination under paragraph (1), the Board shall consider whether performance of the activity by a bank holding company or a subsidiary of such company can reasonably be expected to result in a violation of section 18(aa) of the Federal Deposit Insurance Act, section 21 of the Banking Act of 1933, or the spirit of section 2(c) of the Return to Prudent Banking Act of 2011, and other possible adverse effects, such as undue concentration of resources, de-

creased or unfair competition, conflicts of interests, or unsound banking practices.

"(3) REPORT AND WAIT.—No determination of the Board under paragraph (1) may take effect before the end of the 180-day period beginning on the date by which notice of the determination has been submitted to both Houses of the Congress together with a detailed explanation of the activities to which the determination relates and the basis for the determination, unless before the end of such period, such activities have been approved by an Act of Congress.".

(g) REPEAL OF PROVISION RELATING TO FOREIGN BANKS FILING AS FINANCIAL HOLDING COMPANIES.—Section 8(c) of the International Banking Act of 1978 (12 U.S.C. 3106(c)) is amended by striking paragraph (3).

SEC. 4. REPORTS TO THE CONGRESS.

(a) REPORTS REQUIRED.—Each time the Board of Governors of the Federal Reserve System, the Comptroller of the Currency, or another appropriate Federal banking agency makes a determination or an extension under subparagraph (B) or (C) of paragraph (2) or (3) of section 18(aa) of the Federal Deposit Insurance Act (as added by section 2(a)) or subparagraph (B) or (C) of subsection (a)(2) or (b)(2) of section 3, as the case may be, the

Board, Comptroller, or agency shall promptly submit a report of such determination or extension to the Congress.

(b) CONTENTS.—Each report submitted to the Congress under subsection (a) shall contain a detailed description of the basis for the determination or extension.

○

LAROUCHEPAC: GLASS-STEAGALL

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EMERGENCY RESOLUTION: Glass Steagall Now!

April 27, 2011 • 6:37AM

The current weight of trillions of dollars in gambling debts, foisted on the U.S. taxpayers in the 2008-2011 bailout of Wall St. and the City of London, is currently obliterating and destroying the economy of the United States and its people. We must change course immediately.

The first step is to reinstate Glass-Steagall. Without a return to the original Franklin Roosevelt Glass-Steagall standard, there is no possibility of the continued existence of the United States, as economist Lyndon LaRouche has insisted. Only the re-imposition of the FDR Glass-Steagall principle will separate commercial from speculative banking, thus freeing the nation from obligations to Wall St. and the City of London, and re-establishing a credit system for rebuilding the nation.

H.R. 1489, the Return to Prudent Banking Act of 2011, is now before the House of Representatives, which aims "to ... revive the separation between commercial banking and the securities business, in the manner provided in the Banking Act of 1933, the so-called 'Glass-Steagall Act.'"

We, the undersigned, therefore *demand* that Congress immediately act to pass H.R. 1489, and identical legislation in the Senate, as the indispensable first measure to save the nation.

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Current List of Congressional Signers to HR1489

May 16, 2011 • 12:46 PM

**June 2nd Update: Two more senior members of the U.S. House, one a Republican and the other a Democrat signed on as cosponsors to reinstitute Glass-Steagall. Their addition brings the total to 13 cosponsors, plus Kaptur.

**June 2nd Update: Two more senior members of the U.S. House of Representatives, one a Republican, Rep. Roscoe Bartlett (R-MD), and the other a Democrat, Rep. Danny Davis (D-IL), on May 31 signed on as cosponsors to Rep. Marcy Kaptur's bill to reinstitute Glass-Steagall, H.R. 1489. Their addition brings the total to 13 cosponsors, plus Kaptur. A current list of all the co-sponsors is immediately below:

Current Co-Sponsors:

- John Garamendi (D-CA)
- Louise McIntosh Slaughter (D-NY)
- Edolphus Towns (D-NY)
- Jim McDermott (D-WASH)
- Lynn Woolsey (D-CALIF)
- Reps. James Moran (D-VA)
- John Conyers (D-MICH)
- Jesse Jackson Jr. (D-ILL)
- Walter Jones (R-NC)
- (init.) Marcy Kaptur (D - Ohio)
- Maxine Waters (D-CA)
- Marcia Fudge (D-OH)
- Kurt Schrader (D-OR)
- Roscoe Bartlett (R-MD)
- Danny Davis (D-IL)

Institutional Support:

- January 2011 – The Louisiana State Board of the National Association of Realtors passed a resolution calling for the reinstatement of Glass-Steagall, and demanding that the National Association of Realtors do the same.
- March 2011 – The National Farmers Union, at its March 13-15 National Convention in San Antonio, reaffirmed its spring 2010 call for the immediate reinstatement of Glass-Steagall.
- May 2011 -- The International Association of Machinists, one of the largest unions in America, put the reinstatement of Glass-Steagall, specifically H.R. 1489, as a priority for their legislative agenda.
- May 9, 2011 – The Columbia Pacific Building Trades Council unanimously endorsed LPAC's resolution for Glass-Steagall.
- May 11, 2011 -- The Northwest Oregon Labor Council unanimously endorsed LPAC's resolution for Glass-Steagall.
- May 12, 2011 – The Democratic Party of Multnomah County, Oregon--the country in which the state's largest city, Portland, is located--passed a resolution calling for the immediate reinstatement of Glass-Steagall.

Legislative Support:

- June 2010: The Borough Council of Lansford, Pa. and the Council of Morgan Township both passed resolutions demanding their Congressmen re-enact Glass-Steagall.
- September 2010: The Port Jervis, New York City Council passed LPAC's resolution for Glass-Steagall.
- Fall 2010: Mansfield Township, New Jersey passed LPAC's resolution for Glass-Steagall.
- May 24, 2011: The city council of Irvington, NJ passed a Glass-Steagall resolution.

Resolutions Introduced:

- February 11, 2011 -- Kentucky State Senator Perry Clark (D) introduced a resolution calling on Congress to immediate reinstate Glass-Steagall.
- March 17, 2011 -- Missouri State Rep. Bert Atkins (D-St. Louis County) introduced HCR 49, a concurrent resolution calling for Congress to reinstate Glass-Steagall.
- March 24, 2011 -- Alabama Rep. Tom Jackson (D) introduced H.R. 190, a resolution urging Congress to reinstate Glass-Steagall.

Editorial Support:

- The Fairbanks, Alaska Daily News Miner, in June 2010.
- The Bangor, Maine Bangor Daily News in June 2010.
- The Pittsburgh Tribune-Review, the flagship paper of Richard Mellon-Scaife, on November 22, 2010.

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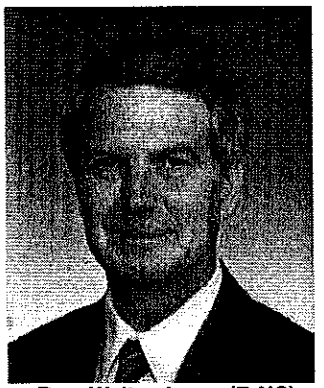
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Glass-Steagall Legislation Introduced into Congress



Rep. Marcy Kaptur (D-Ohio)



Rep. Walter Jones (R-NC)

April 14(LPAC)---On Tuesday, Rep. Marcy Kaptur reintroduced her Glass-Steagall bill, according to Thomas.gov, which lists:

H.R. 1489 Latest Title: **"To repeal certain provisions of the Gramm-Leach-Bliley Act and revive the separation between commercial banking and the securities business, in the manner provided in the Banking Act of 1933, the so-called 'Glass-Steagall Act,' and for other purposes."**

Sponsor: *Rep. Kaptur, Marcy* [OH-9] (introduced 4/12/2011) Cosponsors (2) *Rep. Jones, Walter B., Jr.* [NC-3] - 4/12/2011; *Rep. Moran, James P.* [VA-8] - 4/12/2011

Latest Major Action: 4/12/2011 Referred to House committee. Status: Referred to the House Committee on Financial Services. The Act is given the short title: "Return to Prudent Banking Act of 2011." Under Section 2: "Glass-Steagall Revived," it reads: "Wall between commercial banks and securities activities reestablished."

On Tuesday night Lyndon LaRouche had stated: "What we have, tomorrow, essentially, is the Glass-Steagall Act is going to be announced, presumably tomorrow; it's going to be filed. The Glass-Steagall Act is going to be a flanking procedure, in which, what're we going to do? You say, 'I dunno if we can get it done.' What you're going do, essentially, is say, 'If we do this, this will rout the enemy! Even threatening to do it, will put the enemy off-balance. If we don't do it, we're finished.' [It's]Warfare. "

"So, our object is, to ram this through. And don't tell me why it won't work. If you're going to say it won't work, that's because you don't work!"

LaRouche: Glass-Steagall will Bail Out the States, Not London and Wall Street!

Excerpt from LaRouche's March 2nd Weekly Report, available in full at www.larouchepac.com:

"For example, if you have the Glass-Steagall—just think what I said before: What happens? The Glass-Steagall immediately means that we put the states back in business.

The Hamiltonian principle of the Constitution does it, the Glass-Steagall factor. Which means that we immediately put the police force, the fire force, the other things, the educational system, we put them back in place. Because , the only reason they're not in place, is because, maybe $20 trillion or something equivalent, of robbery of the U.S., for these fake things are the problem. So therefore, if we get *rid* of the wastepaper, the toilet paper, or the used toilet paper, get rid of that, and then we can, with Federal credit, we can bail out the state functions, which is what we are obliged to do, by our Constitution, really.

"Then, we go with the high-technology stuff, on top of it, as like NAWAPA and these others, these kinds of projects. So we can rebuild first, protect the states, save the states, from the Scott Walkers and other people like that, or Chris Christie. Save the states, put 'em back into shape so they're functioning. Because that's our people! Our people live in states—also some in mental states, but I'm talking about the other kind of states. So we put the states back to work, that's your population base.

"Now, you go with large-scale projects, which are high-tech projects, which are science-driver types of projects, which increase the productive powers of labor. You can invest that forever, as long as you have people who can create something, you go ahead with that. There's no limit to it. And that's what we have to do!

"Once we see that, then the thing comes under control, because the mass-strike movement then becomes the core, of your moral support for the recovery. Now, it's a resistance factor. A certain generation is saying, "We don't want to die like you old guys want to die. We don't want to die like that. We want life!" It's like the teachers, who are defending their students, because the students, the pupils, depend upon the teachers to give them the access, to the means of life. And the teachers are more moral than probably any other stratum of society right now, in this respect.

"So that's what we have to do: We have to rebuild the system, and all we have to do, is Glass-Steagall will open the gates. And then we have to go *back* to 1971, and we have to do what Roosevelt did: We have to have a fixed-exchange-rate system, of credit systems, of *sovereign national credit systems*, internationally, so that we can export and transport credit, long-term investment credit, across national borders, as a cooperative effort *among* nations...."

LaRouche: "If You Do Not Push Glass-Steagall Through Now, Through the Congress, There's No Way You Can Save The United States"

April 20 (LPAC)--Speaking to an international audience at his webcast April 19, leading economist and statesman Lyndon LaRouche had an unambiguous message: Push through the Glass-Steagall bill (HR 1489) that's been introduced into the House of Representatives now, or humanity will not survive.

LaRouche structured his opening presentation by identifying two crises mankind faces: first, the ongoing collapse of the bankrupt British imperial financial system, and second, the galactic crisis that is leading to the proliferation of earthquakes, tsunamis, and other severe weather around the globe. But he honed in on the one act that must be accomplished first, in order to deal with both crises, the reenactment of FDR's original Glass-Steagall law.

We include a number of LaRouche's sharpest comments, all from his opening remarks, here. But all readers are urged to go to www.larouchepac.com, where the full webcast is archived:

"The reenactment of Glass-Steagall in the U.S. Congress, just the passage of the bill, even if the President vetoes the bill, passage of that bill, *now* in the Congress, will set forth a chain-reaction which can save this nation. If you do *not* push Glass-Steagall through now, through the Congress, there's no way you can save the United States.

"*So, you don't have any other issues!* You have other issues in terms of interest issues, things that have to be done, but none of these things that could be done, that should be done, *can* be done, without the reenactment of Glass-Steagall! You either pass Glass-Steagall, or you've betrayed the United States, if you're a member of Congress. You either vote for the reenactment of Glass-Steagall as a member of Congress, or you no longer are a *patriot* of the United States, *you're something much lower than that!* That's your reality. Hmm?

"The time has come, when you can no longer talk about things. The time has come, when you've got to *do* things. That's the change in the situation. ..."

After reviewing the galactic crisis, and the measures of international cooperation, economically, that are required, LaRouche summed up the objective again:

"What I've set forth before you, in summation today, before we get into the dialogue and so forth, which we'll get into, probably, that's the issue. *It's coming down now.* It's already coming down! The system is collapsing. If this President continues to be President, the situation of the United States is hopeless; and by implication, that of the trans-Atlantic system. If the trans-Atlantic system goes, then Asia, goes. Humanity goes into a ditch!



"So therefore, *this must be faced! This is the issue!* All the other issues, of this list of issues—bunk! *This* is it! Glass-Steagall, first. President out, second, or part of the package.

"Approach Europe, approach the rest of the world, to establish a fixed-exchange-rate credit-system, as Roosevelt had intended. Negotiate with nations on the question of how a credit-system is used, to consider, what are the great projects, which must be immediately launched as great projects, great intentions, shared among mankind, to get this planet moving, for people on this planet! Find out how one nation is going to help the other, where a skill or technology in one nation is going to be delivered and made available to another. Because this is the way we're going to do it! We're going to have people who have skills at one kind, they're going to be investing those skills, in producing something for the basic economic infrastructure, industry, science of another nation.

"And it's going to operate on a credit-system, which will function essentially within a century-long framework of credit. Or a century-long period of a credit-system, a fixed-exchange-rate credit-system, which can be adjusted, but it has to be adjusted as a fixed-exchange-rate credit-system.

"And that's where we have to go."

Hound Your Congressman! -- 202-224-3121-- Pass H.R. 1489, Now!

For more information call 610-659-0387

Visit www.larouchepac.com

Janice Green

Subject: FW: City of Dover Budget

Importance: High

From: Bruce Marvel [mailto:BWM521@verizon.net]
Sent: Saturday, June 04, 2011 1:32 PM
To: Leary, Thomas J.; Hutchison, James L.; tmcdowell-bcw; Hare, Bill; McGlumphy, William; Bonar, David L; Lynn, Sean M.; Anderson, David; Russell, Sophia
Cc: Carey Sr., Carleton
Subject: City of Dover Budget
Importance: High

Council Members,

I just read with interest the DSN article entitled "Dover looks ahead to solve city's budget woes." The budget issue definitely needs a fresh perspective and I commend each and every one of you for closely reviewing this lengthy document.

I am glad to see that the panel is taking a new approach and viewing the budget two or three years going forward.

I am also happy to read that the Council would like to empower the city workforce. Beverly Williams is correct when she stated that "they know their budgets better than we do." I suggest you take that one step further and perhaps offer an incentive (maybe a "free" day or afternoon off) to the worker who offers a workable budget cutting or cost saving idea. These are the people that get the job done and they may have some great ideas – all they need is for someone to listen.

I was extremely dismayed, as were many others, when the City received pay raises while local businesses were hurting, unemployment rising, even State employees had to take a pay cut. How in the midst of all this could the City justify giving raises and now talking about downsizing and laying off employees …?? It didn't make sense then and doesn't make sense now.

I hope this Council can get the City back on track and moving forward. I was sorry to read Ms. Russell's statement about peoples' attitudes and the "poison" being spread. I hope that is not the case and if it is, that Council will work hard to change that attitude. I agree with her statement that a "person should be allowed to work as long as he or she can," but ***only if that person is fulfilling his/her responsibilities and being productive.***

I strongly agree with Mr. Bonar's statement about steps needed to increase development efforts. The problem of attracting and keeping businesses is something that Council needs to address. Between the City Planning rules and regulations (that seem to change with the mood), the Historical Society's rules (sometimes unrealistic), and other codes and specifications (the list goes on), existing and potential businesses are ***discouraged and not encouraged***. Some business owners have found it to be more cost effective to pay the fines rather than abide by all the regulations – and you can't blame them!

I love this little town, I work in this town, I enjoy spending time at 33 West and other local shops. Dover has so much potential, but as long as these entities keep putting up road blocks, our little town will never reach its full potential. I implore you to please focus on assisting businesses to succeed. One suggestion is to have an open forum where the business owner can freely voice whatever obstacle they might run into and work ***with*** them to find a solution without the feeling of retaliation.

I understand that there must be rules and regulations – but they do not have to be roadblocks. There needs to be a more realistic approach - each and every regulation can be fulfilled but sometimes creativity and flexibility are needed to get the job done.

Once again I commend each of you for taking on this huge responsibility. I look forward to seeing a brighter future for the City.

Roylene

Roylene Marvel
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Dover, DE 19904
bwm521@verizon.net

CENTRAL DELAWARE CHAMBER OF COMMERCE
435 N. DUPONT HWY.
DOVER, DE 19901

June 6, 2011

Dear Members of the Dover City Council:

The Central Delaware Chamber of Commerce (CDCC) last year, volunteered to put together a group of business persons to work with the City staff to review the City's budget and to provide some best practice recommendations and suggestions for the both the budget and the budget process.

Tony, Donna and Terry working with the group formed as the CDCC Budget Focus Group.

As you will see below, this Group enjoyed the experience and they garnered a great deal of information from the process. They have also provided an outline of some ideas and thoughts they formed as a result of what they had learned.

It is our hope that as you, the members of City Council, go through your budget review that you will find these suggestions and recommendations to be helpful for both current and future planning.

We were very pleased with this partnership and hope to be able to continue it in the years to come

Lisa Hastings
Chair, CDCC

Judy Diogo
President, CDCC

May 25, 2011

Judy Diogo
President
Central DE Chamber of Commerce
435 N. DuPont Highway
Dover, DE 19901

Dear Judy :

General

We appreciated the opportunity to learn more about the City's budget process and financial condition. We believe this Chamber-City partnership is a good idea and that a continuous dialogue throughout the year would benefit all parties involved.

The Budget Focus Group had four meetings from February 18th to May 4th designed to orient the group on the City budget and to engage in dialogue on the various processes at the City and what is seen in the private sector.

All in all we believe the budget process is well thought out and comprehensive. We do believe the staff focuses on cost control. Psychologically, however, there could be less pressure on cutting costs when the safety net of an expanded Electric Fund transfer exists.

Budget

The budget being presented to Council assumes:

- No property tax rate or transfer tax increases (approx. 36% of General Fund revenue).
- No material change in fees, fines, police revenues and traffic penalties (approx. 37% of General Fund revenue).
- Transfers from other funds at policy mandated levels (approx. 22% of General Fund revenue).

This budget will not be balanced – and therefore, the staff has presented three different balancing options to Council These options were reviewed with the Chamber board on 5-10-11, and include a menu of revenue increases, costs cuts, and capital and strategic plan changes, as well as changes to the amount of the electric fund transfer.

The following is a summary of our recommendations, with more detail that follows:

1) Best Practices – sharing ideas should occur throughout the year
2) Projections – should be done to highlight potential future issues
3) Electric Utility – an analysis of alternatives should be completed by an expert
4) Unfunded Liabilities – these are significant and will need to be addressed
5) Payments in Lieu of Taxes – should attempt to increase these payments if possible
6) Headcount Related – could be some opportunity for savings
7) Wastewater Fees – significant overpayment is occurring

Best Practices

While there was dialogue regarding best practices in the few meetings we had, the sharing of more specific ideas relating to various departments and processes could be better accomplished throughout the year as opposed to during the final budget drafting process.

Projections

Although things such as transfer taxes and fines cannot be perfectly forecasted, we believe it would be beneficial to do a long range forecast of the City's finances. Though this will obviously require many assumptions, the forecast will shine light on the potentially substantial future operating/capital needs of the Electric, Water/Wastewater and General funds. Additionally, it will help identify any capital projects that have been deferred recently and will show how the City plans to deal with its significant unfunded pension and retiree healthcare (OPEB) liabilities.

Electric Utility

Understanding that the annual transfer from the Electric fund to the General Fund helps keep property taxes down, the fact that there is such a large "profit" coming out of the Electric fund seems to indicate that at least some, and perhaps all, customers are being over-charged for their electric service in some way.

This is a very complicated area, and one that is obviously very political given the fact that not all electric customers are taxpayers. It is our recommendation that a committee, led by an outside expert, analyze the entire utility for the following items (not all inclusive):

- Do the rates charged to various customers reflect the costs of providing and distributing electric service to the specific customer?
- How do the current rates being charged compare to other available alternatives? This could be an economic development issue at some point.
- Are the reserves maintained adequate to cover the potential future capital costs of maintaining the existing facilities?
- Is the sale of the electric business an alternative that should be considered?
    - What would a 3rd party pay?
    - What utility rates could a 3rd party offer the City's customers and what is the economic impact (including multiplier) of any potential lower rate?
    - What capital spending would be eliminated by a sale?
        - Annual spending
        - Potential large future expenditures
    - What debt service costs would be eliminated by a sale?
    - What operating expenses would be eliminated by a sale?
    - What headcount could be eliminated in other departments by a sale?
        - Central Services
        - Customer Services
    - How would the potential investment income from any sales proceeds compare to today's transfer from the Electric fund?
    - What other revenue would result from a sale, i.e.; would a potential buyer become a tax paying entity? A franchise fee paying entity?

Clearly this is an important revenue stream for the City. That, however, does not mean that there are not better long term alternatives. Understanding these alternatives and assessing whether they are viable is beyond the scope of this group.

Pension and OPEB Liabilities

We understand that governmental accounting rules are not the same as those followed by industry and that they do not require the complete recording of pension and post-retirement health care liabilities. Annual recommended minimum contributions are actuarially calculated, and though they aren't technically required to be funded annually, any portion that is not will be reflected as a liability of the City (no such pre-funding contributions were made in FY 10). The accumulation of these liabilities could potentially have an impact on debt covenants at some point.

As is the case with many governmental entities, there exists a large (off balance sheet) unfunded liability for pension and OPEB liabilities. From our review of an analysis prepared by the City's actuary (dated 3-14-11), it appears the City's total unfunded liabilities are approximately $120 million ($78 million is OPEB). It is our understanding that these amounts are allowed to be amortized into the funding requirements over 30 years. It does not appear that the planned funding in the proposed budget is in line with the actuarially calculated funding recommendations. Additionally, it appears that the most recent calculation of these unfunded liabilities is not being used, and that the

recommended annual funding is therefore understated. Barring significant plan design changes, asset returns or increases in interest rates, the City will have to contribute even more to meet the future minimum recommended contributions and to eliminate the funding shortfalls that are occurring and aggregating currently.

With property tax revenues of only about $11 million, a spike in these annual funding requirements could have severe consequences. If it hasn't already been done, we recommend a 10 year projection be prepared by an actuary to identify what the expected funding requirements could (and should) be in the near term.

The City has already closed their defined benefit pension plan to new employees (September 09). Given the magnitude of the unfunded OPEB liabilities, combined with the fact that these benefits are no longer typically provided in industry*, consideration should be given to freezing or amending this plan as well. (* According to Mercer's 2010 National Survey, only 4% of companies with fewer than 500 employees offer retiree coverage)

Payments in Lieu of Taxes (PILOT)

Approximately 28% of the City's land is exempt from property tax, but it appears only a few entities make a PILOT payment.

With property tax receipts of approximately $11 million, the tax not paid on exempt property could represent more than $4 million. However, total PILOT payments are approximately $400k.

Most of the PILOT payments come from the State. It would be helpful to see how the PILOT payment from the State is calculated, and how it compares to both what the property tax would be and to payments made by the State to other Delaware municipalities.

Additionally, there are entities in the City such as the University that make no PILOT payments, though it is our understanding that the University of Delaware makes such a payment to the City of Newark.

A better understanding of who makes PILOT payments in Dover as compared to who typically pays in other municipalities would be helpful. Further, the City might consider implementing an action plan to encourage or negotiate more PILOT payments, perhaps with a mailing accompanied by an illustration of what a comparable property tax payment would be from each exempt entity.

Headcount Related

An analysis prepared by the staff showed that there were 33 more employees today than there were in 2000. Additionally, one of the budget options presented to Council for balancing the budget with a combination of revenue increases and cost cuts showed a possible reduction in force of 13 people.

We believe that all headcount should be reviewed regardless of the current budget status. For example, are certain departments staffed to reflect a time when construction was at it peak (Planning and Inspection)? Are there positions currently deemed discretionary by the staff?

Additionally, we believe the following should be considered where feasible:

- Using part time employees instead of full time employees, thereby saving the cost of benefits.
- Evaluating whether it makes economic sense to replace any existing positions with outside contractors.
- Consider having employees contribute more towards the cost of their health benefits (current employees pay nothing towards individual coverage).

Water/Wastewater

We understand that a significant wastewater treatment fee (in excess of $1 million) is paid to the County for ground water that leaks through the City's aging sewer pipes. If it has not been done, an analysis of whether financing and

accelerating improvements to this infrastructure would yield an appropriate leveraged return on this investment seems prudent.

Miscellaneous Items

The staff should monitor the progress of electronic payment acceptance for licensing, permits, utilities, fines and any other fees and taxes that can be paid electronically. In addition, a review of how a consolidation of payments for services can occur should be considered. Perhaps this can be coordinated with the increased use of the electronic payment system to allow for the reduction of cashier/other positions.

We spent most of our time reviewing revenue and expenses estimates. We did not review fund balances. It is our understanding that the City generally operates on a pay as you go basis, and is projected to be debt free (General Fund) in 2017. While keeping debt levels low certainly has its benefits, financing could make economic and policy sense in certain cases, and should be considered.

Sincerely,

Budget Focus Group (Shane Breakie, Dennis Gudmundsen, Timothy Horne, Tammy Ordway, Vic Schimp)

Requested Retirement Pay by Position, Division Fund Fiscal 2012 Budget

General Fund

Police Civilian	**$**	**25,108**
Administrative Assistant	$	25,108
Police Law Enforcement*	**$**	**237,344**
Sergeant	$	58,121
Lieutenant	$	65,441
Sergeant	$	65,322
Corporal	$	48,459

** $100,000 was reduced from this amount for the budget*

Facilities Maintenance	**$**	**8,227**
Custodian	$	8,227
Human Resources	**$**	**31,261**
Administrative Assistant	$	31,261
Total General	**$**	**301,940**

Water/Wastewater Fund

Water Construction	**$**	**9,816**
Heavy Equipment Operator	$	9,816
Total Water/Wastewater	**$**	**9,816**

Electric Fund

Electric T&D	**$**	**12,840**
Lineman First Class II	$	12,840
Total Electric Fund	**$**	**12,840**
Total City-wide	**$**	**324,596**

Subscriptions & Dues – Redundant or Duplicate Memberships

City Manager's Office
APA $ 480

Recreation
Duplicates:
National Parks & Recreation Assoc. – Zach & Wayne
Delaware Recreation & Park Society – Wayne & Sherwanda

Zach would recommend that these continue although they appear to be duplicate; the benefit to having these membership is unique to the position.

Public Utilities – Water/Wastewater/Electric
To our knowledge, we have no duplicate dues and/or memberships

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Information Technology
The IT Department has only one membership/subscription that is paid annually for SunGard Public Sector User's Group Association (SUGA). Here are some of the benefits of SUGA membership:

- Entitles each member in the organization the ability to submit and prioritize revisions/enhancements to the SunGard Public Sector products.
- Reduced conference fees for the Annual SUGA Education Conference for all individuals in the organization.
- Vote in electing the SUGA Board of Directors (must be in attendance at the conference to vote).
- Networking and sharing of information among thousands of SunGard Public Sector users.
- Access to the members only section of website, which includes discussion forums, quarterly newsletters, and more detailed descriptions of conference sessions.

Central Services
All subscriptions and dues for Central Services have been reviewed and are in order – there are no duplications - therefore changes or adjustments are not necessary.

Public Services
Most the subscription and/or dues shown the spreadsheet that I sent you are individual memberships. To my knowledge there are not group membership offers for areas under my department. If we need to extinguish memberships or have a policy where staff can belong to X organizations under the city budget and they would have to pay personally for memberships in addition to the policy, I have no objections to that concept. That way staff would have to prioritize what is important to each of them.

City Clerk & Council
The Clerk's Office and City Council do not have any redundant or duplicate items that can be reduced from the budget. I have reviewed these items and there are not any licenses, subscriptions, memberships, or dues that can be shared by all.

Finance

Both Assistant Director and Director have GFOA and Delaware CPA Society Memberships. This is done to obtain discounts of $100 - $200 per class for continuing professional education credits that are needed to maintain certification. National memberships were already removed from the budget.

Human Resources

There are no redundancies.

Law Enforcement & Administration

Under line 30-27 is “DPCC Dues” and “IACP Dues”. These are not redundant and are done this way so we are eligible for executive law enforcement training through both organizations. These memberships are for the Chief, the Deputy Chief and both Captains and you must be a member to receive or attend any training offered by these organizations.

Assessor

We do not have multiple subscriptions or dues that can be shared by all.

MEMORANDUM

Planning and Community Development
P.O. Box 475
Dover, Delaware 19903

Date: May 24, 2011

To: City Council

From: Ann Marie Townshend, AICP

RE: List of Abandoned Buildings Not in Compliance

At the budget hearing on May 19th, Councilwoman Russell requested a list of abandoned buildings that are not incompliance. In response to this request, I have attached a listing of all registered vacant buildings in the City of Dover and a list of all properties where we have suspended rental dwelling permits. Please note that 301 S. Governors Avenue is listed as a property with suspended rental permits. This property was subsequently demolished by the City of Dover for violation of the dangerous building ordinance.

I have also included a listing of all properties with active code violations that have received four or more notices. This listing does not include the nature of the violation but indicates which properties where we have not achieved compliance.

If you need additional information, please let me know.

SUSPENDED RENTAL LICENSES

31 N New Street	Calvin & Sharon Wilson
12 N New Street	Woodrow Brown
1324 Forrest Ave	Margaret Johnson
301 S Governors	301 S Governors Ave LLC – c/o Chiaka Njoku

Joe Burden Properties

320 W Division St	145 Davis Cir
125 Cherry St	101 S Queen St
719 Slaughter St	702 Slaughter St
726 Slaughter St	749 Slaughter St
14 Mishoe St	106 Reese St
28 N Kirkwood St	14 N Kirkwood St

CASE TYPE - VBO VACANT HOUSE ORDINANCE

CASE NBR	ORIGINATION	DATE	STATUS	PENALTY	PAID	PROPERTY OWNER	LOCATION ADDRESS
11-00000001	PU	1/03/11	AC	.00	.00	CHANG HANG & TRINH NG	631 MAPLE PKY
11-00000011	PU	1/05/11	AC	250.00	.00	HARRIS,JAMES	423 CECIL ST
11-00000029	CC	1/05/11	AC	.00	.00	LEWIS,DIANE	118 MORRIS DR
11-00000085	MC	1/18/11	AC	250.00	250.00	WILLIAMS,ERNEST J & LORA C	92 VILLAGE DR
11-00000094	MC	1/20/11	AC	250.00	250.00	DALEY,NIKI M &	544 LAKEWOOD PL
11-00000095	MC	1/20/11	AC	250.00	250.00	HANSEN,GREG A & CHRISTINA M	32 SCIOTO CT
11-00000096	MC	1/20/11	AC	250.00	250.00	CROUSE,WILLIAM A & PATRICIA C	1432 WOODMILL DR
11-00000097	MC	1/20/11	AC	250.00	250.00	CARTER,KELVIN L SR	321 CHARRING CROSS DR
11-00000102	MC	1/20/11	AC	250.00	250.00	SALAZAR,CARLOS E &	845 WOODCREST DR
11-00000103	MC	1/20/11	AC	500.00	500.00	DANIELS,KEITH &	102 MARGARET CT
11-00000116	PU	1/24/11	AC	250.00	250.00	GILLESPIE,MARIANNE	498 BARRISTER PL
11-00000161	CM	1/28/11	AC	250.00	250.00	ROBINSON,NATASHA N	55 MORIARTY ST
11-00000170	MC	1/31/11	AC	250.00	250.00	FARLOW,DARLISA	37 FOREST CREEK DR
11-00000176	PU	1/31/11	AC	.00	.00	CADIZ,MIGUEL P	83 N HALSEY RD
11-00000230	MC	2/04/11	AC	250.00	250.00	BURGOS,ALLISON F	797 S HALSEY RD
11-00000231	MC	2/04/11	AC	250.00	250.00	WALSON,JOHN R &	44 EVERGREEN DR
11-00000232	MC	2/04/11	AC	250.00	250.00	ZIENNEKER,PAMELA L	59 KAREN PL
11-00000233	MC	2/04/11	AC	250.00	250.00	MILLER,JOHN E	307 N GOVERNORS AVE
11-00000239	MC	2/07/11	AC	250.00	250.00	ROSS,ROCHELLE	344 WEST WIND DR
11-00000240	MC	2/07/11	AC	250.00	250.00	SCOTT,MICHELLE A	222 THORNTON ST
11-00000305	MC	2/14/11	AC	250.00	250.00	US BANK NATIONAL ASSOC TRUSTEE	104 N ANN AVE
11-00000329	CL	2/15/11	AC	250.00	.00	FEDERAL NATIONAL MORTAGE ASSOC	2 DOGWOOD CT
11-00000440	PU	3/01/11	AC	250.00	.00	HOUSE OF PRIDE INC	102 S NEW ST
11-00000441	PU	3/01/11	AC	250.00	.00	HOUSE OF PRIDE,INC	115 S NEW ST
11-00000471	PU	3/02/11	AC	250.00	.00	BURDEN,JOE W & GEORGIANNA B	742 SLAUGHTER ST
11-00000472	PU	3/02/11	AC	250.00	.00	BURDEN,JOE W & GEORGIANNA B	316 W REED ST
11-00000482	PU	3/03/11	AC	250.00	250.00	LEMAY,FRANCES M	218 PINE ST
11-00000555	DR	3/10/11	AC	.00	.00	VEREEN,JESSIE & OTHERS	959 CARVEL DR
11-00000557	RI	3/10/11	AC	250.00	.00	BURDEN,JOE	26 N KIRKWOOD ST
11-00000566	PU	3/11/11	AC	.00	.00	BROWN,HANNA & OTHERS	134 CHERRY ST
11-00000585	PU	3/15/11	AC	.00	.00	COULBOURNE,ERNEST P JR	123 HOLMES ST
11-00000644	PU	3/18/11	AC	250.00	.00	TRADER,WAYNE C	303 W DIVISION ST
11-00000657	MC	3/21/11	AC	.00	.00	DEUTSCHE BANK NATIONAL TRUST	212 N GOVERNORS AVE
11-00000700	PU	3/25/11	AC	250.00	.00	COOPER,DORIS A & OTHERS	427 W DIVISION ST
11-00000722	PU	3/28/11	AC	.00	.00	RBS CITZENS NA	217 THORNTON ST
11-00000733	PU	3/28/11	AC	250.00	250.00	SPENCE,TYKESHA Y	184 HOLMES ST
11-00000751	PU	3/30/11	AC	250.00	.00	BURDEN,JOE W & GEORGIANNA B	316 W DIVISION ST
11-00000779	MC	4/04/11	AC	250.00	250.00	PARSLEY,ANDREA N	14 NICHOLAS DR
11-00000848	LS	4/12/11	AC	.00	.00	NELSON,DARRELL L & ANGELA M	318 N BRADFORD ST
11-00000849	PU	4/12/11	AC	.00	.00	HUNNICUTT,SHEILA H	501 W DIVISION ST
11-00000892	MC	4/14/11	AC	250.00	250.00	CANADY,DARRELL M	1113 JANES RD
11-00000987	MC	4/19/11	AC	250.00	250.00	MARTINEZ MARIO	51 KAREN PL
11-00001018	PU	4/19/11	AC	.00	.00	ANDERSON,DAVID M	489 BARRISTER PL
11-00001022	PU	4/18/11	AC	.00	.00	RAYNOR,WILLIAM	493 BARRISTER PL
11-00001026	PU	4/18/11	AC	.00	.00	DABSON,TONI	494 BARRISTER PL
11-00001043	PU	4/20/11	AC	.00	.00	RAYNOR,WILLIAM	470 BARRISTER PL
11-00001225	CC	4/29/11	AC	.00	.00	FARMER,GERALD W & KATHRINE A	307 PEBBLE VALLEY PL
11-00001244	MC	4/29/11	AC	.00	.00	THE BANK OF NEW YORK MELLON TR	139 BALTUSROL RD
11-00001245	MC	4/29/11	AC	.00	.00	US BANK NATIONAL ASSOC	321 KESSELRING AVE
11-00001246	MC	4/29/11	AC	.00	.00	DEUTSCHE BANK NATIONAL TRUST	950 BEDFORD DR
11-00001267	DR	5/02/11	AC	.00	.00	COOK,MARK T	210 INGRAM ST
11-00001429	PU	5/10/11	AC	.00	.00	WORKMON,JESSE L	126 N ANN AVE
11-00001469	PU	5/11/11	AC	.00	.00	GAMBARDELLA,GINA M	205 CHARRING CROSS DR
11-00001486	CC	5/11/11	AC	.00	.00	DEMPSEY,JOSHUA E	330 N GOVERNORS AVE
11-00001502	MC	5/12/11	AC	250.00	250.00	MUMFORD,JENNIFER J & ROBERT	1427 S HANCOCK AVE
11-00001503	MC	5/12/11	AC	250.00	250.00	KING,ROBERT B	30 CHATHAM CT
11-00001517	MC	5/16/11	AC	250.00	250.00	HARVEY,ASHLEE M & HARVEY,EMILY	20 SACKARACKIN AVE

11-00001597	MC	5/19/11	AC	.00	.00	FEDERAL HOME LOAN MORTGAGE CO	900 WILSON DR
11-00001616	PU	5/20/11	AC	.00	.00	BURDEN,JOE W & GEORGIANNA B	385 COLLEGE RD
TOTAL FOR CASE TYPE VBO		REPORTED	59	9000.00	6500.00		
TOTAL FOR CASE TYPE VBO		REPORTED	59	9000.00	6500.00		

PROGRAM CE201L

CITY OF DOVER

CASE STATISTICS BY CASE TYPE

DEPARTMENT: PLANNING AND INSPECTIONS

DEFAULT INSPECTOR: ALL INSPECTORS

CASE TYPE	CURRENT PERIOD 1/01/11- 5/20/11 NBR CASES	FINES	YTD FOR YEAR 2011 NBR CASES	FINES	SAME PERIOD LAST YEAR 1/01/10- 5/20/10 NBR CASES	FINES	LAST YEAR YTD FOR YEAR 2010 NBR CASES	FINES
VACANT HOUSE ORDINANCE	59	6500.00	59	6500.00	27	9850.20	27	9850.20
ORIGINATION CODES								
FM-Contractor Alarm	0	.00	0	.00	0	.00	0	.00
CITIZEN COMPLAINT	3	.00	3	.00	2	750.00	2	750.00
CITY COUNCIL	1	.00	1	.00	0	.00	0	.00
CITY MANAGER	1	250.00	1	250.00	0	.00	0	.00
FM-Contractor Suppression	0	.00	0	.00	0	.00	0	.00
DEPARTMENT DIRECTOR	2	.00	2	.00	1	100.00	1	100.00
ELECTRIC DEPARTMENT REF	0	.00	0	.00	0	.00	0	.00
FIRE MARSHAL REFERRAL	0	.00	0	.00	0	.00	0	.00
FIRE DEPARTMENT REFERRAL	0	.00	0	.00	0	.00	0	.00
Licensing Staff	1	.00	1	.00	0	.00	0	.00
MANAGEMENT COMPANY	26	5500.00	26	5500.00	16	6458.50	16	6458.50
MAYOR'S OFFICE	0	.00	0	.00	0	.00	0	.00
METER READER	0	.00	0	.00	0	.00	0	.00
OTHER AGENCY	0	.00	0	.00	0	.00	0	.00
PLANNING OFFICE	0	.00	0	.00	0	.00	0	.00
POLICE DEPT REFERRAL	0	.00	0	.00	0	.00	0	.00
PICK UP	24	750.00	24	750.00	8	2541.70	8	2541.70
PUBLIC WORKS	0	.00	0	.00	0	.00	0	.00
ROUTINE INSPECTION	1	.00	1	.00	0	.00	0	.00
FM-State Agencies	0	.00	0	.00	0	.00	0	.00
FM-State FMO	0	.00	0	.00	0	.00	0	.00
TENANT COMPLAINT	0	.00	0	.00	0	.00	0	.00
TOTALS:	59	6500.00	59	6500.00	27	9850.20	27	9850.20

FINES LISTED ARE FINES COLLECTED

CASE TYPE - VBO VACANT HOUSE ORDINANCE

CASE NBR	ORIGINATION	DATE	STATUS	PENALTY	PAID	PROPERTY OWNER	LOCATION ADDRESS
10-00000308	PU	1/27/10	AC	541.70	541.70	WATTS,ULANDA J	174 HAMPTON DR
10-00000367	PU	2/03/10	AC	550.00	.00	GREEN,DEBORAH M	55 FOREST CREEK DR
10-00000417	PU	2/22/10	AC	750.00	750.00	HEFT,JOHN W & PHYLLIS J	1401 WOODMILL DR
10-00000449	PU	2/26/10	AC	250.00	250.00	SNELL,CHRISTINE & ROBERT	21 N KIRKWOOD ST
10-00000479	MC	3/02/10	AC	41.70	41.70	JONES,PATRICIA L & DAN	67 FOREST CREEK DR
10-00000480	MC	3/02/10	AC	41.70	41.70	CARLSON,JOSEPH D	20 UPLAND AVE
10-00000481	MC	3/02/10	AC	41.70	41.70	HAYWARD,DIANE R	401 COLD SPRING PL
10-00000482	MC	3/02/10	AC	41.70	41.70	JONES,MELISSA A	19 FAIR WIND PL
10-00000483	MC	3/02/10	AC	41.70	41.70	BRAISHER,MISTY D	20 LAMPLIGHTER LN
10-00000484	MC	3/02/10	AC	500.00	500.00	POTTER,BRYAN J	719 CAROL ST
10-00000485	MC	3/02/10	AC	1500.00	1500.00	WILLEY,DAVID	47 S QUEEN ST
10-00000486	MC	3/02/10	AC	1500.00	1500.00	WILLEY,DAVID	51 S QUEEN ST
10-00000487	MC	3/02/10	AC	500.00	500.00	CAHALL,SHANNON A	2343 WHITE OAK RD
10-00000518	MC	3/05/10	AC	250.00	250.00	HESSEMANN,KEVIN J	3 PATRIOT DR
10-00000529	PU	3/08/10	AC	250.00	250.00	KIRBY,SEAN A & PAMELA S	1018 S GOVERNORS AVE
10-00000537	PU	3/09/10	AC	250.00	250.00	IRISH,WILLIAM R	64 VILLAGE DR
10-00000625	MC	3/17/10	CM	250.00	250.00	HOWELL, WENDELL JR	1126 PARK AVE
10-00000724	PU	3/19/10	OC	250.00	250.00	BRIDDELL,DEBORAH	244 GREEN BLADE DR
10-00000768	MC	3/23/10	OC	250.00	250.00	CHANDLER,EMMA	862 FOREST ST
10-00000825	PU	3/25/10	AC	250.00	250.00	WESLEY COLLEGE INC	124 N GOVERNORS AVE
10-00000887	MC	3/30/10	AC	250.00	250.00	STOKES,MARIETTA F	1413 S FARMVIEW DR
10-00000908	MC	4/06/10	AC	750.00	750.00	HAYES,CARL E & CHARLESCENE	3 GORDON DR
10-00000936	MC	4/13/10	AC	250.00	250.00	STOCKMAN,LAWRENCE L III &	1415 S HANCOCK AVE
10-00001092	CC	4/26/10	AC	750.00	750.00	MOORE,WAYNE & SAUNDRA	142 BRANDYWINE DR
10-00001093	CC	4/26/10	AC	.00	.00	ABAD-SANTOS,BENJAMIN S JR &	162 BRANDYWINE DR
10-00001202	DR	4/30/10	AC	350.00	100.00	TUE,GLADYS	105 S QUEEN ST
10-00001319	MC	5/17/10	AC	250.00	250.00	MACIOROWSKI,KENNETH G	137 ORCHARD AVE
10-00001371	MC	5/21/10	AC	250.00	250.00	BULLOCK,MAURENE L	82 HITCHING POST DR
10-00001372	MC	5/21/10	AC	250.00	250.00	SNYDER,SHEILA M	328 COLD SPRING PL
10-00001373	MC	5/21/10	AC	750.00	750.00	PARK,ANGELA Y	102 OVERLOOK PL
10-00001376	MC	5/24/10	OC	250.00	250.00	ORTEGA,ERIBERTO H JR	121 WESTOVER DR
10-00001377	MC	5/24/10	VO	250.00	250.00	ANGWIN,JEROME R & DARLENE	1360 OLD WHITEOAK RD
10-00001391	MC	5/25/10	AC	.00	.00	SPURLOCK,JESSICA D	207 CANAL ST
10-00001392	MC	5/25/10	AC	500.00	500.00	LUCAS,VIRGINIA C	1390 OLD WHITEOAK RD
10-00001537	PU	6/07/10	AC	.00	.00	COSTON,REGINIA V	822 WHITE OAK RD
10-00001543	MC	6/08/10	AC	208.34	208.34	WAGAMAN,RONALD E & IMELDA C	217 MACARTHUR DR
10-00001579	PU	6/11/10	AC	187.51	.00	GOLDEN,JABARI	40 VIRGINIA AVE
10-00001602	PU	6/16/10	AC	750.00	750.00	GILLESPIE,HERB	144 SPRUANCE RD
10-00001606	MC	6/16/10	OC	208.34	208.34	PARSLEY,ANDREA N	14 NICHOLAS DR
10-00001618	DR	6/17/10	AC	.00	.00	WRIGHT,GEORGE B & ELAINE M	31 EVERGREEN CIR
10-00001711	MC	6/28/10	AC	208.34	208.34	BAILOR,ANDREW L E & ANNA E	39 RIVERSIDE RD
10-00001844	MC	7/12/10	AC	208.34	208.34	PORTER,JAMES F & HETHEL G	289 GREEN BLADE DR
10-00001876	CC	7/15/10	AC	187.51	.00	KILBY,R JOE & LINDA S	1178 CHARLES DR
10-00001923	PU	7/21/10	OC	250.00	.00	BURDEN,JOSEPH W	22 N KIRKWOOD ST
10-00002021	MC	7/29/10	AC	250.00	250.00	FORCE,CHRISTOPHER R	132 GREENHILL AVE
10-00002049	PU	8/02/10	AC	145.85	.00	SLACK,CHRISTOPHER	4 GORDON DR
10-00002051	PU	8/02/10	AC	250.00	250.00	WESLEY COLLEGE	116 N GOVERNORS AVE
10-00002052	PU	8/02/10	AC	250.00	250.00	WESLEY COLLEGE	120 N GOVERNORS AVE
10-00002072	PU	8/03/10	AC	.00	.00	S H E HOLDINGS LLC	600 BAY RD
10-00002094	PU	8/05/10	AC	145.85	.00	FEDERAL NATIONAL MORTGAGE	327 MOCKINGBIRD AVE
10-00002136	PU	8/10/10	OC	.00	.00	MARK POTTS, TRUSTEE	246 GREEN BLADE DR
10-00002142	PO	8/10/10	AC	250.00	.00	NBR PROPERTIES LLC	850 NEW BURTON RD
10-00002195	PU	8/16/10	OC	.00	.00	WATSON,EVELYN EST	2 S QUEEN ST A
10-00002258	CC	8/19/10	AC	250.00	250.00	JARMAN,WILLIAM W	171 ORCHARD AVE
10-00002463	CC	8/31/10	AC	250.00	.00	SANSBURY,NEIL V &	119 CHELSEA WAY
10-00002470	PU	8/31/10	OC	.00	.00	Z3 LLC	151 MITSCHER RD
10-00002503	MC	9/02/10	AC	.00	.00	BANK OF AMERICA	339 PARADEE DR

10-00002582	DR	9/08/10	AC	125.00	125.00	HOUSE OF PRIDE INC	106 S NEW ST
10-00002583	DR	9/08/10	AC	125.00	125.00	HOUSE OF PRIDE	35 N NEW ST
10-00002585	DR	9/08/10	AC	125.00	125.00	HOUSE OF PRIDE INC	45 S NEW ST
10-00002640	PU	9/10/10	AC	750.00	750.00	BOCK,KENNETH S	46 MITSCHER RD
10-00002704	PU	9/16/10	AC	.00	.00	SALTERS,REUBEN & JO ANNA	147 S NEW ST
10-00002752	PU	9/29/10	AC	750.00	750.00	BLACKETT,ALFRED	443 COLLINS DR
10-00002771	MC	9/30/10	AC	250.00	250.00	RAGIN,JULITA B	968 S LITTLE CREEK RD
10-00002772	MC	9/30/10	AC	250.00	250.00	BANICE,CHARLOTTE D	663 ROBERTA AVE
10-00002835	PU	10/11/10	AC	250.00	250.00	LOVE,TAMMY	1433 HOPKINS AVE
10-00002972	MC	10/25/10	AC	250.00	250.00	FABRIZIANI,PETER L & LINDA L	202 N CAROLINE PL
10-00003062	PU	10/27/10	AC	250.00	.00	HOUSE OF PRIDE INC	16 N NEW ST
10-00003174	PU	11/08/10	AC	.00	.00	BOOKER, JOHNNIE & AYANNA	383 RITA-WILMA RD
10-00003183	OT	11/08/10	AC	.00	.00	RESIDENTIAL FUNDING REAL	1105 DWIGHT CT
10-00003352	PU	11/24/10	AC	.00	.00	DERNELAKIS,ANASTASIOUS	9 HARLECH HALL
10-00003370	MC	12/01/10	AC	250.00	250.00	ZALAMAR,ANGEL &	134 UPLAND AVE
10-00003371	MC	12/01/10	AC	250.00	250.00	PRESKENIS,JAMES F JR	133 THAMES DR
10-00003402	PU	12/06/10	AC	250.00	250.00	WATSON,EVELYN EST	416 W DIVISION ST
10-00003403	MC	12/06/10	AC	500.00	500.00	GASCARD,JESSICA R	46 ELM TER
10-00003404	MC	12/06/10	AC	500.00	500.00	DUNCAN,MARGARET E	359 MAYBERRY LN
10-00003406	DR	12/06/10	CM	.00	.00	KINGS CLIFFE TRAILER PARK	1131 S BAY RD 31
10-00003415	MC	12/07/10	AC	750.00	750.00	NICHOLSON,KERMIT	215 TOPAZ CIR
10-00003457	PU	12/10/10	AC	.00	.00		101 THAMES DR
10-00003498	OT	12/15/10	CM	.00	.00	UNITED STATES OF AMERICA/VET	39 PAR HAVEN DR E32
10-00003511	PU	12/17/10	AC	250.00	.00	RICCI,STEPHEN P	611 CAROL ST
10-00003515	MC	12/20/10	AC	250.00	250.00	SHOCKLEY,WAYNE S JR	151 UPLAND AVE
TOTAL FOR CASE TYPE VBO		REPORTED	82	23025.28	20308.56		
TOTAL FOR CASE TYPE VBO		REPORTED	82	23025.28	20308.56		

CASE STATISTICS BY CASE TYPE
PROGRAM CE201L
DEPARTMENT: PLANNING AND INSPECTIONS
CITY OF DOVER
DEFAULT INSPECTOR: ALL INSPECTORS

CASE TYPE	CURRENT PERIOD 1/01/10-12/31/10 NBR CASES	FINES	YTD FOR YEAR 2010 NBR CASES	FINES	SAME PERIOD LAST YEAR 1/01/09-12/31/09 NBR CASES	FINES	LAST YEAR YTD FOR YEAR 2009 NBR CASES	FINES
VACANT HOUSE ORDINANCE	82	20308.56	82	20308.56	141	15704.63	141	15704.63
ORIGINATION CODES								
FM-Contractor Alarm	0	.00	0	.00	0	.00	0	.00
CITIZEN COMPLAINT	5	1000.00	5	1000.00	15	1854.19	15	1854.19
CITY COUNCIL	0	.00	0	.00	0	.00	0	.00
CITY MANAGER	0	.00	0	.00	0	.00	0	.00
FM-Contractor Suppression	0	.00	0	.00	0	.00	0	.00
DEPARTMENT DIRECTOR	6	475.00	6	475.00	1	145.85	1	145.85
ELECTRIC DEPARTMENT REF	0	.00	0	.00	0	.00	0	.00
FIRE MARSHAL REFERRAL	0	.00	0	.00	0	.00	0	.00
FIRE DEPARTMENT REFERRAL	0	.00	0	.00	0	.00	0	.00
Licensing Staff	0	.00	0	.00	0	.00	0	.00
MANAGEMENT COMPANY	38	13041.86	38	13041.86	22	5916.80	22	5916.80
MAYOR'S OFFICE	0	.00	0	.00	0	.00	0	.00
METER READER	0	.00	0	.00	0	.00	0	.00
OTHER AGENCY	2	.00	2	.00	6	.00	6	.00
PLANNING OFFICE	1	.00	1	.00	8	.00	8	.00
POLICE DEPT REFERRAL	0	.00	0	.00	0	.00	0	.00
PICK UP	30	5791.70	30	5791.70	89	7787.79	89	7787.79
PUBLIC WORKS	0	.00	0	.00	0	.00	0	.00
ROUTINE INSPECTION	0	.00	0	.00	0	.00	0	.00
FM-State Agencies	0	.00	0	.00	0	.00	0	.00
FM-State FMO	0	.00	0	.00	0	.00	0	.00
TENANT COMPLAINT	0	.00	0	.00	0	.00	0	.00
TOTALS:	82	20308.56	82	20308.56	141	15704.63	141	15704.63

FINES LISTED ARE FINES COLLECTED

CASE STATISTICS BY CASE TYPE
DEPARTMENT: PLANNING AND INSPECTIONS
PERIOD: 1/01/09 - 12/31/09
DEFAULT INSPECTOR: ALL INSPECTORS

CASE NBR	ORIGINATION	DATE	STATUS	PENALTY	PAID	PROPERTY OWNER	LOCATION ADDRESS
CASE TYPE - VBO VACANT HOUSE ORDINANCE							
09-00000002	PU	1/02/09	AC	.00	.00	STONEKING,FLORENCE &	310 EISENHOWER DR
09-00000013	PU	1/06/09	IC	.00	.00	MARSHALL,CHARLES E	14 S QUEEN ST
09-00000019	PU	1/07/09	CM	.00	.00	HARRINGTON COMMERCIAL LLC	623 FULTON ST
09-00000021	PU	1/07/09	OC	.00	.00	SUNSTAR VENTURES,LLC	60 STARLIFTER AVE
09-00000058	PU	1/09/09	IC	.00	.00	CHASE HOME FINANCE LLC	162 SPRUANCE RD
09-00000120	OT	1/13/09	CM	.00	.00	DERILUS,WENDELL &	7 LESTER CT
09-00000121	OT	1/13/09	CM	.00	.00	DANIELS,KEITH &	102 MARGARET CT
09-00000122	OT	1/13/09	CM	.00	.00	MADARAS,CHRISTOPHER P	1207 S FARMVIEW DR
09-00000291	OT	1/16/09	CM	.00	.00	NATIONAL CITY BANK	957 SUNSET TER
09-00000353	OT	1/21/09	CM	.00	.00	SECRETARY OF VETERANS AFFAIRS	205 FALMOUTH WAY
09-00000644	PU	2/10/09	AC	100.00	100.00	TAMMI,LEA	1353 WALKER RD
09-00000695	CC	2/12/09	IC	.00	.00	LEWIS,STEVEN W & DORSETTA R	872 WESTVIEW TER
09-00000767	PU	2/18/09	IC	.00	.00	BURDEN,JOE W & GEORGIANNA B	326 W DIVISION ST
09-00000944	PU	2/26/09	IC	.00	.00	BHAGATJI LLC	316 FULTON ST
09-00000967	OT	3/03/09	CM	.00	.00	SCHAER,MARY	645 N GOVERNORS AVE
09-00000986	PO	3/05/09	NV	.00	.00	101 WEST LOOCKERMAN LLC	101 W LOOCKERMAN ST
09-00000987	PO	3/05/09	IC	.00	.00	CAPITOL PLAZA,LLC	200-216 W LOOCKERMAN ST
09-00000993	PO	3/05/09	CM	.00	.00	MONAIM,ASHRAF ABDEL &	22 W LOOCKERMAN ST
09-00000994	PO	3/05/09	IC	.00	.00	LETTERMAN,MARK L & JUDY J	132 W LOOCKERMAN ST
09-00000995	PO	3/05/09	OC	350.00	.00	D & S INVESTMENT CO LLP	131 W LOOCKERMAN ST STORE
09-00000996	PO	3/05/09	IC	.00	.00	JOHN K PETERSON LLC	140 W LOOCKERMAN ST
09-00000999	PO	3/05/09	AC	.00	.00	DOVER REALTY 1	326 W LOOCKERMAN ST CHUR
09-00001000	PO	3/05/09	AC	.00	.00	BOLDS,EDWARD	312 W LOOCKERMAN ST
09-00001025	PU	3/09/09	CM	.00	.00	SAXON MORTGAGE SERVICES INC	540 GEORGE WASHINGTON DR
09-00001052	PU	3/10/09	VO	.00	.00	RUBLE,JEFFREY W	105 GORDON PL
09-00001106	PU	3/13/09	CM	.00	.00	CITY OF DOVER	101 JEFFERSON CT
09-00001114	PU	3/16/09	IC	.00	.00	JIMENEZ,GABRIEL H & SOFIA RAE	108 BETH PL
09-00001115	PU	3/16/09	OC	.00	.00	THOMPSON,ELIZABETH A	108 GORDON PL
09-00001116	PU	3/16/09	IC	83.36	.00	SHAFE,KEITH E	50 KAREN PL
09-00001206	CC	3/19/09	CM	.00	.00	ELLIOTT,PHILLIP & LEAH M	171 MITSCHER RD
09-00001252	PU	3/25/09	AC	.00	.00	ROBINO-BAY COURT PLAZA LLC	650 BAY RD 19 A
09-00001261	PU	3/25/09	IC	.00	.00	SWARTZENTRUBER,JOHN M &	226 N DUPONT HWY
09-00001388	PU	3/30/09	AC	.00	.00	HIGGINS,JEFFERY R	1211 WOODROW CT
09-00001429	PU	4/01/09	AC	.00	.00	WATSON,KRISTIN	148 SWEETGUM DR
09-00001481	PU	4/08/09	VO	.00	.00	HALLER,JOHN E JR & JUDITH A	16 WATERFALL DR
09-00001544	PU	4/14/09	AC	229.17	229.17	RYCORE INVESTMENTS LLC	1341 WALKER RD
09-00001611	PU	4/17/09	AC	.00	.00	DEL PROPERTIES INC	210 S GOVERNORS AVE
09-00001625	PU	4/17/09	AC	.00	.00	HALPERN FAMILY PARTNERSHIP TWO	129 S BRADFORD ST
09-00001630	CC	4/17/09	NV	.00	.00	JOAN REYNOLDS-EVERETT	50 ELM TER
09-00001680	PU	4/21/09	NV	.00	.00	KELLAM & CO INC	575 N DUPONT HWY
09-00001698	PU	4/21/09	OC	208.34	.00	MONTEAU,EMMANUEL	150 HAMPTON DR
09-00001752	PU	4/22/09	AC	.00	.00	WILES, DARREN	807 TOWNSEND BLVD
09-00001842	PU	4/27/09	AC	145.85	145.85	WUS,STEPHEN	157 HOLMES ST
09-00001855	PU	4/27/09	AC	208.34	208.34	US BANK NATIONAL ASSOC TRUSTEE	51 MORIARTY ST
09-00001869	PU	4/27/09	AC	208.34	.00	O'BIER,GREG	19 N KIRKWOOD ST
09-00001987	PU	4/30/09	OC	208.34	.00	WATSON,ROBERT C & OTHERS	26 N KIRKWOOD ST
09-00002003	PU	4/30/09	OC	.00	.00	CULLEN BROTHERS PROPERTIES LLC	696-698 BAY RD
09-00002004	PU	4/30/09	AC	.00	.00	CENTRAL DELAWARE PROPERTIES GP	819 S GOVERNORS AVE
09-00002048	CC	5/01/09	AC	20.87	.00	JOHNSON,WILLIAM R & CLAUDIA L	532 WYOMING AVE
09-00002049	CC	5/01/09	AC	.00	.00	PENNTEX LLC	324 WYOMING AVE
09-00002051	PU	5/04/09	OC	.00	.00	SHANER,ROBERT	290 KINGS HWY NE
09-00002065	PU	5/04/09	OC	.00	.00	SWINTON,RANDY &	32 PATRIOT DR
09-00002088	MC	5/05/09	AC	1750.00	1750.00	DESHIELD,MADELYN &	1414 WOODMILL DR
09-00002188	PU	5/18/09	VO	.00	.00	KELLEY,JULIE A	128 THAMES DR
09-00002201	CC	5/19/09	OC	208.34	.00	MOODY,MARGARET L	714 BICENTENNIAL BLVD
09-00002206	PU	5/19/09	AC	208.34	.00	SEWELL,ROBERT W	219 GREEN BLADE DR
09-00002225	PU	5/20/09	AC	1645.85	1395.85	MILLER,DAVID J & JANELLE M	64 QUAIL HOLLOW DR

09-00002254	PU	5/21/09	AC	.00	.00	KAMARA,MOHAMED &	131 MATTERHORN DR
09-00002263	PU	5/22/09	AC	208.34	208.34	COOK,THOMAS J	317 STONE BROOK PL
09-00002276	MC	5/27/09	AC	250.00	250.00	WILLIS,MARYCE C	25 MIFFLIN RD
09-00002360	PU	6/04/09	CM	208.34	208.34	KINGS HWY LAND PARTNERS LLC	140-142 N DUPONT HWY
09-00002361	PU	6/04/09	CM	208.34	208.34	SHETH,KISHOR C & KALPANA K	136 N DUPONT HWY
09-00002370	PU	6/04/09	AC	166.68	.00	BOWEN,CATHERINE STEVENSON	29 N KIRKWOOD ST
09-00002387	PU	6/05/09	OC	.00	.00	KEMP,JANET L	19 KAREN PL
09-00002388	PU	6/05/09	AC	41.70	41.70	PARKER,SUSAN	142 SPRUANCE RD
09-00002397	PU	6/08/09	CM	.00	.00	ARTISANS BANK	1169 S STATE ST APT 1 & 2
09-00002398	PU	6/08/09	CM	.00	.00	DEL PROPERTIES INC	216 S GOVERNORS AVE
09-00002399	PU	6/08/09	CM	.00	.00	MORGAN,LLC	144-146 S GOVERNORS AVE
09-00002455	PU	6/10/09	AC	787.51	.00	BURDEN,JOE W	8 N QUEEN ST
09-00002464	PU	6/10/09	AC	.00	.00	AMATO,JONATHON T	511 SCHOONER WAY
09-00002477	MC	6/12/09	AC	750.00	750.00	WILLEY,DAVID	41 S QUEEN ST
09-00002495	PU	6/15/09	AC	125.02	125.02	ATKINSON,HELEN E	62 KAREN PL
09-00002525	PU	6/17/09	NV	.00	.00	CAPITOL CLEANERS & LAUNDERERS	235 S NEW ST
09-00002534	CC	6/17/09	OC	208.34	208.34	STOKES,SARAH R & JUSTIN M	201 GRINDING WHEEL DR
09-00002549	PU	6/18/09	AC	1708.34	1708.34	WILLEY,DAVID	140 N QUEEN ST
09-00002550	PU	6/18/09	OC	208.34	208.34	PETERSON,JOHN K	255 GREEN BLADE DR
09-00002551	PU	6/18/09	OC	208.34	208.34	MUSKETNUSS,KAREN A	808 TOWNSEND BLVD
09-00002591	PU	6/23/09	AC	187.51	.00	VAUGHN,SHERIE S	213 W LOOCKERMAN ST
09-00002593	PU	6/23/09	OC	187.51	.00	VAUGHN,SHERIE S	225 W LOOCKERMAN ST
09-00002615	PU	6/24/09	VO	.00	.00	LYNCH,WAYNE & KATHLEEN	344 NIMITZ RD
09-00002634	CC	6/26/09	OC	145.85	145.85	LARSEN-GUALA,MARY ANNE	41 BAYARD AVE
09-00002683	PU	6/30/09	AC	.00	.00	CRANNAGE,MARK S	137 SWEETGUM DR
09-00002698	PU	6/30/09	AC	.00	.00	DOVER ED LLC	104 SAULSBURY RD
09-00002714	PU	7/01/09	AC	.00	.00	CEDENO,RICARDO	1185 MADISON CT
09-00002717	MC	7/01/09	OC	.00	.00	THE SECRETARY OF VETERANS	35 WESTOVER DR
09-00002720	PU	7/01/09	OC	.00	.00	DEUTSCHE BANK NATIONAL TRUST	201 GREEN BLADE DR
09-00002724	MC	7/01/09	OC	500.00	500.00	EAST,WILLIAM R & BERNICE E	218 TRAFALGAR DR
09-00002725	MC	7/01/09	AC	.00	.00	FALCONETI,PAUL D	540 GEORGE WASHINGTON DR
09-00002726	MC	7/01/09	CM	.00	.00	DEUTSCHE BANK	371 MAYBERRY LN
09-00002749	PU	7/06/09	AC	166.68	166.68	BAYARD,DONALD G & JUDITH A	523 ROSS ST
09-00002752	CC	7/06/09	VO	.00	.00	SIMPLICE,JEAN B & CINDY M	218 N ANN AVE
09-00002792	PU	7/09/09	AC	125.02	.00	EQUALITY INVESTMENTS LLC	230 N QUEEN ST
09-00002793	PU	7/09/09	OC	.00	.00	TRADER,WAYNE C	303 W DIVISION ST
09-00002802	MC	7/09/09	OC	187.51	187.51	NEWMAN,KATHY L	105 BETH PL
09-00002811	MC	7/10/09	AC	.00	.00	HIGBY,JOSHUA R & SHANNON L	1430 S HANCOCK AVE
09-00002812	MC	7/10/09	AC	.00	.00	BOLEN,PRESTON J	302 STONE BROOK PL
09-00002833	PU	7/13/09	AC	937.51	937.51	BENSON,ANGELA	61 EDGEMONT AVE
09-00002908	MC	7/20/09	OC	250.00	250.00	JACQUES,GUINELL	890 TOWNSEND BLVD
09-00002943	CC	7/23/09	AC	166.68	.00	GARRISON,JEFFERY F	488 N EAST AVE
09-00002947	PU	7/23/09	OC	.00	.00	COLE,ALICIA A	224 TRAFALGAR DR
09-00002954	PU	7/24/09	OC	.00	.00	JACKSON,TARRA	6 STONEY DR
09-00002962	PU	7/24/09	OC	.00	.00	UDEZULU,IFEYINWA E	123 MILLCREEK DR
09-00002966	PU	7/24/09	AC	166.68	166.68	GENERAL LLC	5780 W DENNYS RD
09-00002979	CC	7/24/09	CM	.00	.00	NEWBOFOX LLC	429 WEBBS LN
09-00002981	PU	7/27/09	CM	.00	.00	THE SQUARE CLUB INC	420-424 W REED ST
09-00003113	CC	8/11/09	OC	.00	.00	MACKEY,JEFFREY	1423 S FARMVIEW DR
09-00003155	PU	8/13/09	AC	145.85	.00	CARTER,AUDREY & WILSON,JANETTE	329 N NEW ST
09-00003219	CC	8/18/09	OC	125.02	.00	SMITH,WALIA T	715 BICENTENNIAL BLVD
09-00003225	PU	8/18/09	AC	125.02	125.02	GRAZIOSO,CHAD E &	327 COLD SPRING PL
09-00003230	PU	8/18/09	AC	500.00	500.00	SPARKS,THOMAS R	70 QUAIL HOLLOW DR
09-00003292	CC	8/20/09	AC	1500.00	1500.00	HARRIS,MARY F	114 REESE ST
09-00003346	PU	8/24/09	AC	.00	.00	NATIONSTAR MORTGAGE LLC	218 N ANN AVE
09-00003467	PU	8/27/09	AC	166.68	166.68	CNL APF PARTNERS LP	391 N DUPONT HWY
09-00003483	PU	8/28/09	AC	.00	.00	CINDRICH,STEPHEN J	1 S BRADFORD ST
09-00003555	PU	9/01/09	AC	.00	.00	HYRONEMUS,KEVIN E	310 REGENT ST
09-00003560	CC	9/02/09	AC	.00	.00	ROBINSON,CHU PAO	125 OVERLOOK PL
09-00003568	PU	9/02/09	AC	.00	.00	DAVIS,MARCUS L	205 MAHOGANY PL
09-00003673	PU	9/11/09	OC	.00	.00	KELLEY,JULIE A	128 THAMES DR
09-00003698	DR	9/14/09	AC	145.85	145.85	GARY4JS LLC	825 S GOVERNORS AVE
09-00003700	PU	9/14/09	AC	.00	.00	SECRETARY OF HOUSING &	415 EAST WIND DR
09-00003737	MC	9/16/09	OC	145.85	145.85	KNOWLES,GERRI L	315 NORTHDOWN DR
09-00003745	MC	9/16/09	OC	145.85	145.85	TAYLOR,ALLEN JR & BRANDI	237 NORTHDOWN DR
09-00003750	MC	9/16/09	OC	145.85	145.85	RHODES-TROWER,MANDISA A	78 QUAIL HOLLOW DR

09-00003753	MC	9/17/09	OC	145.85	145.85	DEUTSCHE BANK NATL TRUST CO	640 NIMITZ RD
09-00003754	MC	9/17/09	AC	395.85	395.85	DUKES,EVELYN	226 N NEW ST
09-00003879	MC	10/02/09	OC	.00	.00	TOBEE,BENEDICTUS S JR &	17 GIBBS DR
09-00003907	PU	10/05/09	AC	.00	.00	KAUFFMAN,ROBERT A & NANCY H	40-60 RIDGELY ST
09-00004085	PU	10/20/09	AC	125.02	125.02	CAPITOL PLAZA,LLC	200-216 W LOOCKERMAN ST
09-00004108	PU	10/21/09	AC	125.02	125.02	LEMAY,RONALD JR	312 W DIVISION ST
09-00004109	PU	10/21/09	AC	125.02	125.02	LEMAY,RONALD JR	314 W DIVISION ST
09-00004221	PU	10/27/09	AC	.00	.00	SALOUSTROS,GOGOULA	142 W LOOCKERMAN ST
09-00004275	MC	10/28/09	OC	125.02	125.02	FRASER,DAVID	1410 WOODMILL DR
09-00004305	MC	10/29/09	AC	125.02	125.02	LEE,GRETCHIN N	324 MIMOSA AVE
09-00004332	PU	10/29/09	OC	.00	.00	HAXTON,MICHAEL	53 FOREST CREEK DR
09-00004414	PU	11/02/09	AC	104.19	104.19	LIN,TUNG CHING	1330 FORREST AVE
09-00004470	MC	11/09/09	OC	.00	.00	LAWRENCE,STUART J &	12 LESTER CT
09-00004552	PU	11/16/09	AC	104.19	.00	GH DOVER ASSOC LP	257 N DUPONT HWY
09-00004669	PU	11/24/09	AC	250.00	250.00	HALL,JENNIFER M	54 KAREN PL
09-00004697	PU	12/01/09	OC	.00	.00	SHOCKLEY,MARY H & OTHERS	118 N ANN AVE
09-00004966	MC	12/28/09	AC	583.36	500.00	JOHNSON,KATHARINE	268 GREEN BLADE DR
09-00004967	MC	12/28/09	AC	500.00	500.00	CRUMLISH,DONALD T JR &	41 WASHINGTON ST
TOTAL FOR CASE TYPE VBO		REPORTED	141	19529.89	15704.63		
TOTAL FOR CASE TYPE VBO		REPORTED	141	19529.89	15704.63		

PROGRAM CE201L
CITY OF DOVER

CASE STATISTICS BY CASE TYPE
DEPARTMENT: PLANNING AND INSPECTIONS
DEFAULT INSPECTOR: ALL INSPECTORS

CASE TYPE	CURRENT PERIOD 1/01/09-12/31/09 NBR CASES	FINES	YTD FOR YEAR 2009 NBR CASES	FINES	SAME PERIOD LAST YEAR 1/01/08-12/31/08 NBR CASES	FINES	LAST YEAR YTD FOR YEAR 2008 NBR CASES	FINES
VACANT HOUSE ORDINANCE	141	15704.63	141	15704.63	40	2250.00	40	2250.00
ORIGINATION CODES								
FM-Contractor Alarm	0	.00	0	.00	0	.00	0	.00
CITIZEN COMPLAINT	15	1854.19	15	1854.19	4	.00	4	.00
CITY COUNCIL	0	.00	0	.00	0	.00	0	.00
CITY MANAGER	0	.00	0	.00	0	.00	0	.00
FM-Contractor Suppression	0	.00	0	.00	0	.00	0	.00
DEPARTMENT DIRECTOR	1	145.85	1	145.85	0	.00	0	.00
ELECTRIC DEPARTMENT REF	0	.00	0	.00	2	.00	2	.00
FIRE MARSHAL REFERRAL	0	.00	0	.00	0	.00	0	.00
FIRE DEPARTMENT REFERRAL	0	.00	0	.00	0	.00	0	.00
Licensing Staff	0	.00	0	.00	0	.00	0	.00
MANAGEMENT COMPANY	22	5916.80	22	5916.80	0	.00	0	.00
MAYOR'S OFFICE	0	.00	0	.00	0	.00	0	.00
METER READER	0	.00	0	.00	0	.00	0	.00
OTHER AGENCY	6	.00	6	.00	1	.00	1	.00
PLANNING OFFICE	8	.00	8	.00	6	1500.00	6	1500.00
POLICE DEPT REFERRAL	0	.00	0	.00	0	.00	0	.00
PICK UP	89	7787.79	89	7787.79	26	750.00	26	750.00
PUBLIC WORKS	0	.00	0	.00	0	.00	0	.00
ROUTINE INSPECTION	0	.00	0	.00	1	.00	1	.00
FM-State Agencies	0	.00	0	.00	0	.00	0	.00
FM-State FMO	0	.00	0	.00	0	.00	0	.00
TENANT COMPLAINT	0	.00	0	.00	0	.00	0	.00
TOTALS:	141	15704.63	141	15704.63	40	2250.00	40	2250.00

FINES LISTED ARE FINES COLLECTED

CASE TYPE - VBO VACANT HOUSE ORDINANCE

CASE NBR	ORIGINATION	DATE	STATUS	PENALTY	PAID	PROPERTY OWNER	LOCATION ADDRESS
08-00000048	PU	1/03/08	CM	.00	.00	DOVER MILEX II LLC	1414 N DUPONT HWY
08-00000312	RI	1/17/08	CM	.00	.00	HOUSE OF PRIDE INC	106 S NEW ST
08-00000370	CC	1/23/08	AC	.00	.00	FRANKLIN,FERMAN JR & ESTHER L	616 NIMITZ RD
08-00000604	PU	2/06/08	IC	.00	.00	WATSON,ABBIE D &	1 N HALSEY RD
08-00000662	PU	2/08/08	IC	.00	.00	BELLAMY,EDITH	867 PAUL ST
08-00000736	PU	2/13/08	IC	250.00	.00	BURDEN,JOE W	403 W DIVISION ST
08-00000810	PU	2/20/08	AC	.00	.00	DAHL,TIMOTHY W	21 FOREST CREEK DR
08-00000831	PU	2/20/08	CM	.00	.00	PERINA,BRENDA	834 S STATE ST
08-00000904	ED	2/25/08	CM	.00	.00	WACHOVIA BANK OF DE,NA	63 PRIMROSE DR
08-00000925	PU	2/26/08	IC	.00	.00	HARMAN BROTHERS LLC	121 HAZEL RD
08-00000955	PU	2/28/08	IC	.00	.00	DOVER COMMUNITY PART INC	220-LAND FULTON ST
08-00001001	PU	2/29/08	CM	.00	.00	D & S INVESTMENT CO LLP	149 S GOVERNORS AVE
08-00001868	PU	5/05/08	AC	.00	.00	MINI MI III LLC	1351 W NORTH ST
08-00002084	PU	5/19/08	IC	.00	.00	WASYLKOWSKI,FREDERICK S JR &	915 KENTON RD
08-00002406	CC	6/13/08	AC	.00	.00	REYNOLDS,JAY G & PENELOPE P	648 BUCKSON DR
08-00002708	CC	7/10/08	IC	.00	.00	BENDER,PEARL	1027 E DIVISION ST
08-00002885	PO	7/25/08	IC	.00	.00	HARMON,KNOWLES D EST	749 W NORTH ST
08-00002906	PO	7/29/08	OC	.00	.00	UNION AME CHURCH	222 W REED ST
08-00003242	PO	8/22/08	CM	.00	.00	COUNTRYWIDE HOME LOANS INC	212 TRAFALGAR DR
08-00003635	PU	10/14/08	AC	.00	.00	FOUNTAIN,LOUISE E	415 W WATER ST
08-00003660	CC	10/16/08	VO	.00	.00	JWB HERITAGE-DE LLC	135 W NORTH ST
08-00003702	PU	10/21/08	AC	.00	.00	BLACKETT,ALFRED	423 COLLINS DR
08-00003732	PU	10/23/08	VO	.00	.00	COLLINS,STEPHEN J & TERESITA L	215 CANAL ST
08-00003772	PU	10/28/08	VO	.00	.00	BONELLI,LEROI & LACHELLE	944 CARVEL DR
08-00003809	PU	10/30/08	VO	.00	.00	NTOZAKE,ANDILE P	777 SLAUGHTER ST
08-00003814	PU	10/30/08	OC	.00	.00	NTOZAKE,ANDILE P	777 SLAUGHTER ST
08-00003841	PO	11/03/08	CM	.00	.00	JACQUES,GUINELL	890 TOWNSEND BLVD
08-00003861	ED	11/03/08	CM	.00	.00	HARRIS,MARY F	114 REESE ST
08-00003884	PU	11/04/08	IC	.00	.00	LUCAS,BENJAMIN L & LOUISA E	527 NIMITZ RD
08-00003964	PU	11/12/08	IC	.00	.00	COLLINS,STEPHEN J & TERESITA L	215 CANAL ST
08-00004046	PU	11/18/08	CM	.00	.00	GPM2 LLC	423 S DUPONT HWY
08-00004047	PU	11/18/08	AC	250.00	250.00	HOSPITALITY ASSOCIATES LLC	1080 BAY RD
08-00004049	PU	11/18/08	AC	250.00	250.00	HOSPITALITY ASSOCIATES LLC	1106 BAY RD
08-00004103	PU	11/24/08	IC	.00	.00	BURDEN,JOE W & GEORGIANNA B	8 MISHOE ST
08-00004105	OT	11/24/08	CM	.00	.00	CAHALL,SHANNON A	2343 WHITE OAK RD
08-00004123	PO	11/24/08	AC	1500.00	1500.00	IKEIN,AUGUSTINE A	44 QUILLEN ST
08-00004125	PO	11/24/08	CM	.00	.00	SNELL,ROBERT L & CHRISTINE A	14 N KIRKWOOD ST
08-00004180	PU	11/25/08	IC	.00	.00	OKAFOR JR, CHUKWUNONSO L	189 HOLMES ST
08-00004233	PU	12/01/08	VO	.00	.00	US BANK NATIONAL ASSOC	406 KESSELRING AVE
08-00004411	PU	12/24/08	AC	250.00	250.00	BROWN,ARTHUR H	803 W NORTH ST

TOTAL FOR CASE TYPE VBO REPORTED 40 2500.00 2250.00

TOTAL FOR CASE TYPE VBO REPORTED 40 2500.00 2250.00

CASE TYPE	CURRENT PERIOD 1/01/08-12/31/08 NBR CASES	FINES	YTD FOR YEAR 2008 NBR CASES	FINES	SAME PERIOD LAST YEAR 1/01/07-12/31/07 NBR CASES	FINES	LAST YEAR YTD FOR YEAR 2007 NBR CASES	FINES
VACANT HOUSE ORDINANCE	40	2250.00	40	2250.00	50	250.00	50	250.00
ORIGINATION CODES								
FM-Contractor Alarm	0	.00	0	.00	0	.00	0	.00
CITIZEN COMPLAINT	4	.00	4	.00	4	.00	4	.00
CITY COUNCIL	0	.00	0	.00	0	.00	0	.00
CITY MANAGER	0	.00	0	.00	0	.00	0	.00
FM-Contractor Suppression	0	.00	0	.00	0	.00	0	.00
DEPARTMENT DIRECTOR	0	.00	0	.00	1	.00	1	.00
ELECTRIC DEPARTMENT REF	2	.00	2	.00	0	.00	0	.00
FIRE MARSHAL REFERRAL	0	.00	0	.00	0	.00	0	.00
FIRE DEPARTMENT REFERRAL	0	.00	0	.00	0	.00	0	.00
Licensing Staff	0	.00	0	.00	0	.00	0	.00
MANAGEMENT COMPANY	0	.00	0	.00	0	.00	0	.00
MAYOR'S OFFICE	0	.00	0	.00	0	.00	0	.00
METER READER	0	.00	0	.00	0	.00	0	.00
OTHER AGENCY	1	.00	1	.00	0	.00	0	.00
PLANNING OFFICE	6	1500.00	6	1500.00	3	.00	3	.00
POLICE DEPT REFERRAL	0	.00	0	.00	0	.00	0	.00
PICK UP	26	750.00	26	750.00	33	250.00	33	250.00
PUBLIC WORKS	0	.00	0	.00	0	.00	0	.00
ROUTINE INSPECTION	1	.00	1	.00	9	.00	9	.00
FM-State Agencies	0	.00	0	.00	0	.00	0	.00
FM-State FMO	0	.00	0	.00	0	.00	0	.00
TENANT COMPLAINT	0	.00	0	.00	0	.00	0	.00
TOTALS:	40	2250.00	40	2250.00	50	250.00	50	250.00

FINES LISTED ARE FINES COLLECTED

PREPARED 5/20/11, 11:47:09 CASE STATISTICS BY CASE TYPE PAGE 1
PROGRAM CE201L DEPARTMENT: PLANNING AND INSPECTIONS
CITY OF DOVER PERIOD: 1/01/07 - 12/31/07
DEFAULT INSPECTOR: ALL INSPECTORS

CASE NBR	ORIGINATION	DATE	STATUS	PENALTY	PAID	PROPERTY OWNER	LOCATION ADDRESS
CASE TYPE - VBO VACANT HOUSE ORDINANCE							
07-00000391	PU	2/27/07	IC	.00	.00	MIOZZA,ANTHONY E & OTHERS	922 E DIVISION ST
07-00000392	PU	2/27/07	CM	.00	.00	COOPER,ERIN L	81 WASHINGTON ST
07-00000393	PU	2/27/07	CM	.00	.00	SUDLER,IDELLA P EST	66 WASHINGTON ST
07-00000394	PU	2/27/07	CM	.00	.00	ROBINSON,WILLIAM A & CHU PAO	654 N DUPONT HWY
07-00000395	PU	2/27/07	IC	.00	.00	MEREIDER,JOHN W K	58 E RUSTIC LN
07-00000396	PU	2/27/07	IC	.00	.00	FEDIRKO,NICHOLAS & PAMELA A	43 E DIVISION ST
07-00000397	PU	2/27/07	IC	.00	.00	DOWNES,PATTY C	38 WASHINGTON ST
07-00000399	PU	2/28/07	CM	.00	.00	LABBEE,RICHARD D	329 N GOVERNORS AVE
07-00000400	PU	2/28/07	CM	.00	.00	ROHM,ALVIN D JR & LORI A	223 N GOVERNORS AVE
07-00000401	PU	2/28/07	IC	.00	.00	QUINN,SUSANA	212 N GOVERNORS AVE
07-00000402	PU	2/28/07	CM	.00	.00	PORTALATIN,RUTH M &	18 S GOVERNORS AVE
07-00000403	PU	2/28/07	CM	.00	.00	DRIGGUS,HARRY	20 S GOVERNORS AVE
07-00000492	RI	3/06/07	IC	.00	.00	GRIFFIN,ARLENE M &	1335 WALKER RD
07-00000496	RI	3/06/07	IC	.00	.00	CARTER,HIRAM H JR & JUANITA	17 N KIRKWOOD ST
07-00000498	RI	3/07/07	VO	.00	.00	CARTER,AUDREY & WILSON,JANETTE	329 N NEW ST
07-00000500	PU	3/07/07	IC	.00	.00	HOUSE OF PRIDE	35 N NEW ST
07-00000520	RI	3/07/07	VO	.00	.00	LOOCKERMAN STREET LLC	200-216 W LOOCKERMAN ST
07-00000534	RI	3/07/07	VO	.00	.00	FREEMAN,ISAIAH JR EST	715 SLAUGHTER ST
07-00000538	RI	3/07/07	CM	.00	.00	DOVER STATION LLC	645 W NORTH ST
07-00000542	RI	3/07/07	IC	.00	.00	LOOCKERMAN STREET LLC	208 W LOOCKERMAN ST
07-00000545	PU	3/07/07	IC	.00	.00	FREEMAN,ISAIAH JR EST	715 SLAUGHTER ST
07-00000634	PO	3/20/07	VO	.00	.00	SNOW,SUMMER & LARRY D	280 TRAFALGAR DR
07-00000814	PO	3/29/07	IC	.00	.00	HOUSEHOLD SOLUTIONS INC	319 W WATER ST
07-00001042	PU	4/19/07	CM	.00	.00	DOVER COMMUNITY PART INC	219 CECIL ST
07-00001084	DR	4/25/07	CM	.00	.00	WACHOVIA BANK 035144	101 W LOOCKERMAN ST
07-00001131	PU	4/30/07	CM	.00	.00	HENRY,ROBERT D	63 FOREST CREEK DR
07-00001229	PU	5/04/07	CM	.00	.00	DP INVESTMENTS LLC	789 WALKER RD
07-00001289	PU	5/08/07	IC	.00	.00	FOSKEY, SHAWNLYN G	533 CAROL ST
07-00001318	PU	5/09/07	IC	.00	.00	SECOND BAPTIST CHURCH	136 S QUEEN ST
07-00001320	PU	5/09/07	IC	.00	.00	TUE,GLADYS	105 S QUEEN ST
07-00001332	PU	5/09/07	CM	.00	.00	CASTLE,PATRICIA J	16 EVERGREEN CIR
07-00001406	PU	5/14/07	CM	.00	.00	F L & D INC	53 ROOSEVELT AVE
07-00001752	CC	5/25/07	IC	.00	.00	INVESTORS REALTY ASSOC INC	241 S DUPONT HWY
07-00001837	PU	6/05/07	CM	.00	.00	BASHORE,JOHN W & MARY LOU	3 N NEW ST
07-00001985	PU	6/13/07	AC	.00	.00	LO-RO-ROSA LLC	201 W LOOCKERMAN ST
07-00002022	PU	6/14/07	CM	.00	.00	GOVERNORS AVENUE REALTY LLC	210 WYOMING AVE
07-00002023	PU	6/14/07	CM	.00	.00	GOVERNORS AVENUE REALTY LLC	218 WYOMING AVE
07-00002024	PU	6/14/07	IC	.00	.00	KC PREVENTION CRUELTY ANIMALS	1757 HORSEPOND RD
07-00002062	PU	6/19/07	IC	.00	.00	EQUALITY INVESTMENTS LLC	230 N QUEEN ST
07-00002068	PU	6/19/07	AC	250.00	250.00	CLARK,DOROTHY	44 CARVER RD
07-00002080	RI	6/20/07	IC	.00	.00	HARMON OIL, INC.	237 PINE ST
07-00002386	PU	7/13/07	VO	.00	.00	BROWN,KAYE O	8 FOREST CREEK DR
07-00002555	PO	7/27/07	CM	.00	.00	CARTER,AUDREY & WILSON,JANETTE	329 N NEW ST
07-00002891	RI	8/22/07	CM	.00	.00	GPM2 LLC	423 S DUPONT HWY
07-00003582	PU	10/18/07	IC	.00	.00	TAGGART,WALTER J	3 KAREN PL
07-00004261	PU	12/04/07	CM	.00	.00	OUTTEN BROTHERS	1275 S DUPONT HWY
07-00004502	CC	12/26/07	IC	.00	.00	TAYLOR,ALECK J	317-319 W LOOCKERMAN ST
07-00004516	PU	12/27/07	CM	.00	.00	RT 8 & SALISBURY ROAD LLC	990 FOREST ST
07-00004534	CC	12/28/07	CM	.00	.00	THOMAS,IRIS H	71 N WEST ST
07-00004535	CC	12/28/07	IC	.00	.00	WILLIAMS,EUGENIA & OTHERS	133 N ANN AVE
TOTAL FOR CASE TYPE VBO		REPORTED	50	250.00	250.00		
TOTAL FOR CASE TYPE VBO		REPORTED	50	250.00	250.00		

CASE TYPE	CURRENT PERIOD 1/01/07-12/31/07 NBR CASES	FINES	YTD FOR YEAR 2007 NBR CASES	FINES	SAME PERIOD LAST YEAR 1/01/06-12/31/06 NBR CASES	FINES	LAST YEAR YTD FOR YEAR 2006 NBR CASES	FINES
VACANT HOUSE ORDINANCE	50	250.00	50	250.00	0	.00	0	.00
ORIGINATION CODES								
FM-Contractor Alarm	0	.00	0	.00	0	.00	0	.00
CITIZEN COMPLAINT	4	.00	4	.00	0	.00	0	.00
CITY COUNCIL	0	.00	0	.00	0	.00	0	.00
CITY MANAGER	0	.00	0	.00	0	.00	0	.00
FM-Contractor Suppression	0	.00	0	.00	0	.00	0	.00
DEPARTMENT DIRECTOR	1	.00	1	.00	0	.00	0	.00
ELECTRIC DEPARTMENT REF	0	.00	0	.00	0	.00	0	.00
FIRE MARSHAL REFERRAL	0	.00	0	.00	0	.00	0	.00
FIRE DEPARTMENT REFERRAL	0	.00	0	.00	0	.00	0	.00
Licensing Staff	0	.00	0	.00	0	.00	0	.00
MANAGEMENT COMPANY	0	.00	0	.00	0	.00	0	.00
MAYOR'S OFFICE	0	.00	0	.00	0	.00	0	.00
METER READER	0	.00	0	.00	0	.00	0	.00
OTHER AGENCY	0	.00	0	.00	0	.00	0	.00
PLANNING OFFICE	3	.00	3	.00	0	.00	0	.00
POLICE DEPT REFERRAL	0	.00	0	.00	0	.00	0	.00
PICK UP	33	250.00	33	250.00	0	.00	0	.00
PUBLIC WORKS	0	.00	0	.00	0	.00	0	.00
ROUTINE INSPECTION	9	.00	9	.00	0	.00	0	.00
FM-State Agencies	0	.00	0	.00	0	.00	0	.00
FM-State FMO	0	.00	0	.00	0	.00	0	.00
TENANT COMPLAINT	0	.00	0	.00	0	.00	0	.00
TOTALS:	50	250.00	50	250.00	0	.00	0	.00

FINES LISTED ARE FINES COLLECTED

Properties with Code Violations
That Have Received Four or More Notices

St. No.	St. Direction	St. Name	St. Suffix
102	N	KIRKWOOD	ST
58	E	RUSTIC	LN
43	E	DIVISION	ST
66		WASHINGTON	ST
194		PENNSYLVANIA	AVE
325	N	NEW	ST
24	N	NEW	ST
29	N	KIRKWOOD	ST
341	N	NEW	ST
133		GREENHILL	AVE
423		COLLINS	DR
121		HAZEL	RD
35		PRIMROSE	CT
303	W	DIVISION	ST
135	S	KIRKWOOD	ST
238	N	NEW	ST
226	N	NEW	ST
12	N	NEW	ST
226	N	NEW	ST
1061	S	LITTLE CREEK	RD
1401		WOODMILL	DR
25	W	LOOCKERMAN	ST
803	W	NORTH	ST
867		PAUL	ST
908		FOREST	ST
502	S	GOVERNORS	AVE
44		VILLAGE	DR
1018	S	GOVERNORS	AVE
600		BAY	RD
154		OLD FORGE	DR
465		COUNTRY	DR
171		ORCHARD	AVE
663		ROBERTA	AVE
2	S	BRADFORD	ST
277	N	DUPONT	HWY
1080		BAY	RD
1106		BAY	RD
496		BARRISTER	PL
1183		JANES	RD
125		HOLMES	ST

EXHIBIT #21
2011 Budget Review
Special Council Meeting of 05/17/2011

City of Dover
Employees Eligible to Retire
May 24, 2011
Prepared by Kim Hawkins

Eligible with a Reduced Pension

	Name	Fund	Dept.	Labor Organization	Pension Plan
1	Anderson, Floyd	110	571	IUE	401
2	Baker, Rodney	110	552	IUE	401
3	Bautista, Emy	110	529	IUE	401
4	Bosak, John	110	572	IUE	401
5	Clendaniel, Kenneth	110	552	IUE	Defined
6	DePrima, Tony	110	515	NB	401
7	Flint, James	110	572	IUE	401
8	Frazier, Nancy	110	542	IUE	Defined
9	Gillcrese, Denise	110	542	IUE	Defined
10	Gomes, Linda	110	517	NB	401
11	Gonzalez, Sam	110	531	IUE	401
12	Hand, Michael	110	522	IUE	Defined
13	Hoeflich, Robert	110	522	IUE	Defined
14	Kucek, Jeff	110	552	IUE	Defined
15	Long, Joyce	110	523	IUE	401
16	Miller, Richard	110	572	IUE	401
17	Morris, Dothory	110	529	IUE	401
18	Mumford, Johnny	412	553	IUE	401
19	O'Brian, Peggy	110	525	IUE	401
20	O'Neal, George	412	568	IUE	401
21	Olsen, Tom	480	565	IUE	401
22	Parsell, Greg	110	514	IUE	Defined
23	Reichelt, Paul	412	556	IUE	401
24	Stubbs, Tom	110	542	IUE	Defined
25	Thompson, John	480	563	IBEW	Defined
26	Walker, Sharon	110	542	IUE	Defined
27	Wentler, Gail	110	529	IUE	Defined

Police

1	Balke, Ken
2	Bernat, Paul
3	Boney, David
4	Counselman, Benton
5	Getek, Steve
6	Hester, Keith (Ed)
7	Hosfelt, James
8	Humphrey, Carl
9	McKeown, Dan
10	Morris, Andrew
11	Rachko, Alan
12	Ranger, Danny
13	Scott, Robert
14	Stump, Tim

Eligible with an Unreduced Pension

	Name	Fund	Dept.	Labor Organization	Pension Plan
1	Attix, Richard	110	552	IUE	Defined
2	Baker, Ed	110	552	NB	Defined
3	Burris, Sandy	480	563	IBEW	Defined
4	Burton, Joanne	110	523	IUE	Defined
5	Carter, Zach	110	525	NB	Defined
6	Cooper, William	110	522	NB	Defined
7	DePue, Robert	110	552	IUE	Defined
8	Divver, Kathy	110	529	NB	Defined
9	Embert, Tom	480	563	IBEW	Defined
10	Gardner, Richard	480	563	NB	Defined
11	Glisson, Dee	110	516	NB	Defined
12	Grinstead, John	480	562	IBEW	Defined
13	Hayes, Earl	110	554	IUE	401
14	Hodges, Vicky	110	542	IUE	Defined
15	Hutchins, Charles	110	542	IUE	401
16	Jackson, Cheryl	110	518	NB	Defined
17	Johnson, Theresa	110	552	IUE	401
18	Lawson, Gary	480	563	IBEW	Defined
19	Loomis, Marlene	110	518	NB	Defined
20	McDougall, Ralph	412	568	NB	Defined
21	Mills, Donna	110	542	NB	Defined
22	Myers, Rick	110	552	IUE	Defined
23	O'Neal, Carolee	110	551	NB	Defined
24	Pearson, Jeff	480	565	IUE	Defined
25	Polasko, Andy	412	576	IUE	Defined
26	Porter, Tim	480	562	IBEW	Defined
27	Richardson, Derrick	480	526	IBEW	401
28	Ridgeway, Roger	480	526	IBEW	Defined
29	Roan, Wes	110	554	NB	Defined
30	Roberson, Denise	110	529	NB	Defined
31	Sammons, Perry	110	555	NB	Defined
32	Scheers, Michael	412	569	IUE	Defined
33	Scott, Curtis	480	562	IBEW	Defined
34	Semans, John	110	554	IUE	Defined
35	Sherman, Linda	110	552	IUE	Defined
36	Swaggard, Ron	110	554	NB	Defined
37	Tieman, Terry	110	515	NB	Defined
38	Turner, Angie	110	529	IUE	401
39	Walker, Sharon	110	542	IUE	Defined

Open Positions
Prepared by Kim Hawkins, Human Resources Director
May 24, 2011

	Open since:	Person Who Occupied Position	Department	Open Positions
1	10/29/2008	Tom Keiper	Central Service	Custodian
2	11/17/2008	Joe Heeger	Water	Water/Wastewater Project Supervisor
3	12/31/2008	Melissa Jones	Library	Library Clerk 1 (PT)
4	2/3/2009	Termination caused a few organizational changes	Customer Service	Account Clerk 1
5	7/10/2009	Aaron Officer	IT	Programmer/Analyst
6	7/13/2009	Jeff McCarthy	Electric	Meter Tech 1
7	8/4/2009	Linda Calvert	Central Services	Storekeeper/Buyer 1
8	8/31/2009	Diane Faircloth	Library	Library Clerk II
9	9/23/2009	Rhonda Walker	Human Resources	Human Resources Specialist
10	9/25/2009	Jim Baynard	Public Utilities	Utility Locator III
11	1/19/2010	Charles Washington	Public Utilities	Utility Locator
12	1/27/2010	Randy Speicher	Inspections-Property	Inspector I
13	3/26/2010	Richard Larimore	Public Utilities	Engineering Fieldman
14	3/26/2010	Marie Dee	Public Utilities	Meter Crewleader
15	4/30/2010	Michael Scheers	Customer Service	Field Service Representative I
16	4/30/2010	Roger Carney	Customer Service	Field Service Representative II
17	5/13/2010	Keith VanVleck	Public Services/Grounds	Motor Equipment Operator I
18	11/14/2010	Barry Wolfgang	Facilities Management	Building Craftperson 1
19	8/2/2010	Mark Callan	Information Technology	Sr. LAN Analyst
20	12/23/2010	Wayne Hutchison	Public Safety	Emergency Management Coordinator
21	2/15/2011	Christina Zlock	Tax Assessor	Temporary employee
22	4/15/2011	Brian Allen	Library	Library Page 1
23	4/21/2011	Margaret Russell	Customer Service	Customer Service Clerk 1
24	5/16/2011	Michael Hand	Public Services/Grounds	Motor Equipment Operator II

‹ceptions:

***1** Tom Keiper, Custodian
This position is currently filled with a temporary employee.

***5** Aaron Officer, Programmer/Analyst
Contractor services are being utilized.

***10** Jim Baynard, Utility Locator III
***11** Charles Washington, Utility Locator II- IUE
Both employees retired. The locating responsibility has been outsourced to an independent contractor.

***15** Mike Scheers and Roger Carney
***16** Positions have been eliminated do to advancements in technology.
Mr. Scheers bid and was awarded another open position. Mr. Carney retired.

***19** Andy Siegel is the acting IT Director. Mr. Siegel's position is Sr. LAN Analyst.

***22 -24** These are recent open positions. They have not been filled due to the uncertainty of the proposed FY12 Budget.
Each of these departments were subject to lay-offs.
#23 is currently being grieved by the IUE-CWA.

H/Budget/FY12/vacant positions left unfilled

Funding Sources
Dover Public Library Building Project
Update: June 6, 2011 **

		A	B	C	
	Funding Sources	**Budget**	**Committed**	**Highly Probable**	**Notes**
1	State Grant	$10,584,357	$ 8,084,357	$10,584,357	$2.5 M in Gov's budget. Bond Bill hearing 5/12/11 very positive.
2	City Reserve Contribution	$ 3,592,457	$ 3,622,457	$ 3,622,457	
3	City Reserve Interest	$ 460,063	$ 424,858	$ 460,134	
4	Kent County	$1,000,000	$1,000,000	$1,000,000	
5	Library Foundation (Bid Pack A & B)	$1,747,020	$ 1,165,196	$ 1,307,525	Column C5 = Cash Donations + Pledges
6	Sale of 45 S. State St.	$ 1,200,000	0	Use Bridge Loan	See Row 14
7	Green Energy Grants	$ 215,000	$ 215,000	$ 215,000	
8	Friends of the Library	$ 210,000	$ 210,000	$ 210,000	100% available; will be transferred as needed
9	Reynolds Trust	$ 46,355	$ 46,355	$ 46,355	
10	Community Transportation Funds	$ 155,000	$ 155,000	$ 155,000	
11	BTOP Grant	$ 50,000	$ 50,000	$ 50,000	
12	DE Greenhouse Gas Reduction Grant	$ 40,000	$ 40,000	$ 40,000	
	Financing Needs:				
13	Green Energy Bonds	$ 1,500,000	$ 1,500,000	$ 1,500,000	
14	Bridge Loan: Sale of Bldg	0	0	$ 1,200,000	In discussions with interested party to purchase.
15	Construction Loan	0	0	$ 409,424	Difference between what is raised to date and goal. See A5
	Total Funding Sources	$20,800,252	$16,513,223	$20,800,252	

**** Estimated Figures Pending Close of Month**

Note: Bid Pack C: *Alternate*: The Reading Garden is not included in this chart

DOVER
PUBLIC LIBRARY

May 24, 2011

To: Tom Leary, President, Dover City Council
Members of the Dover City Council
Terry Tieman
Donna Mitchell

From: Margie Cyr, Director, Dover Public Library

Re: additions to Library budget presentation

During last week's Library budget presentation, Mr. Leary asked about part-time staff positions that the Library has which are funded by other agencies and which may have been affected by cutbacks. In my answer, I explained that the Library has two part-time clerical employees who are provided to us the RSVP program at the Modern Maturity Center. The weekly hours for both these positions have been recently reduced due to cutbacks in federal funding for the RSVP program.

Late this afternoon, I have received word that our part-time Community Resources Librarian who has been provided to us by the Delaware Academy of Medicine will no longer be available to us after June 30, 2011. This Librarian has been working Monday evenings each week and one Saturday each month.

The elimination of this position will leave us even more short staffed than anticipated in my remarks to you last week.

Margery K. Cyr

cc: Tony DePrima, City Manager
Zachery Carter, Director, Parks, Recreation and Library

Parks & Recreation

Activity / Program / League

Comparison

2002 verses 2010

2002 Stats	2010 Stats
Winter - 15 Opportunities Spring / Summer - 129 Opportunities Fall - 28 Opportunities Program listing attached	Winter - 180 Opportunities Spring / Summer - 252 Opportunities Fall - 94 Opportunities Program listing attached
Park Rentals & Permits Issued 2002 data is an estimate 97 permits issued	Park Rentals & Permits Issued 2010 data used for comparison 167 permits issued

Report prepared by: Carolyn Courtney
Report Date: May 26, 2011

Activity / Program / League Comparison

2002 verses 2010

Winter 2002	Misc. Notes	Location	Adult / Child
PHL Flower Show: Bus trip	1 time trip	Depart: Dover Park	Any
HABIT	3 sessions	Dover Park MP Room	Adult
T'AI CHI	1 session	Dover Park MP Room	Adult
Cardio Kickboxing	1 session	Dover Park MP Room	Adult
PeeWee Karate	1 session	Rigby's	Child 4 – 6
Jr. Karate	1 session	Rigby's	Child 7 – 13
Intro. to Cheer-leading	1 session	Dover Park MP Room	Child 8 – 12
Arts & Crafts (Saturdays)	1 session	Dover Park MP Room	Child 6 – 10
Arts & Crafts (Afterschool)	1 session	Dover Park MP Room	Youth 6 – 12
Youth Basketball League	3 age groups - 1 session each	WM Henry Mid-dle School Gym	Youth 7 - 13
Youth In Govern-ment Day	1 time event	City Hall	High School Jr & Seniors

2002 Winter - 15 opportunities

2010 Winter - 180 opportunities

Winter 2010	Misc. Notes	Location	Adult / Child
PHL Flower Show: Bus trip	1 time trip	Depart: JWP	Any
Dover Walks	Mon—Fri AM hours	JWP gym	Adult
AARP	4 classes offered	JWP room	16 & up
Senior Wii	4 sessions	JWP room	Seniors
Senior Gym Space	Weekly	JWP gym	Seniors
Soccer	1 session	JWP gym	30 & up
Basketball	4 sessions	JWP gym	40 & up
Digital Scrapbooking	3 sessions	JWP room	Adult
New York & PHL Flower Show: Bus Trips	New York - 3 trips PHL Flower Show - 1 trip	Depart: JWP	Family
Volleyball League	8 teams / 32 games	JWP gym	Adult
Female Soccer League	4 teams / 8 games	JWP gym	Adult
Indoor Futsal	1 session	JWP gym	18 & up
3 on 3 Basketball	2 sessions	JWP gym	18 & up
Kickboxing	4 sessions	JWP room	Adult
Pilates	2 sessions	Dover Park MP room	Adult
Lunchtime Yoga	4 sessions	JWP room	Adult
Boot Camp Blast	6 sessions	JWP room	Adult
Zumba	5 sessions	JWP room	Adult
Fitness Yoga	4 sessions	JWP room	Adult
Women on Weights	8 sessions	JWP room	Adult
Mommy & Me Fitness	4 sessions	JWP room	Adult
Soul Line Dancing	8 sessions	Dover Park MP room	Adult
Learn-N-Skate	8 sessions	Harrington Ice Rink	Youth
Learn-N-Play	7 sessions	JWP gym	Child 3 – 5
Ice Hockey	2 sessions	Harrington Ice Rink	Youth
Holiday Wrap & Play	1 session	Dover Park & JWP rooms	Family
Friday Fun Nights	1 session	JWP room	Youth 8 - 14
Field Hockey Clinic(s)	4 sessions	JWP gym	Youth 3 - 18
JumpBunch	9 sessions	JWP gym	Toddlers 18 – 36 Months
Soccer	2 age groups / 1 session each	JWP gym	Youth 7 - 17
Volleyball	1 session	JWP gym	Birth Years 1993 - 2000
Youth Basketball League	3 age groups / 1 session each	JWP gym	Youth 6 - 14
Youth In Government Day	1 one event	City Hall	High School Jr & Seniors
Womens Field Hockey	13 teams / 10 games each	JWP gym	Women 18 & up
CoEd Field Hockey	5 teams / 6 games each	JWP gym	Men & Women 18 & up
High School Field Hockey	18 teams / 8 games each	JWP gym	High School
Middle School Field Hock.	12 teams / 6 games each	JWP gym	Middle School

Spring – Summer 2002	Misc. Notes	Location	Ages
Basketball Clinics	2 ages groups / 1 session	Del Tech	Youth 6 – 10
Tennis	3 ages groups / 1 session	Del Tech	Youth 6 – 14
Field Hockey Clinic	1 session	Dover Park	Grades 1 – 8
Lacrosse Clinic	1 session	Dover Park	Grades 5 – 8
Arts & Crafts (Afterschool)	6 sessions	Dover Park	Youth 6 – 12
Intermediate Cheerleading	1 session	Dover Park	Youth 8 – 12
Intro. to Cheerlead-ing	1 session	Dover Park	Youth 8 – 12
Egg Hunt	1 time event	Dover Park	Child 10 & under
Pitch Hit Run	1 time event	Schutte Park	Youth 7 – 14
Super Summer Playground	1 session	Dover Park	Child 6 – 12
Field Hockey Camp	1 session	Dover Park	Grades 1 – 8
Sports & Education-al Camps	22 sessions	Del Tech	Youth 6 – 14
Women's Field Hockey League	10 teams / 12 games each	Schutte Park	18 & up
High School Field Hockey League	9 teams / 12 games each	Schutte Park	High School
Adult Tennis	1 session	Del Tech	16 & up
New York & Inner Harbor: Bus Trips	New York 1 trip Inner Harbor 1 trip	Depart: City Hall Parking	Family
Spring Summer Concerts	18 shows	The Green	Family
Mens Softball League	24 teams / 26 games each	Dover Park(s)	Men 18 & up
CoEd Softball League	8 teams / 16 games each	Dover Park(s)	Men & Women 18 & up
Kent County Church League	13 teams / 1 season	Dover Parks(s)	Local Church groups

2002 Spring/Summer - 129 opportunities

2010 Spring/Summer - 252 opportunities

Spring – Summer 2010	Misc. Notes	Location	Ages
Dover Walks	Mon—Fri AM hours	JWP gym	Adult
Basketball - Drop In	18 sessions	JWP gym	20 & up
Volleyball - Drop In	18 sessions	JWP gym	20 & up
Womens Field Hockey League	9 teams / 12 games each	Schutte Park	18 & up
High School Field Hockey League	12 teams/ 8 games each	Schutte Park	High School
Jr. High Field Hockey League	4 teams / 8 games each	Schutte Park	Middle School
Mens Softball League	17 teams / 26 games each	Dover Park(s)	Men 18 & up
Co-Ed Softball League	12 teams / 16 games each	Dover Park(s)	Men & Women 18 & up
Pitch Hit Run	1 time event	Schutte Park	Youth 7 – 14
Jr. Olympic Skills	1 time event	Schutte Park	Youth 8 – 13
Volleyball League	3 age groups / 1 season each	JWP gym	Birth Years 1993 – 2002
Egg Hunt	1 time event	Dover Park	Child 10 & under
Summer Basketball League	3 age groups / 1 season each	JWP gym	Birth Years 1994 - 2000
Super Summer Playground	1 session	Dover Park	Child 6 – 12
Wii for Seniors	4 sessions	JWP room	Seniors
5 on 5 Basketball League	1 season	JWP gym	18 & up
Tennis	1 session	Dover Park	16 & up
5 on 5 Basketball Tournament	1 time event	JWP gym	18 & up
Soul Line Dancing	9 sessions	JWP room	Adult
Zumba	6 sessions	JWP room	Adult
Insanity	3 sessions	JWP room	Adult
Kickboxing	4 sessions	JWP room	Adult
Boot Camp Blast	4 sessions	JWP room	Adult
Fitness Yoga	4 sessions	JWP room	Adult
Women on Weights	4 sessions	JWP room	Adult
Lunchtime Yoga	4 sessions	City Hall Conf. Room	Adult
Senior Classes: Chair Aerobics, Chair Strength & Flexibility, and Zumba Gold	9 sessions	JWP room	Adult
New York, Inner Harbor, DE Bay Fish: Day Trips	New York 3 trips, Inner Harbor 1 trip, DE Bay Fishing 1 trip	Bus Trips depart: JWP	Family
Basketball	4 sessions	JWP gym	40 & up
Parents Night Out	1 session	JWP gym	Child 5 - 12
Lunch Break Yoga	4 sessions	JWP room	Adult
Yogalates	3 sessions	JWP room	Adult
AARP Defensive Driving	4 sessions	JWP room	16 & up
Field Hockey Camp	1 session	Schutte Park	Child 6 - 12
Hip Hop Hooray Camp	2 sessions	Dover Park MP room	Child 6 - 10
Tennis	6 sessions	Dover Park	Child 7 - 14
Wolverine Basketball Camp & Clinic	2 age groups / 1 session each	JWP gym	Child 6 - 14
Teen Hip Hop Camp	2 sessions	Dover Park MP room	Child 11 - 15
Get Kids Moving Camp	3 sessions	JWP gym	Child 6 – 16
Learn N Play	7 sessions	JWP gym	Child 3 - 5
Cheerleading Camp	1 session	Dover Park MP room	Child 6 -10
Dress Up Movie Nights	4 sessions	JWP room	Family
JR Camp Counselor	1 session	Dover Park / DSU	8th graders
COBRA	2 sessions	Schutte Park	Grades 2 - 6
Hoppin Poppin Popcorn	2 sessions	JWP room	Child 3 - 5
Preschool Camps: Dr. Seuss' and Dora & Diego	1 session each	JWP room	Child 4 - 5
Sports Camps	7 sessions	Schutte Park	Child 6 - 12
Kent County Church League	12 teams / 1 season	Dover Parks(s)	Local Church groups
Spring Summer Concerts	18 shows	The Green	Family

Activity / Program / League Comparison 2002 verses 2010

2002 Fall	Misc. Notes	Location	Ages
Shuffleboard	1 session	Dover Park	Adult
Holiday Wreath Making	1 session	Dover Park	Adult
Bus Trips	Franklin Mills Mall 1 trip Yuletide In Odessa 1 trip New York 2 trips	Depart: City Hall	Family
HABIT	2 sessions	Dover Park MP Room	Adult
Mens Softball League	11 teams / 12 games each	Dover Park(s)	Men 18 & up
CoEd Softball League	7 teams / 8 games each	Dover Park(s)	Men & Women 18 & up
In addition to these programs, staff coordinated logistics for: Old Dover Days, Amish Bike Tour, Annual Food Drive, Caroling On The Green, & First Night Dover. Staff provided administrative support to the Greater Dover Arts Council.			

2002 Fall - 28 opportunities

2010 Fall - 94 opportunities

2010 Fall	Misc. Notes	Location	Ages
Dover Walks	Mon—Fri AM hours	JWP gym	Adult
Senior Classes: Chair Aerobics, Chair Yoga, and Low Impact Aerobics	10 sessions	JWP room	Adult
New York, DE Bay Fish: Day Trips	New York 4 trips DE Bay Fish 1 trip	Bust Trips Depart: JWP	Family
Field Hockey Clinics	1 session	Dover Park	Grades 1 – 6
Punt Pass Kick	1 time event	Schutte Park	Grades 1 -6
Learn-N-Play	6 sessions	JWP	Child 3 - 5
CoEd Kickball League	14 teams / 8 games each	New Street Park	18 & up
Mens Softball League	13 teams / 12 games each	Dover Park(s)	Men 18 & up
CoEd Softball League	13 teams / 8 games each	Dover Park(s)	Men & Women 18 & up
Simple Food Cooking	1 session	JWP room	Child 6 - 9
Creative Art	1 session	JWP room	Child 6 - 9
Jewelry Making	1 session	JWP room	Child 6 - 9
Lets Do Robotics	1 session	JWP room	Child 6 - 10
Pumpkin Pals	2 session	JWP room	Child 2 - 5
Christmas Crafts for Tots	1 session	JWP room	Child 3 - 6
Kickball	1 session	JWP room	Child 8 – 12
Floor Hockey	1 session	JWP gym	Child 6 - 12
Basketball	4 sessions	JWP gym	40 & up
3 on 3 Developmental Basketball	2 sessions	JWP gym	Child 7 - 12
Senior Fitness Fun	Weekly	JWP gym	Seniors
AARP Defensive Driving	3 sessions	JWP room	16 & up
Insanity	4 sessions	JWP room	Adult
Kickboxing	4 sessions	JWP room	Adult
Boot Camp Blast	4 sessions	JWP room	Adult
Lunchtime Yoga	4 sessions	JWP room	Adult
Women on Weights	4 sessions	JWP room	Adult
Volleyball League	1 session	JWP gym	18 & up
Volleyball Clinics	1 session	JWP gym	Grades 6 - 0
Womens Softball League	1 team / 0 games	Dover Park(s)	Women 18 & up
In addition to these programs, staff coordinated logistics for: Old Dover Days, Amish Bike Tour, Dover Trail Ride, Annual Food Drive, Caroling On The Green, & First Night Dover. Staff provided administrative support to the Silver Lake Commission and the Greater Dover Arts Council. Staff participated on the Youth Advisory Council.			

One cent rate reduction - Mr. Bonar

	FY12 Proposed Budget	1 Cent Reduction
Projected KwH	701,536,351	701,536,351
Projected Average $ Sales per KwH	0.13638	0.12638
Projected Sales Revenue	$ 95,675,500	$ 88,660,136
Delta	$ (7,015,364)	

Rates depend on class of customer - rate used above is the average rate of all customer classes. (Includes demand, lights, admin charges)

Plant Operations - Mr. Hare

	2007	2008	2009	2010	2011	2012	2013	2014
Plant Operating Budget	$ 5,084,842	$ 5,603,064	$ 5,961,944	$ 5,547,750	$ 6,155,046	$ 6,024,822	$ 6,024,800	$ 6,024,800
Generation Fuels (for running plant)	3,879,167	3,454,718	1,494,017	355,428	3,469,731	664,641	579,722	508,354
Subtotal	8,964,009	9,057,782	7,455,961	5,903,178	9,624,777	6,689,463	6,604,522	6,533,154
PJM Revenue (for running plant)	(4,517,569)	(4,168,256)	(1,543,199)	(793,599)	(5,697,552)	(1,285,675)	(1,166,501)	(1,066,346)
Capacity Credits	-	(11,726,108)	(9,303,462)	(12,133,292)	(10,186,974)	(7,388,283)	(14,318,588)	(15,339,048)
Total Operations	4,446,440	(6,836,582)	(3,390,700)	(7,023,713)	(6,259,749)	(1,984,495)	(8,880,567)	(9,872,240)
Capital Improvement Outlays	-	521,762	2,534,763	649,955	2,106,427	1,810,410	2,180,650	1,839,290
Total Net Generating Cost	$ 4,446,440	$ (6,314,820)	$ (855,937)	$ (6,373,758)	$ (4,153,322)	$ (174,085)	$ (6,699,917)	$ (8,032,950)
Cumulative Net Generating Cost		$ (1,868,380)	$ (2,724,317)	$ (9,098,075)	$ (13,251,397)	$ (13,425,482)	$ (20,125,399)	$ (28,158,349)

EXHIBIT #26
2011 Budget Review
Special Council Meeting of 05/17/2011

City of Dover
Analysis of Library Reserve Account
As of May 26, 2011

Any Excess Carry Forward Balances from prior year budgets are a net result of favorable revenue and favorable expense variances. Not any one source of revenue or expenditure savings.

		2007	2008	2009	2010	2011	Total
Balance Forward		$ -	$ 2,373,776	$ 3,778,149	$ 3,554,077	$ 3,471,410	$ -
Receipts							
FY 07 Approp from Contingency Fund		100,000	-	-	-	-	100,000
FY 07 Approp from General Fund		250,000	-	-	-	-	250,000
FY 07 Approp from General Fund (Payment in Lieu of Taxes - unplanned receipts)		333,500	-	-	-	-	333,500
Subtotal Library Reserve Appropriations as approved in the orginal budget		683,500	-	-	-	-	683,500
FY 07 Approp from General Fund (1st Budget Amdmnt. Prelim Carry Forward)		941,533	-	-	-	-	941,533
FY 07 Approp from General Fund (2nd Budget Amdmnt. Audited Excess Carry Forward)		95,937	-	-	-	-	95,937
Subtotal of Changes as a result of Excess Carry Balances from FY06		1,037,470	-	-	-	-	1,037,470
F/Y 07 Appropriation - Additional Reciprocal Borrowing Proceeds fr Kent County		605,962	-	-	-	-	605,962
FY 08 Donations/Gifts		-	700	1,590	-	-	2,290
FY 08 Appropriation from General Fund (Payment in Lieu of Taxes - unplanned receipts)		-	399,350	-	-	-	399,350
FY 08 Additional appropriation from General Fund - attributed to higher revenues		-	1,249,759	-	-	-	1,249,759
Interest Income - Actual Year to Date		46,844	140,438	143,340	103,150	59,121	492,893
Total Receipts - Cumulative $4,412,103 ($433,772 Interest)		$ 2,373,776	$ 1,790,247	$ 144,930	$ 103,150	$ 59,121	$ 4,471,224
Disbursements/Transfers							
Library Project Expenses		$ -	$ -	$ 369,002	$ 185,817	$ 267,916	$ 822,735
FY 08 Approval of Computer Lab, Security Guards, & Document Imaging Equipment		-	51,874	-	-	-	51,874
FY 08 Transfer to Parkland Reserve (as approved in the original budget by Council)	(1)	-	334,000	-	-	-	334,000
Total Disbursements		$ -	$ 385,874	$ 369,002	$ 185,817	$ 267,916	$ 1,208,609
Ending Balance		$ 2,373,776	$ 3,778,149	$ 3,554,077	$ 3,471,410	$ 3,262,615	$ 3,262,615

Comments

(1) Represents a transfer to the Parks & Recreation Reserve due to a double counting of prior year receipts needed to complete the Pitts Center.

Recap of Sources of Funds

Excess Carry Forward Balances	$ 2,637,229
Unplanned Payment in Lieu of Taxes	732,850
Unplanned Reciprocal Borrowing Receipts from Kent County	605,962
Interest Earnings	492,893
Donations (Prior to establishment of the Library Foundation 501c3)	2,290
Total Sources of Funds as of May 26, 2011	$ 4,471,224

Special City Council Meeting of 05/17/2011
2011 Budget Review
EXHIBIT #27

CITY OF DOVER

FISCAL YEAR 2011/2012 PROPOSED BUDGET AS AMENDED
JUNE 6, 2011

PREPARED BY: DONNA MITCHELL, CONTROLLER/TREASURER &
TERESA TIEMAN, SENIOR CITY ADMINISTRATOR

EXHIBIT #28
2011 Budget Review
Special City Council Meeting of 05/17/2011

THREE STAGES IN RECOVERY

- Bridging – get through the immediate crisis and create breathing room to make more sustainable reforms
- Reform – carry out the short-term recovery plan and develop and implement long-term strategies
- Transform – institutionalize long-term financial planning and become more resistant to financial distress and adaptable to a changing environment

STAGE 1 - BRIDGING

- As discussed with Council President Leary and Councilman McGlumphy the Proposed FY11/12 Budget for the City of Dover has been amended for Council's consideration.
  - These changes maintain City policies and procedures across all Funds.
  - The General Fund is balanced with the General Fund transfer policy change, no rate or fee increases (page 5), temporary cost reductions (page 6), further reduction of strategic budgets (page 7), and capital outlay reductions (page 8). Temporary cost reductions were consistently applied to all Funds.
  - IUE & IBEW Contractual pay increases are maintained at 2%.
  - No pay increases, promotions, or pay grade changes for non-bargaining. (see first bullet on page 6)
  - No Law Enforcement across the board pay increases, career ladder increases are maintained.
  - Budget Balances are all within the policy range of 8% to 12%. Any amounts over the policy minimum are recommended to be maintained while working towards next year's budget.
  - Interest Earnings on reserves that are over their minimum balance are being credited to their respective operating funds.

FINANCIAL POLICY CHANGE

- Revenue Policy – Section 11

  - *Upon satisfying all rate covenants the City will provide operating transfers to the General Fund. From the Water/Wastewater Utility no greater than 4.5% ($424,508) of operating revenues . ~~or $750,000~~. From the Electric Utility no greater than ~~6.5%~~ 8.0% ($7,876,288) of operating revenues. ~~or $7,250,000 of the utility operating revenues~~. Both transfer calculations will exclude the carry forward budget balance, County Sewer Fees, and State Utility Tax. The Utility transfers will not exceed 25% of the General Fund Revenues. (Amended Budget FY11/12 = 23.8%)*

  - The electric transfer percentage change increases the transfer by $1,538,288
  - An Action Form for policy change will be included with Budget Ordinance.

GENERAL FUND REVENUE ADJUSTMENTS

- Beginning Budget Balance adjustment $16,642
- Demolition & Grass Cutting adjustment $100,000
- Investment Income on reserve added $23,100
- Interfund Service Billings for Administrative Divisions reduced $239,142
- Electric Fund Transfer additional $1,538,288

- Net Revenue Adjustments $1,438,888

GENERAL FUND COST REDUCTIONS

- Removal of non-contractual raises, temporary employees, new/vacant positions (Grounds 1; Library 1.5; Emergency Planning Coordinator 1; Temporary Code Enforcement 1;), upgrades, or promotions – Total $306,527 reduction
- Police – Reduced terminal leave by $50,000
- Overtime - $72,670 or 10% reduction
- Education Assistance - $63,497; Full reduction unless current personnel are receiving this benefit. Other budgets were reduced to be more reflective of actual expenses last two years.
- Computer Hardware - $95,692; 50% reduction except server equipment
- Subscriptions & Dues - $19,365 reduction or 50%, except Assessor Office (20%) to maintain IAAO, Marshals & Swift, and AAS Designation and Electric Administration – DEMEC membership .
- Training, Conference & Travel - $45,065 reduction of 50%; includes Mayor's strategic program $2,900
- Vehicle Maintenance & Program Expenses $58,964
- Transfer to Capital Asset Reserve $50,000 (per Financial Policy)
- Transfer to Inventory Write-offs $116,800
- Nuisance Reserve $112,000
- Transfer to CDBG $6,000

- Total cost reductions as above $996,580

STRATEGIC PLAN/PROGRAM REDUCTIONS

- Assessor $3,800 for publishing property card on the internet
- Fire Department $81,440 pagers, radios, and software
- Life Safety $4,000 reduction for Police Academy Training
- Planning $18,500 placeholder for any cost related to storm water compliance permit; Maintains staffing for permit work;
- Facilities Management $7,800 energy audit
- Code Enforcement $480 air card
- City Manager $50,000 legal fees for labor negotiations
- Human Resources $2,000 recruitment
- All upgraded radios for FCC requirements were kept in applicable budgets

- Total strategic reductions $168,020

GENERAL FUND CAPITAL OUTLAY REDUCTIONS

- Fire $28,234 for 50% of Holmatro equipment
- Grounds $44,720 vehicle
- Recreation $50,000 playground improvements and splash pad
- Police $201,534 vehicles and station parking lot repaving
- Street Division $621,210
  - Salt Storage Building $50,000
  - Brine System $27,825
  - Vehicles & Equipment $163,385
  - Street & Sidewalk Program $380,000
- Sanitation $232,084 automated trash truck
- Information Technology $66,600 server replacements
- Public Services Administration $18,000 mobile solutions
- Central Services $30,670 forklift
- Mayor $33,000 downtown security cameras

- Capital outlay reductions $1,326,052

GENERAL FUND CAPITAL OUTLAY ADDITIONS

- Capital Project Fund - Street Program $2,000,000
  - Included in amendments to be financed through a "proposed" bond issue; Bond resolution *authorizing* the issuance of bonds would be submitted to City Council before starting project;
  - To cover FY12 and FY13 programs
  - No General Fund monies are included for any sidewalk and street improvements
  - Will create a future debt service payment estimated at $150,000

SUMMARY OF GENERAL FUND ADJUSTMENTS

	Amount
Proposed Budget – Ending Budget Balance	($980,022)
Adjustments:	
Revenue Adjustments	$1,438,888
General Fund Cost Reductions	996,580
Strategic Adjustments	168,020
Capital Outlay Adjustments	1,326,052
Transfer to Capital Project Fund	(147,191)
Total Adjustments	$3,782,349
Ending Budget Balance as presented	$2,802,327

GENERAL FUND FUTURE BUDGETS

- Worker's Compensation $505,000 (based on FY11 payroll)
- Ladder Truck Payment $153,000
- Library additional operating cost approximately $400,000 when fully operational
- Fully funding OPEB $5.9 million as compared to FY12 funding of $1.1 million *for active employees & $1.4 million for retiree's*
- Health Insurance premiums did not increase in FY12; FY13 ?
- Future debt service payments and capital asset replacements is dependent on affordability

SUMMARY OF UTILITY FUND ADJUSTMENTS

	Water/ Wastewater	Electric
Proposed Budget - Ending Budget Balance	$2,961,479	$13,385,521
Adjustments:		
Revenue Adjustments & Reserve Transfers	$ ---	$1,036,048
Cost Reductions	67,459	181,416
Strategic Adjustments	---	125,005
Interfund Service Charges	49,508	185,486
Power Supply (reclass rate stabilization transfer)	---	(1,000,000)
General Fund Transfer	---	(1,538,288)
Total Adjustments	$116,967	($1,010,333)
Ending Budget Balance as presented	$3,078,446	$12,375,188