SPECIAL COUNCIL MEETING

A G E N D A

April 6, 2009 - 5:30 P.M. - Council Chambers - City Hall - City of Dover

1. Review of Selected General Fund Division Budgets for FY 2009/2010
   - A. Mayor
   - B. Council
   - C. City Manager
   - D. Central Services
     - i. Central Services
     - ii. Facilities Management
     - iii. Fleet Maintenance
   - E. City Clerk
   - F. Customer Services
     - i. Customer Service
     - ii. Water Meter Reading
     - iii. Electric Meter Reading
   - G. Finance
   - H. Human Resources
   - I. Information Technology
   - J. Tax Assessor

2. Review of Personnel Requests

3. Review of Potential New Revenues and Revenue Enhancements

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THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE ADDITION OR THE DELETION OF ITEMS, INCLUDING EXECUTIVE SESSIONS.

Selected Divisions
Draft Budget Review

Fiscal Year 2009-2010

April 6, 2009
Special Council Meeting

Prepared by: City Manager's Office

MAYOR

DEPARTMENT VISION

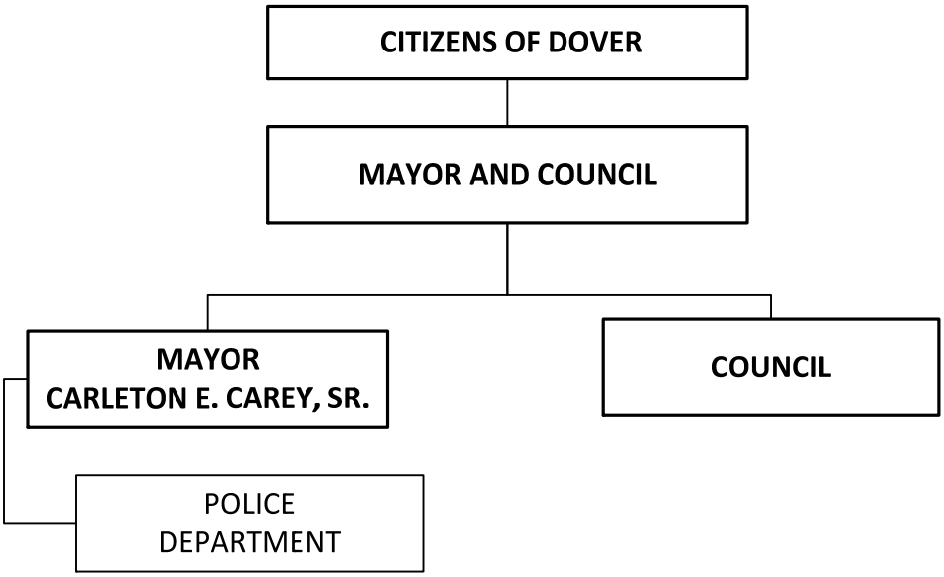
The Mayor is the executive and chief elected official of the City of Dover, the elected representative of all of the citizens of Dover. The Mayor appoints the Chief of Police and is responsible for the Police Department.

The Mayor promotes the economic and social interests of the City and the general welfare of its citizens by:

1. Interacting with private citizens, City employees, business people, and other major employers;
2. Interacting with civic and neighborhood associations;
3. Interacting with officials and representatives of other governments and lobbying said officials, as necessary, to promote the welfare of the City and its citizens;
4. Maintaining memberships and/or contacts with various organizations and committees whose purposes, services, or results significantly affect or could significantly affect the government or the citizens of the City;
5. Representing the government of the City at various community functions;
6. Consulting with the Council on policy issues and, from time to time, offering policy initiatives;
7. Consulting with the City Manager on budgeting, policy, and operational issues;
8. Representing the City, in consultation with the Council and City Manager, regarding major projects within or near the corporate boundaries of the City;
9. Making appointments to various commissions and committees as delineated in the City Charter and elsewhere in the City Code;
10. Making other decisions and taking actions as designated within the City's Charter and Code, which may include being given the assigned authority, as necessary, to promote the safety, health, and welfare of the citizens of Dover.

The Major Programs, Strategic Goals and Objectives for the Mayor will be presented in the 2009-2010 Final Budget.

MAYOR
ORGANIZATION CHART
FISCAL YEAR 2010



MAYOR
110-3200-519

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 TOTAL	2009-10 BASE	2009-10 STRATEGIC
20-22	OFFICE SUPPLIES	233	127	127	127	127	-
20-23	PRINTING AND DUPLICATING	1,373	408	408	408	408	-
20-24	PHOTOGRAPHIC	597	51	51	51	51	-
20-38	COMPUTER HARDWARE	3,249	-	-	-	-	-
	MATERIALS & SUPPLIES	**5,452**	**586**	**586**	**586**	**586**	**-**
30-21	TELEPHONE/FAX	943	1,275	1,666	1,666	1,666	-
30-25	ADVERTISEMENT	-	4,675	2,324	-	-	-
30-27	SUBSCRIPTIONS AND DUES	100	3,900	3,900	3,900	3,900	-
30-28	TRAINING/CONF/FOOD/TRAVEL	5,160	4,000	4,000	7,000	4,000	3,000
30-31	CONTRACTUAL SERVICES	-	-	-	4,486	-	4,486
30-35	COMMUNITY RELATIONS EXP	6,399	6,800	6,800	6,800	6,800	-
30-37	OTHER EXPENSES	4,232	5,000	5,000	5,000	5,000	-
30-62	GASOLINE	706	650	650	650	650	-
30-63	AUTO REPAIRS/MAINTENANCE	1,136	204	204	204	204	-
30-91	ECONOMIC DEVELOPMENT	39,500	15,000	15,000	15,000	15,000	-
	ADMINISTRATIVE EXPENDITURES	**58,176**	**41,504**	**39,544**	**44,706**	**37,220**	**7,486**
40-22	AUTOMOBILES - PURCHASE	-	-	-	19,528	19,528	-
40-25	OTHER EQUIP - PURCHASE	-	-	-	122,000	122,000	-
	CAPITAL OUTLAY	**-**	**-**	**-**	**141,528**	**141,528**	**-**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0	1.0	

Surveillance Cameras for Selected Downtown Areas



FISCAL YEARS : 2010 - 2011

PROJECT NO:

CATEGORY: General

DEPARTMENT: Mayor

DEPT. RANKING: 1

NEW PROJECT: Yes

PROJECT DESCRIPTION: One on Loockeman Street & State Street, another on State and North Street at the Swartz Center and the third on South Bradford Street on Minor Street Alley. These areas we have received the most complaints. Eventually, the entire Business District can by covered by added one camera per year.

NEED, JUSTIFICATION, BENEFIT: Cameras would operate off current fiber optic system, so there will be no telephone line charges. Monitors would be placed at the Police Station to deter crime and monitor locations for illegal actions

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: n/a

THIS PROJECT IS RELATED TO THE FOLLOWING: n/a

EXPLANATION OF IMPACT ON OPERATING BUDGET: n/a

TIME-LINE/CURRENT STATUS: Phase One - installation of first 3 camera's - $63,000 Phase two - One per year in business district - $59,000

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other		122,000						**122,000**
TOTAL		**122,000**						**122,000**

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund		122,000						**122,000**
TOTAL		**122,000**						**122,000**

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

CITY COUNCIL

DEPARTMENTAL VISION

The City of Dover is a place where people want to live. Through the team effort of its elected officials, employees, and citizens, Dover is a clean and safe community with a future of balanced growth and opportunity where all citizens are heard, enjoy a high quality of life, and diversity is valued.

MAJOR PROGRAMS

LEGISLATIVE, POLICY, AND ADMINISTRATION

Objective: The objective of this program is to enact legislation; determine policy; exercise powers conferred by the City Charter and Law; and to appoint and evaluate the performance of those appointed by Council, City agencies, departments, and citizen advisory boards and commissions.

Measures:

1. Review and adopt measurable goals and objectives within the concept of the Strategic Organization Plan developed by the City Manager. Monitor and evaluate the performance of the City Manager and departments throughout the year to ensure that high standards for performance are maintained by reviewing and approving 12 monthly reports from each department.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	100 percent	100 percent	100 percent

2. Maintain a Council presence during recognition programs, including service awards, Munch Lunch, and Employee Appreciation Day for employee satisfaction so our work force is proud, safe, and motivated to complete the City mission.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	100 percent	100 percent	100 percent

FIDUCIARY

Objective: The objective of this program is to annually adopt and monitor a balanced budget and capital spending plan and to develop and implement policies, procedures, and controls to ensure adherence to these financial plans.

Measures:

1. Identify areas where additional or amended policies, procedures, and controls are needed in order to carry out the Council's fiduciary responsibilities. Develop, review, or adopt three (3) policies a year.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	100 percent	100 percent	100 percent

2. Ensure that adequate funding, personnel, and organizational resources are provided in support of the City=s mission, policies, and administration by adopting a balanced budget and capital program by reviewing and approving 12 budget reports and four (4) quarterly revenue reports.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	100 percent	100 percent	100 percent

3. Set Budget guidelines for City Manager in February/March.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	March 2008	March 2009	March 2010

COMMUNITY INTERACTION

Objective: The objective of this program is to interact with citizens and community leaders in private and public sectors so that Dover=s vision is voiced and citizen concerns are heard.

Measures:

1. Respond effectively to issues and problems identified by citizens and propose ways of dealing with them in a timely manner. Respond to 100% of citizen concerns received in writing and expressed during the Open Forum within seven (7) days.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	100 percent	100 percent	100 percent

2. Ensure that citizens have opportunities to be heard and that City policies, procedures, regulations, and programs are acceptable to citizens. Ensure that citizens are included in the process as the City administration implements the Council's policies and delivers City services. Hold 22 Open Forum sessions to allow public comment.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	100 percent	100 percent	100 percent

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

1. **Planning and Funding of Dover Public Anchor Library.** This objective is part of the Community Interaction Program and advances the critical success factors of customer satisfaction and improving Downtown and surrounding neighborhoods.

   Measure: Our goal is to complete the Library by the Fall of 2012.

2. **Restructure Permitting Process to Create a Known and Efficient Process.** This objective is part of the Community Interaction Program and advances the critical success factor of Effective Organizational and Community Communications.

   Measure: Our goal is to implement new permitting process by June 30, 2009

3. **Develop a Strategy to Address Affordable Housing and Development Costs.** This objective is part of the Community Interaction Program and advances the critical success factor of Effective Organizational and Community Communications.

Measure: Our goal is to develop a strategy to address issues by June 30, 2009

4. **Review City Funding of Non-Profits and Conduct Due Diligence Evaluation.** This objective is part of the Fiduciary Program and advances the critical success factor of Cost and Revenue Efficiency.

   Measure: Our goal is to have review and evaluation completed by June 30, 2009

5. **Implement Steps Necessary to Obtain IAAO Certification for the City Assessor's Office.** This objective is part of the Legislative, Policy, and Administration Program and advances the critical success factor of Customer Satisfaction.

   Measure: Our goal is to implement the recommendations of the IAAO and to obtain certification by June 30, 2011.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

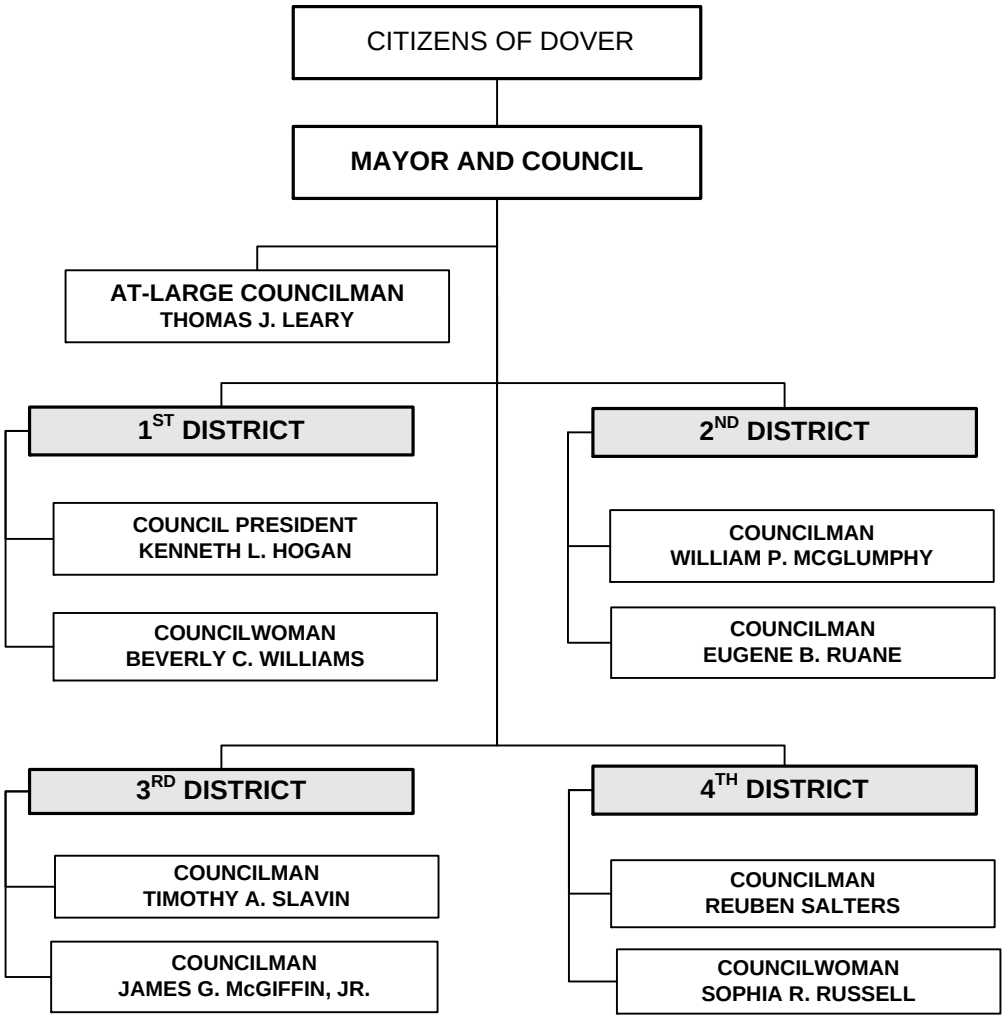
1. **Ensure that Infrastructure is maintained in an Adverse Economic Situation.**

2. **Establish a Council of Cultures for the Promotion of Cultural Activities**

3. **Evaluate Organizational Time Management**

4. **Increase the Availability of Safe, Affordable, Clean Housing/Rental Properties**

CITY COUNCIL
ORGANIZATION CHART
FISCAL YEAR 2010



CITY COUNCIL
110-1200-512

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-21	FURNITURE/FIXTURES	350	-	-	-	-	-
20-22	OFFICE SUPPLIES	176	400	400	400	400	-
20-23	PRINTING AND DUPLICATING	294	450	450	450	450	-
20-24	PHOTOGRAPHIC	-	50	50	50	50	-
20-37	COMPUTER SOFTWARE	128	420	420	420	420	-
20-38	COMPUTER HARDWARE	6,500	-	-	16,800	16,800	-
20-48	PERSONNEL RELATED EXPENSE	-	-	-	-	-	-
	MATERIALS AND SUPPLIES	**7,448**	**1,320**	**1,320**	**18,120**	**18,120**	**-**
30-21	TELEPHONE/FAX	239	250	250	250	250	-
30-25	ADVERTISEMENT	-	-	-	-	-	-
30-27	SUBSCRIPTIONS AND DUES	10,743	11,050	11,050	11,050	11,050	-
30-28	TRAINING/CONF/FOOD/TRAVEL	13,903	17,513	15,013	15,000	15,000	-
30-35	COMMUNITY RELATIONS EXP	918	2,600	2,438	2,000	2,000	-
30-37	OTHER EXPENSES	-	-	-	1,000	1,000	-
30-92	HRC-OFFICE SUPPLIES	2,509	3,705	3,631	3,000	3,000	-
	ADMINISTRATIVE EXPENDITURES	**28,312**	**35,118**	**32,382**	**32,300**	**32,300**	**-**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	0.0	0.0	0.0	0.0	0.0	-

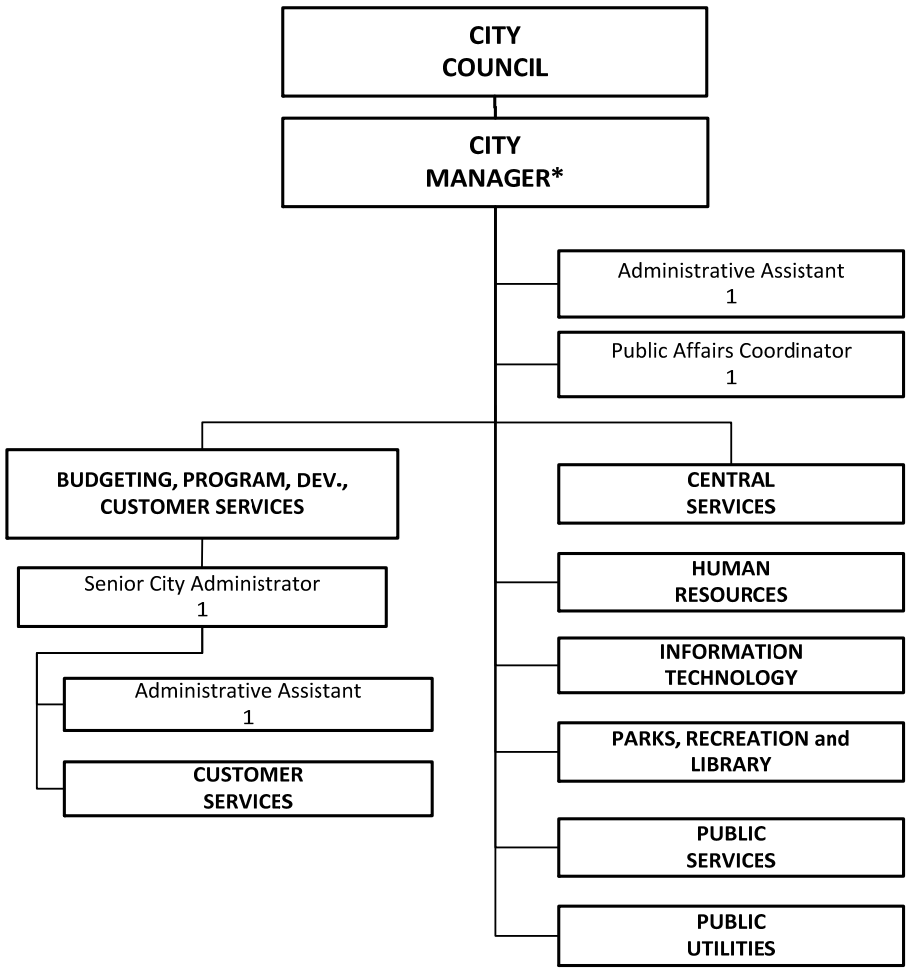
CITY MANAGER

DEPARTMENTAL VISION

The City Manager's Office is known for its helpfulness and excellent service. It is also highly valued by the Mayor, City Council, citizens, and department heads for its leadership, resourcefulness, program development, and guidance in planning, budgeting, and managing the activities of the City. This is especially true for the eight departments (Central Services; Customer Services; Human Resources; Information Technology; Parks, Recreation, and Library; Public Services and Public Utilities) that report to the City Manager. Through these coordinated efforts, the office contributes to maintaining Dover's high quality of life and being a place where people want to live.

The Major Programs, Strategic Goals and Objectives for the City Manager will be presented in the 2009-2010 Final Budget.

CITY MANAGER
ORGANIZATION CHART
FISCAL YEAR 2010



* Appointed by Council

CITY MANAGER
110-2100-515

Act	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-21	FURNITURE/FIXTURES	1,772	-	-	-	-	-
20-22	OFFICE SUPPLIES	695	1,160	1,160	1,000	1,000	-
20-23	PRINTING AND DUPLICATING	17,315	26,077	26,077	26,077	26,077	-
20-26	PROGRAM EXPENSES/SUPPLIES	408	-	-	-	-	-
20-31	BOOKS	354	400	400	200	200	-
20-37	COMPUTER SOFTWARE	934	-	-	-	-	-
20-38	COMPUTER HARDWARE	9,751	-	2,550	2,700	2,700	-
	MATERIALS AND SUPPLIES	**31,229**	**27,637**	**30,187**	**29,977**	**29,977**	**-**
30-21	TELEPHONE/FAX	2,214	3,032	2,032	2,000	2,000	-
30-25	ADVERTISEMENT	-	-	-	-	-	-
30-27	SUBSCRIPTIONS AND DUES	1,049	1,900	1,900	1,900	1,900	-
30-28	TRAINING/CONF/FOOD/TRAVEL	5,655	6,820	6,820	3,500	3,500	-
30-31	CONTRACTUAL SERVICES	19,947	5,300	5,300	600	600	-
30-32	LEGAL EXPENSES	112,906	79,556	67,006	77,006	77,006	-
30-35	COMMUNITY RELATIONS EXP	-	6,475	6,475	3,000	3,000	-
30-61	OFF EQUIP/REPAIRS & MAINT	-	1,895	895	1,000	1,000	-
30-62	GASOLINE	455	408	408	408	408	-
	ADMINISTRATIVE EXPENDITURES	**142,226**	**105,386**	**90,836**	**89,414**	**89,414**	**-**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0	5.0	-

CENTRAL SERVICES

DEPARTMENTAL VISION

Central Services endeavors to provide on-time and accurate distribution of internal communications; cost-effective procurement of all supplies and equipment; quality facility maintenance; and quality vehicle maintenance. With the assistance of our customers and suppliers, we provide a clean and safe working environment for all employees, elected officials, and citizens of Dover.

MAJOR PROGRAMS

WAREHOUSE

Objective: The objective of this program is to procure and maintain sufficient stock to support customer requirements based on past usage and current lead times while remaining in compliance with the purchasing policy.

Measures:

1. Maintain a 90% or better issue effectiveness rate. [Issues / (issues + back orders)] * 100

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	99.82% issue effectiveness rate	95% issue effectiveness rate	≥95% issue effectiveness rate

2. Maintain an inventory turnover rate of four to five per year. (Cost of goods sold/average inventory investment, past 12 months) not including transformers or contingency stock.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	($257,823.04/$2,181,072.19) = .128 or one turn over every 8.5 years	One turn over every 15 years	One turn over every 10 years

Note: The turnover rate of four to five per year is the Electrical industry standard. The City of Dover has approximately $1.6 million in allocated items, awaiting project commencement, and approximately $424,000 in excess items (not used in over three years). We are currently working to reduce the excess items.

PURCHASING

Objective: The objective of this program is to acquire materials and services in a timely manner, in accordance with the City of Dover Purchasing Policy, 80% of the time.

Measures:

1. Quantity and percentage of formal sealed bids for non-inventory items that are converted to purchase orders within the time frame specified within the bid package.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	29 sealed bids, 64% converted to purchase orders	30 sealed bids, 80% converted to purchase orders	≥20 sealed bids, ≥80% converted to purchase orders

2. Quantity and percentage of formal, sealed bids specifications prepared and received by purchasing, and distributed to vendors within seven working days of receipt of request more than 80% of the time.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	42 bids received, 63% distributed within seven working days	50 bids received, 80% distributed within seven working days	≥50 bids received, ≥90% distributed within seven working days

MAIL ROOM

OBJECTIVE: The objective of this program is to provide internal distribution and efficient postal services to support City of Dover activities, while conforming to U.S. Postal Regulations and receiving the lowest possible postage rates 95% of the time.

Measures:

1. Quantity and percentage of outgoing, first class, pre-sort, U.S. mail that qualifies for the lowest two discounted rates.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	309,901 pieces of outgoing mail, 94.5% qualified for lowest rates	325,000 pieces of outgoing mail, 95% qualify of lowest rates	≥300,000 pieces of outgoing mail, ≥95% qualify of lowest rates

FLEET MAINTENANCE

Objective: The objective of this program is to provide on-time preventative maintenance (PM) to all City vehicles (excluding police vehicles) more than 70% of the time.

Measure: Quantity and percentage of scheduled PMs completed.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	252 vehicles, 53.8% of scheduled PMs completed on-time	400 vehicles, 70% of scheduled PMs completed on-time	≥400 vehicles, ≥75% of scheduled PMs completed on-time

FACILITIES MANAGEMENT

Objective: The objective of this program is to maintain all City buildings in a safe and clean condition.

Measure: Quantity and percentage of Facilities Maintenance work order requests that are completed within five workdays (routine) and two workdays (emergency) from notification to crew dispatch.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Routine	479 work orders, 88.7% completed within 5 workdays	427 work orders, 86% completed within 5 workdays	≥453 work orders, ≥80% completed within 5 workdays
Emergency	65 work orders, 100% completed within 2 workdays	53 work orders, 95% completed within 2 workdays	≥62 work orders, ≥95% completed within 2 workdays

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

1. **Continue with Space Needs Projects.** This objective is a part of the Facilities Management program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication. This is an on-going project with several projects scheduled for Fiscal Year 2009.

   Budget: $75,000 **Account Number:** 147-2500-552.40-31

2. **Replace fuel pumps in the City yard by December 2008.** This objective is part of the Warehouse program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication.

   Measures:
   a. Prepare bid in July 2008.
   b. Award to vendor by September 2008.
   c. Contract for installation by December 2008.

   Fiscal 2008 Budget: $16,000 **Account Number**: 147-2700-571.40-25

3. **Ensure implementation of "Green" Purchasing goals** by ensuring the Contract and Purchasing Manager begins evaluating and stocking "green" certified products such as cleaning materials, paper products, and plastics. This objective is part of the Warehouse program and advances the critical success factor of Citywide Safety.

   Measure: Convert at least 20 types of stocked products to green "certified" products by June 2009.

4. **Develop an ADA Plan Implementation schedule.** This objective is part of the Facilities Maintenance program and advances the critical success factor of Citywide Safety.

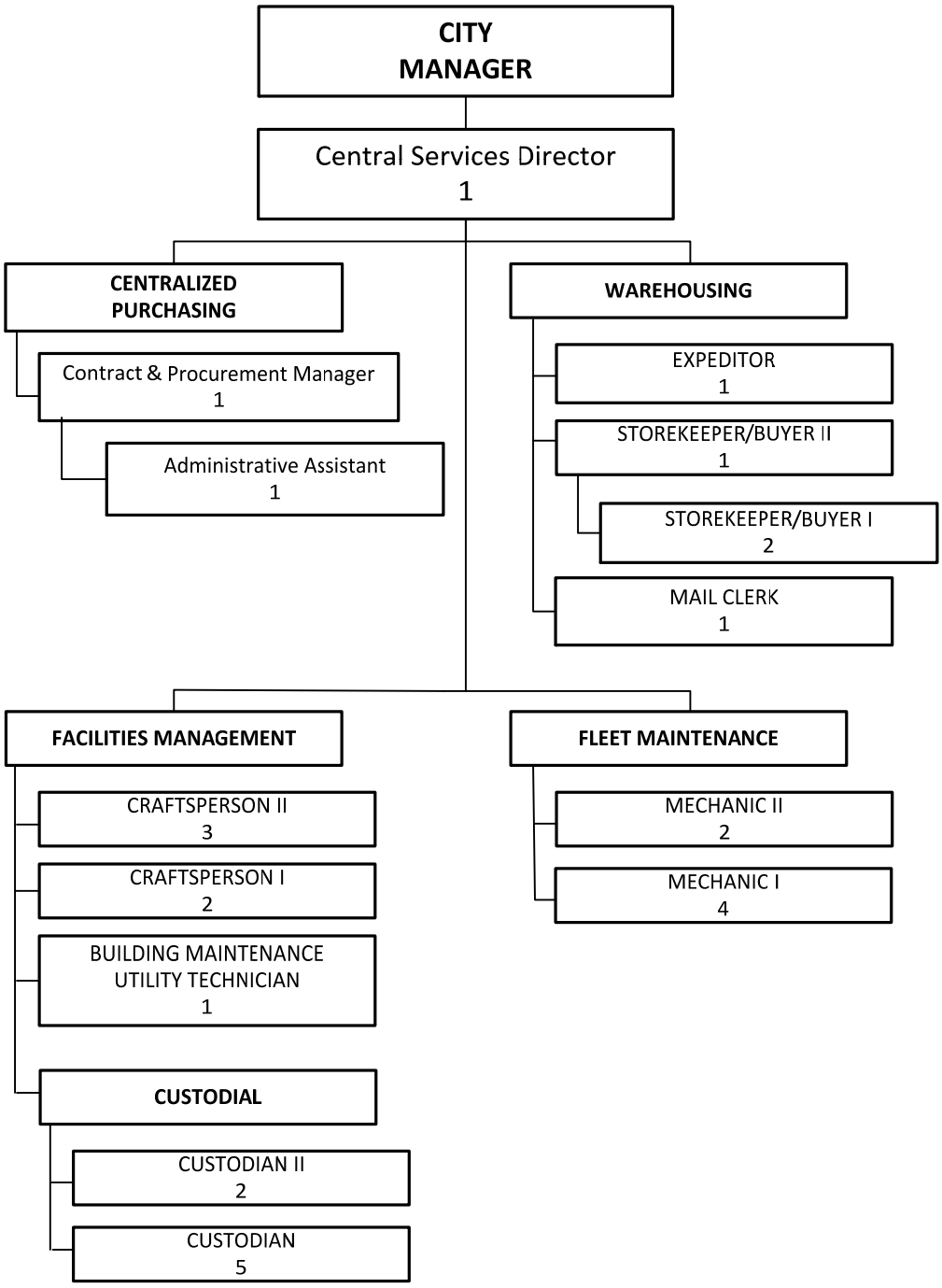
   Measure:
   a. Conduct a meeting with Public Services staff to determine the most pressing ADA improvements needed, in accordance with the last HUD survey.
   b. Develop recommendations, for review by the City Manager, that use the $25,000 budgeted amount by November 2008.
   c. Implement recommendations and complete identified projects by May 2009.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Continue with Space Needs Projects.** This objective is a part of the Facilities Management program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication. This is an on-going project with several projects scheduled for Fiscal Year 2010.

   Budget: $115,000 **Account Number:** 147-2500-552.40-31

CENTRAL SERVICES
ORGANIZATION CHART
FISCAL YEAR 2010



FACILITIES MANAGEMENT

110-2500-552

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-22	OFFICE SUPPLIES	62	102	102	102	102	-
20-25	CUSTODIAL	7,579	10,200	10,200	8,500	8,500	-
20-29	UNIFORMS/UNIFORM ALLOW	2,814	3,700	3,700	3,700	3,700	-
20-32	SECURITY/SAFETY MATERIALS	1,034	2,026	1,026	2,026	2,026	-
20-33	SMALL TOOLS	534	1,000	1,000	1,000	1,000	-
20-46	CITY BLDG MAINT SUPPLIES	13,514	10,261	10,261	10,261	10,261	-
20-58	WATER/SEWER	1,151	1,275	1,275	1,275	1,275	-
20-61	ELEC MATERIALS/SUPPLIES	2,350	2,627	2,627	2,627	2,627	-
	MATTERIALS AND SUPPLIES	**29,038**	**31,191**	**30,191**	**29,491**	**29,491**	**-**
30-21	TELEPHONE/FAX	1,741	2,040	2,040	2,040	2,040	-
30-23	ELECTRICITY	73,665	80,356	80,356	80,356	80,356	-
30-24	HEATING OIL/GAS	1,720	1,051	1,051	1,051	1,051	-
30-28	TRAINING/CONF/FOOD/TRAVEL	100	200	-	200	200	-
30-31	CONTRACTUAL SERVICES	67,460	70,715	70,715	35,500	35,500	-
30-62	GASOLINE	7,443	6,950	6,950	6,950	6,950	-
30-64	TRUCK REPAIRS/MAINTENANCE	-	500	-	500	500	-
30-65	MAINT EQUIP REPAIRS/MAINT	-	300	300	300	300	-
30-67	RADIO REPAIRS/MAINTENANCE	531	800	531	800	800	-
	ADMINSTRATIVE EXPENDITURES	**152,660**	**162,912**	**161,943**	**127,697**	**127,697**	**-**
40-31	CONSTRUCTION - PURCHASE	44,085	140,000	75,000	115,000	115,000	-
	CAPITAL OUTLAY	**44,085**	**140,000**	**75,000**	**115,000**	**115,000**	**-**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	13.0	13.0	13.0	13.0	13.0	-

CENTRAL SERVICES
110-2700-571

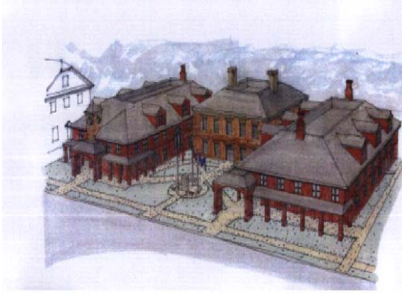
ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-21	FURNITURE/FIXTURES	-	850	173	850	850	-
20-22	OFFICE SUPPLIES	2,188	2,128	2,128	2,128	2,128	-
20-23	PRINTING AND DUPLICATING	-	4,100	4,100	4,100	4,100	-
20-25	CUSTODIAL	1,297	833	833	833	833	-
20-26	PROGRAM EXPENSES/SUPPLIES	-	-	-	3,000	-	3,000
20-29	UNIFORMS/UNIFORM ALLOW	1,450	1,271	1,271	1,271	1,271	-
20-31	BOOKS	52	200	-	200	200	-
20-32	SECURITY/SAFETY MATERIALS	720	1,050	600	600	600	-
20-37	COMPUTER SOFTWARE	-	70	70	70	70	-
20-38	COMPUTER HARDWARE	6,375	-	-	7,600	7,600	-
20-46	CITY BLDG MAINT SUPPLIES	2,896	6,296	4,296	6,296	6,296	-
20-58	WATER/SEWER	2,952	-	3,300	3,300	3,300	-
	MATERIALS AND SUPPLIES	**17,930**	**16,798**	**16,771**	**30,248**	**27,248**	**3,000**
30-21	TELEPHONE/FAX	2,313	2,900	2,900	2,900	2,900	-
30-22	POSTAGE	181,389	199,116	199,116	209,071	199,116	9,955
30-23	ELECTRICITY	86,605	88,500	80,500	88,500	88,500	-
30-24	HEATING OIL/GAS	170	200	408	408	408	-
30-25	ADVERTISEMENT	4,155	4,300	4,300	4,300	4,300	-
30-27	SUBSCRIPTIONS AND DUES	731	1,051	1,051	1,051	1,051	-
30-28	TRAINING/CONF/FOOD/TRAVEL	2,202	5,000	2,240	1,000	1,000	-
30-31	CONTRACTUAL SERVICES	2,416	2,150	2,150	2,150	2,150	-
30-43	ENVIRONMENTAL EXPENSES	-	77	77	77	77	-
30-61	OFF EQUIP/REPAIRS & MAINT	4,467	5,466	8,226	9,048	8,226	822
30-62	GASOLINE	3,479	4,386	4,386	4,386	4,386	-
30-66	OTHER EQUIP REPAIRS/MAINT	2,357	3,862	3,654	3,654	3,654	-
30-67	RADIO REPAIRS/MAINTENANCE	468	477	477	477	477	-
	ADMINISTRATIVE EXPENDITURES	**290,752**	**317,485**	**309,485**	**327,022**	**316,245**	**10,777**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0	8.0	-

FLEET MAINTENANCE

110-2800-572

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-22	OFFICE SUPPLIES	163	204	204	204	204	-
20-23	PRINTING AND DUPLICATING	302	356	356	356	356	-
20-25	CUSTODIAL	18	102	102	102	102	-
20-26	PROGRAM EXPENSES/SUPPLIES	299,466	300,344	297,044	300,344	300,344	-
20-29	UNIFORMS/UNIFORM ALLOW	1,275	1,560	1,560	1,560	1,560	-
20-31	BOOKS	-	102	102	102	102	-
20-32	SECURITY/SAFETY MATERIALS	716	1,385	885	1,385	1,385	-
20-33	SMALL TOOLS	3,815	5,050	5,050	5,050	5,050	-
20-37	COMPUTER SOFTWARE	1,442	2,142	2,142	2,142	2,142	-
20-38	COMPUTER HARDWARE	-	-	-	2,800	2,800	-
20-46	CITY BLDG MAINT SUPPLIES	1,021	1,020	1,020	1,020	1,020	-
	MATERIALS AND SUPPLIES	**308,218**	**312,265**	**308,465**	**315,065**	**315,065**	**-**
30-21	TELEPHONE/FAX	468	1,085	1,085	500	500	-
30-28	TRAINING/CONF/FOOD/TRAVEL	1,084	800	800	800	800	-
30-43	ENVIRONMENTAL EXPENSES	1,344	1,200	1,200	1,200	1,200	-
30-62	GASOLINE	2,200	2,244	2,244	2,244	2,244	-
30-67	RADIO REPAIRS/MAINTENANCE	300	306	300	306	306	-
	ADMINISTRATAIVE EXPENDITURES	**5,396**	**5,635**	**5,629**	**5,050**	**5,050**	**-**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	6.0	6.0	6.0	6.0	6.0	-

Space Needs Study Implementation



FISCAL YEAR S : 2008 - 2014

PROJECT NO: 0

CATEGORY: General

DEPARTMENT: Central Services

DEPT. RANKING: 2

NEW PROJECT: Yes

PROJECT DESCRIPTION: This is a ten-year plan for City buildings that will create spaces and places for the City's elected officials and employees to provide quality services to the citizens. The Facility Space Committee toured all City buildings, interviewed all department heads, conducted a needs assessment and proximity matrix, created measured drawings of buildings, and consulted with an architect as needed.

NEED, JUSTIFICATION, BENEFIT: The Study revealed (1) a lack of space for public and customers, (2) a lack of working space, (3) poor locations, (4) substandard space, (5) a lack of storage space, and (6) a lack of security.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: We will continue to face all the problems associated with a lack of space, lack of security, poor locations, and substandard space.

THIS PROJECT IS RELATED TO THE FOLLOWING: n/a

EXPLANATION OF IMPACT ON OPERATING BUDGET: Impact on Operating Budget has yet to be determined at this time.

TIME-LINE/CURRENT STATUS: Project will begin in Fiscal Year 2007 and continue through Fiscal Year 2016.

COMMENTS:

Description	Current Estimate	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Project Total
Public Works Addition	180,000						-
Electric Admin Addition	10,000						-
Parks & Recreation	100,000	65,000					**120,000**
Police 2nd Floor	123,000			153,992			**153,992**
Council Chambers	338,000	50,000	392,824				**442,824**
A/V Communication	32,000		42,066				**42,066**
Relocate Grounds	180,000			248,454			**248,454**
City Hall East Wing	2,566,000				3,718,939		**3,718,939**
City Hall West Wing	4,860,000					7,395,846	**7,395,846**
Connectors	616,000				446,389	476,317	**922,706**
City Hall	312,000					474,795	**474,795**
Total	**9,375,000**	**115,000**	**434,890**	**402,446**	**4,165,328**	**8,346,958**	**13,591,322**

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	50,000							**50,000**
Land								
Construction	191,700	115,000	434,890	402,446	4,165,328	8,103,843		**13,413,207**
Miscellaneous								
Other								
TOTAL	**241,700**	**115,000**	**434,890**	**402,446**	**4,165,328**	**8,346,958**		**13,706,322**

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	241,700	115,000	434,890	402,446	4,165,328	8,346,958		**13,706,322**
TOTAL	**241,700**	**115,000**	**434,890**	**402,446**	**4,165,328**	**8,346,958**		**13,706,322**

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

CITY CLERK

DEPARTMENTAL VISION

The City Clerk's Office is a link between the Community, City Council, and City staff. We are committed to maximizing access to municipal government in a timely and professional manner and to accurately record and preserve the history of the City of Dover. The City Clerk's Office staff values the diversity of Dover's population and is dedicated to serving everyone in a courteous and professional manner that lends itself to bringing respect to the City and the citizens we serve. We strive to work in unison with City Council and Staff to increase and promote opportunities for citizens to communicate their needs, suggestions, and concerns so they may continue to enjoy a high quality of life.

MAJOR PROGRAMS

ADMINISTRATIVE SUPPORT

Objective: The objective of this program is to provide administrative support for Council and Council Committees, including preparation of agendas and minutes; attendance at Council and Council Committee meetings; tracking of agenda items; research; correspondence; processing resolutions and ordinances; ensuring publication/posting of public hearing notifications, agendas, legal notices, etc.; and providing elected and appointed officials assistance to assure they can perform their duties.

Measures:

1. Number of meeting agendas prepared.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Prepared 160 agendas	Prepare ≥160 agendas	Prepare ≥160 agendas

2. Number of meeting minutes transcribed.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Transcribed minutes for 133 meetings	Transcribe minutes for ≥160 meetings	Transcribe minutes for ≥160 meetings

3. Number of meeting hours attended.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Attended 175 meeting hours	Attend ≥160 meeting hours	Attend ≥160 meeting hours

RECORDS MANAGEMENT

Objective: The objective of this program is to ensure the safety of essential records; to provide for an archival depository for the permanent preservation of historical records; to provide an orderly system of maintaining, retrieving, and storing records, as well as the proper and legal disposal of records in accordance with City procedures specific to state law, City Charter, and City Code; to serve as the City's liaison with the State Bureau of Archives and Records and coordinator of all City departments, to assist in setting up a records system; to maintain all City contracts, deeds, and other such vital records for the City; to research and retrieve records for the public, elected/appointed officials, and City staff as requested; develop and maintain the City records management program.

Measures:

1. Number of records processed (measured in cubic feet), including transfers to records center, transfers to State Archives, and records destroyed.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	460 cubic feet of records processed.	Process ≥1,000 cubic feet of records.	Process ≥1,000 cubic feet of records.

2. Number of vital and/or historical documents imaged.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Imaged 43,599 documents	Image ≥40,000 documents	Image ≥40,000 documents

CODIFICATION

Objective: The objective of this program is to provide current legal requirements to the public, elected officials and City employees so that they can operate within the laws of the City of Dover.

Measure: Number of Charter/Code Amendments processed.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Processed 27 amendments	Process ≥30 amendments	Process ≥30 amendments

OMBUDSMAN

Objective: The objective of this program is to provide a point of contact to citizens so that they have a means to immediately submit questions, concerns, complaints, and suggestions so that they can enjoy a high quality of life and so that Council can be made aware of the desires of their constituents; receive and process all claims and summonses against the City.

Measure: Number of inquiries handled on behalf of the City Council

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	0*	New data for a baseline measure will be collected based on Inquiries/Assists through Customer Relations Management Software	New data for a baseline measure will be collected based on Inquiries/Assists through Customer Relations Management Software

**This function was moved to the Human Resources Department on July 1, 2007.*

MUNICIPAL ELECTIONS AND REFERENDA

Objective: The objective of this program is to assure that all residents are made aware of the requirements for voting in municipal elections and referendums so that they are given a fair and equal opportunity to cast a vote for a representative or vote for or against an issue; to assure that the election and referendums are conducted in accordance with the Delaware Code and City of Dover Charter and Code; and that the process runs smoothly so that citizens are able to exercise their constitutional right and ensure that their voices are heard.

Measures:

1. Number of voters registered (assigning City district).

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	3,154 voters registered	≥3,200 voters registered	≥3,200 voters registered

2. Number of voters processed during municipal elections.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Processed 4,747 voters (September 2007, December 2007, and April 2008 Municipal Elections)	Process ≥3,000 voters	Process ≥3,000 voters

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

1. **Develop ordinance amendments**, with the assistance of the City Solicitor, based on Council's approval of recommendations included in the 2005 Charter Review Committee report and present to appropriate committees for their review and recommendation. This objective is part of the Codification program and Administration program and advances the critical success factor of Effective Organizational and Community Communications.

   Measure: Submit all ordinance amendments by June 30, 2009

2. **Improve the City Clerk's webpage** to include pending legislation, public notices, and other pertinent information. This objective advances the critical success factor of Effective Organizational and Community Communications.

   Measure: Have items routinely included on the webpage by December 30, 2008

3. **Provide agenda subscription service on the website** so that residents may "subscribe" to new agenda notifications. This objective advances the critical success factor of Effective Organizational and Community Communications.

   Measure: Have subscription service in place by December 30, 2008

4. **Provide audio recordings of Council and Committee meetings on the website**. This objective advances the critical success factor of Effective Organizational and Community Communications.

   Measure: Have audio recordings routinely posted to the website by May 31, 2009.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Review and revise internal and external policies and procedures** to provide information in a more user-friendly format.

   Measure: Complete one internal and one external policy or procedure

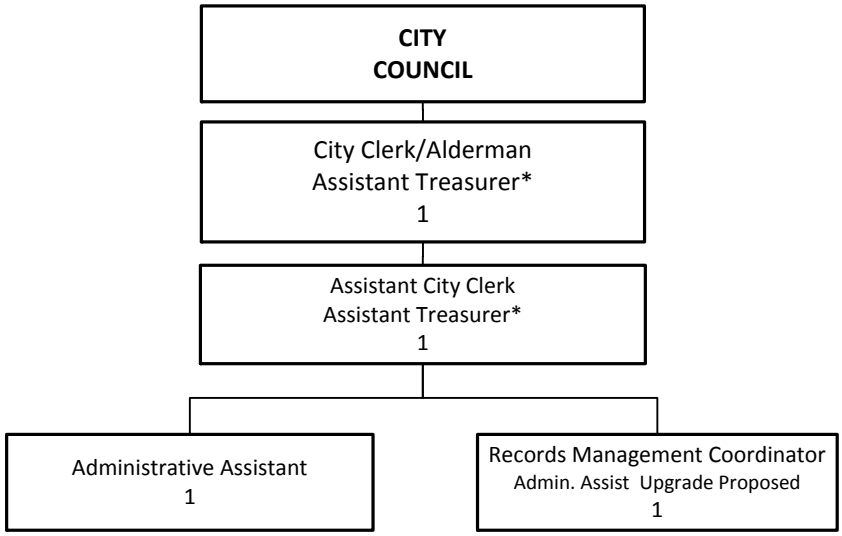
2. **Post prior years Committee Minutes** to the Website.

   Measure: Post minutes from 1997-1992 (Five Years)

3. Work with departments to **work towards paperless document storage using FORTIS**.

   Measure: One department per year until all fully functional

CITY CLERK
ORGANIZATION CHART
FISCAL YEAR 2010



* Appointed by Council

CITY CLERK
110-1100-511

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-22	OFFICE SUPPLIES	2,535	2,900	2,900	2,900	2,900	-
20-23	PRINTING AND DUPLICATING	2,122	3,570	3,570	3,000	3,000	-
20-31	BOOKS	63	-	-	-	-	-
20-37	COMPUTER SOFTWARE	498	-	245	245	245	-
20-38	COMPUTER HARDWARE	-	-	-	2,800	2,800	-
	MATERIALS AND SUPPLIES	**5,218**	**6,470**	**6,715**	**8,945**	**8,945**	**-**
30-21	TELEPHONE/FAX	640	646	646	646	646	-
30-25	ADVERTISEMENT	404	550	550	550	550	-
30-27	SUBSCRIPTIONS AND DUES	486	625	625	625	625	-
30-28	TRAINING/CONF/FOOD/TRAVEL	203	284	985	985	985	-
30-31	CONTRACTUAL SERVICES	22,955	17,100	16,154	16,154	16,154	-
30-34	ELECTION RELATED EXPENSES	25,552	9,990	9,990	9,990	9,990	-
30-61	OFF EQUIP/REPAIRS & MAINT	496	2,160	2,160	2,160	2,160	-
	ADMINSTRATIVE EXPENDITURES	**50,736**	**31,355**	**31,110**	**31,110**	**31,110**	**-**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0	4.0	-

CUSTOMER SERVICES

DEPARTMENTAL VISION

Customer Services is a department where customers enjoy transacting their business. Through the team effort of our employees, Customer Services will endeavor to maintain our reputation for being a professional, courteous, friendly, efficient, accurate, safe, fair, and consistent department in the City of Dover. Customer Services will also endeavor to continue to efficiently budget, bill, and receive monies for services provided, so that the City has the necessary revenue to carry out its functions in a timely manner.

MAJOR PROGRAMS

CUSTOMER SERVICE

Objective: The objective of this program is to provide professional, fair, courteous, friendly, efficient, and accurate service, so all residents feel comfortable conducting their business.

Measure: Obtain a 95 percent or better satisfaction rating from customers completing our survey and/or comment card.

	2007-2008 Actual	2008-2009-Projected	2009-2010 Projected
Results	95.13 satisfaction rating	95 percent satisfaction rating	≥ 95 percent satisfaction rating

Note: In Fiscal Year 2008, the survey and comment card questions were revised to reflect all aspects of Customer Service. Approximately 19,000 surveys were mailed with the February 2008 utility bills. Of the 267 surveys/comment cards returned, 254 contained favorable responses and 13 contained unfavorable responses. In order to obtain an increased reply to the annual survey, it is recommended that we offer some type of incentive. A recommendation will be made to the Director by November 1, 2008 for approval.

Objective: The objective of this program is to provide professional, friendly, accurate and timely telephone response time by reducing holding times to less the 5 minutes, even during peak calling times.

Measure: Obtain less than 5 minutes of hold time 95 percent of the time.

	2007-2008 Actual	2008-2009- Projected	2009-20010 Projected
Results	Not measured this fiscal year	95 percent hold time	≥95 percent hold time

Note: This is measured by reviewing call center logs for wait times.

BILLING

Objective: The objective of this program is to provide accurate, timely, and understandable bills to our customers in order to facilitate the orderly and timely collection of revenue.

Measures:

1. Bills should be prepared with a 98 percent accuracy rate.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	99 percent accuracy	98 percent accuracy	≥98 percent accuracy

2. Percent of on-time billings are completed as scheduled.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	98 percent of on-time billings completed	98 percent of on-time billings completed	≥98 percent of on-time billing completed

Note: We mail approximately 20,000 utility bills monthly. Bills are processed based on an estimated monthly schedule, prepared by the Billing Clerk and Meter Reading Supervisor. The Billing Clerk verifies that the actual billing date is logged to ensure that billing is completed as scheduled.

3. Obtain a 98 percent positive response to the annual citizen survey question, "Do you find the City's utility bill is easy to understand?"

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	98 percent response rate	98 percent response rate	≥98 percent response rate

Note: In Fiscal Year 2008, we updated our website with a link to "Understanding your Utility Bill" and providing customers with a brochure to assist them in understanding their utility bill. Also, as part of our survey, we included questions about our bills to help us measure our customers' understanding of their bill. This is a new measurement that will be recorded for the first time in Fiscal Year 2008. In FY 2008, 236 surveys were mailed and the question was posed, "How are we doing at providing accurate utility bills?" Of the responses received, 204 individuals rated the question as excellent, very good or good; 4 individuals indicated poor/fair and 28 individuals did not answer the question.

DELINQUENT COLLECTIONS

Objective: The objective of this program is to minimize the City's loss of revenue due to delinquent accounts.

Measure: Percent of delinquent accounts collected.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	99.8 percent of delinquent accounts collected	99.9 percent of delinquent accounts collected	≥99.9 percent of delinquent accounts collected

Note: Results are based on the average of the quarterly write-offs approved by City Council.

METER READING

Objective: The objective of this program is to read the City's electric and water meters in an efficient, accurate, and courteous manner.

Measure: Read all meters according to the schedule 100 percent of the time.

	2007-2008 Actual	2008-2009 Projected	2009-20010 Projected
Results	99.9 percent of meters read according to schedule	99.9 percent of meters read according to schedule	≥99.9 percent of meters read according to schedule

CASH PROCESSING

Objective: The objective of this program is to process payments in a timely, accurate and efficient manner.

Measure: Percentage of accurately processed customer payments.

	2007-2008 Actual	2008-2009 Projected	2009-20010 Projected
Results	99.97 percent of payments processed accurately	99 percent of payments processed accurately	≥99 percent of payments processed accurately

TAX BILLING & COLLECTIONS

Objective: The objective of this program is to monitor the percentage of delinquent tax accounts that are sent for Monition Sale.

Measure: Percentage of accounts which are collected in house.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Not measured this fiscal year	Not measured this fiscal year	99.0 percent of accounts collected in house.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Sign on with a 3rd party credit card processor.** The third party processor will processes all our credit card payments as well as handle our on line bill payments. Implement by September30, 2008. This objective is part of the Customer Service program and advances the critical success factor of Customer Service and Effective Community Communication.

2. **Restructure the Meter Reading Division.** Complete a management review of the Meter Reading division and note specific areas for performance improvements. The report should include recommendations for staffing and assignments. Report to be completed by January 31, 2009. This objective is part of the Meter Reading program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

3. **Provide customers with the opportunity to complete the annual survey on-line**. The survey should be completed and results tallied by January 30, 2009. This objective is a part of the Customer Service program and advances the critical success factor of Customer Satisfaction and Effective Community Communication

4. **Complete a management review of the Utility Billing Department.** Report should include recommendations for improvements to the billing process to make it more efficient and accurate. Report to be completed by November 30, 2008. This objective is a part of the Billing program and advances the critical success factors of Cost and Revenue Efficiency.

5. **Establish a Customer Care List**. The list should include key accounts representing customers with billing issues, in addition, to special problems or requests. This would work similar to the CRM module, but on a department level. The customer would be assigned to work with one staff member and that individual would do the research and report back to the customer. Appoint a "special care" staff member to personalize and review with the customer problem resolution. The customer care list process should be implemented by June 30, 2009. This objective is a part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

6. **Review and update the department correspondence and brochures in order to provide commercial customers with pertinent utility billing information.** Commercial customers should receive information from the electric handbook and rate class assignments. Complete by June 30, 2009. This objective is a part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Provide customers with the ability to view utility bill and account history on the City of Dover web site.** The customer will be able to access their utility account charge and consumption history, chart usage and make yearly/monthly usage comparisons. They will have the option line to the Choice Pay web site to make a payment.

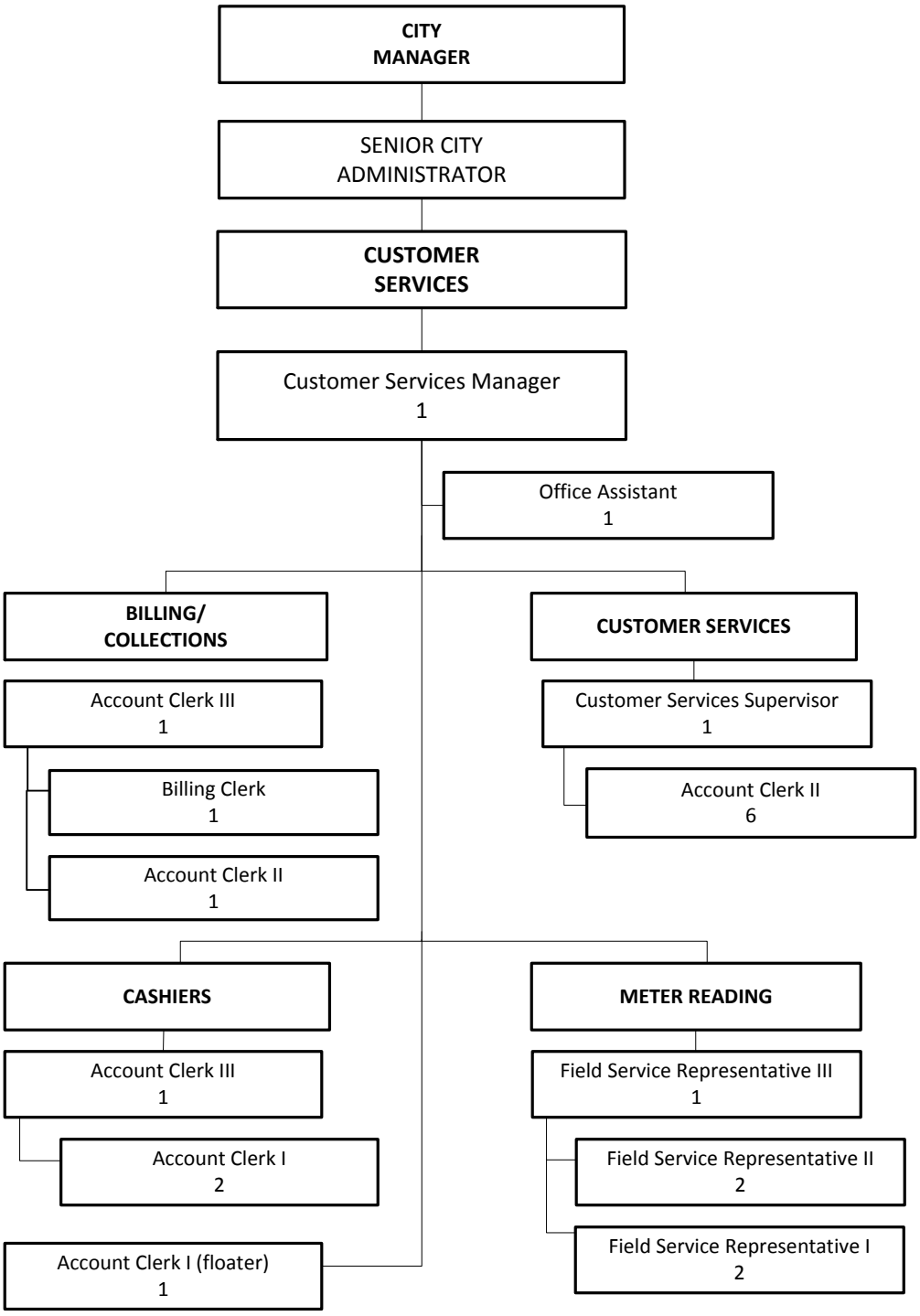
2. **Improve the design of the utility and tax bill form and bill content.** The current bill design for the tax and utility bills have been used for over ten years. There are features we can add such as consumption history, rate class and current rate. Many customers have been requesting this information on their utility bill.

3. **Review the Sarbanes Oxley (SOX) audit requirements. Evaluate current internal control operating procedures; make recommendations for distribution of duties, tests of controls and reporting to ensure compliance.** The Finance department conducts a yearly audit. We should become familiar with the requirements. Our department, by division should conduct a test of controls and review of duty assignments on monthly bases.

4. Review revenue resources and policies by benchmarking other utilities and municipalities.
Select local utility companies and municipalities to discuss current revenue, fee and penalty resources.

5. **Identity Theft program and guidelines, set up administration authorization to ensure compliance with Federal FACT Act.** Effective November 1, 2008 policies for the protection of customer's identity should be in place. We should review the standards set by the department and assign an administrator to oversee the established guidelines are being maintained.

CUSTOMER SERVICES
ORGANIZATION CHART
FISCAL YEAR 2010



CUSTOMER SERVICE
110-2900-529

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-21	FURNITURE/FIXTURES	812	310	310	-	-	-
20-22	OFFICE SUPPLIES	17,160	16,900	15,900	16,900	16,900	-
20-23	PRINTING AND DUPLICATING	25,682	26,986	24,766	26,986	26,986	-
20-31	BOOKS	-	250	250	-	-	-
20-37	COMPUTER SOFTWARE	-	200	200	-	-	-
20-38	COMPUTER HARDWARE	10,717	-	-	15,200	9,800	5,400
20-46	CITY BLDG MAINT SUPPLIES	1,590	1,610	1,610	1,610	1,610	-
	MATERIALS AND SUPPLIES	**55,961**	**46,256**	**43,036**	**60,696**	**55,296**	**5,400**
30-21	TELEPHONE/FAX	3,051	2,936	2,936	2,936	2,936	-
30-25	ADVERTISEMENT	240	400	400	400	400	-
30-28	TRAINING/CONF/FOOD/TRAVEL	1,475	3,000	-	-	-	-
30-31	CONTRACTUAL SERVICES	220,173	19,800	11,800	9,000	9,000	-
30-61	OFF EQUIP/REPAIRS & MAINT	18,930	23,000	23,000	20,000	20,000	-
	ADMINISTRATIVE EXPENDITURES	**243,869**	**49,136**	**38,136**	**32,336**	**32,336**	**-**
	PERSONNEL:						
	FULL-TIME EQUIVALENTS	16.0	16.0	16.0	15.0	15.0	-

WATER METER READING

412/417-6600-566

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-29	UNIFORMS/UNIFORM ALLOW	469	1,229	1,229	1,000	1,000	-
20-32	SECURITY/SAFETY MATERIALS	40	75	75	75	75	-
20-33	SMALL TOOLS	440	1,835	1,835	1,500	1,500	-
20-55	METER READING SUPPLIES	20	53	53	53	53	-
	MATERIALS AND SUPPLIES	**969**	**3,192**	**3,192**	**2,628**	**2,628**	**-**
30-21	TELEPHONE/FAX	538	380	380	380	380	-
30-62	GASOLINE	2,813	2,730	2,730	2,730	2,730	-
30-64	TRUCK REPAIRS/MAINTENANCE	-	164	164	164	164	-
30-66	OTHER EQUIP REPAIRS/MAINT	470	700	700	700	700	-
30-67	RADIO REPAIRS/MAINTENANCE	220	236	236	236	236	-
	ADMINISTRATIVE COSTS	**4,041**	**4,210**	**4,210**	**4,210**	**4,210**	**-**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0	1.0	-

ELECTRIC METER READING

480/487-8500-565

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-21	FURNITURE/FIXTURES	225	-	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	2,135	4,626	4,626	4,500	4,500	-
20-32	SECURITY/SAFETY MATERIALS	329	336	336	336	336	-
20-33	SMALL TOOLS	-	78	78	78	78	-
20-38	COMPUTER HARDWARE	1,409	4,480	4,480	-	-	-
20-55	METER READING SUPPLIES	2,370	4,534	5,534	4,534	4,534	-
	MATERIALS AND SUPPLIES	**6,468**	**14,054**	**15,054**	**9,448**	**9,448**	**-**
30-21	TELEPHONE/FAX	2,125	1,596	2,041	1,596	1,596	-
30-28	TRAINING/CONF/FOOD/TRAVEL	-	2,000	-	-	-	-
30-62	GASOLINE	14,206	11,640	11,640	11,640	11,640	-
30-64	TRUCK REPAIRS/MAINTENANCE	191	500	500	-	-	-
30-66	OTHER EQUIP REPAIRS/MAINT	3,554	3,400	3,955	3,400	3,400	-
30-67	RADIO REPAIRS/MAINTENANCE	547	750	750	750	750	-
	ADMINISTRATIVE EXPENDITURES	**20,623**	**19,886**	**18,886**	**17,386**	**17,386**	**-**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0	5.0	-

FINANCE

DEPARTMENTAL VISION

The Finance Department continues to serve our customers in Dover with open communication, timely reporting of financial results, and prudent cash management. Through the team effort of City Council, the Mayor, City Manager, and employees, the Finance Department will ensure compliance of policies and procedures. The Finance Department will continue to enhance government accountability with a high standard of ethics and integrity. We will take a proactive approach to changes in economic conditions and accounting methods.

MAJOR PROGRAMS

TREASURY AND CASH MANAGEMENT

Objective: The objective of this program is optimization of cash through prudent receipts and disbursement procedures in order to maximize investment earnings and to provide a comparable annual return to the current market while maintaining low risk and high quality investments. Monitor external markets for impact on city investments.

Measure: Realize a comparable rate of return for the City's short-term and intermediate-term investments with the following: 90-day and one-year certificate of deposit, 90-day Treasury Bill, Merrill Lynch one-to-three year Treasury index, and the State of Delaware Local Government Investment Pool.

	2007-2008	2008-2009 Projected	2009-2010 Projected
Results	Goal was met for all benchmarks except ML Treasury 1-3 Year Index	Benchmarks +/- .50 percent	Benchmarks +/- .50 percent

FINANCIAL REPORTING

Objective: The objective of this program is to provide monthly and annual reports that are accurate and timely to external and internal customers in order to provide them with the results of operations and the information necessary to make managerial decisions.

Measure: Meet 95 percent of due dates and deadlines.

	2007-2008	2008-2009 Projected	2009-2010 Projected
Results	Met 93 percent of due dates and deadlines.	Meet 90 percent of due dates and deadlines.	Meet $\geq$95 percent of due dates and deadlines.

ADMINISTRATION

Objective: The objective of this program is to provide adequate oversight of departmental progress towards achieving our goals and objectives; assist with policy development; provide staff with training and development opportunities that will enhance their skills and knowledge; and provide quality and responsive service to our external and internal customers.

Measure: Staff training and development workshops. This process will enhance the skills and knowledge of the staff that are not familiar with the responsibilities of their peers.

	2007-2008	2008-2009 Projected	2009-2010 Projected
Results	Not applicable	Implement eight improvements	Each Staff Member-Conduct 1 Workshop

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

1. **Coordinate the yearly Audit Program with the Legislative, Finance, & Administrative Committee.** Meet all deadlines as established in the audit program. This project advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

2. **Test of internal controls by the auditor. Not to exceed the tolerable rate established by the auditor's by more than five (5) percent.** This project advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

3. **Create a database, in Fortis, and scan 10% of files and other financial documents.** This objective advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and is scheduled to be completed by May 31, 2009.

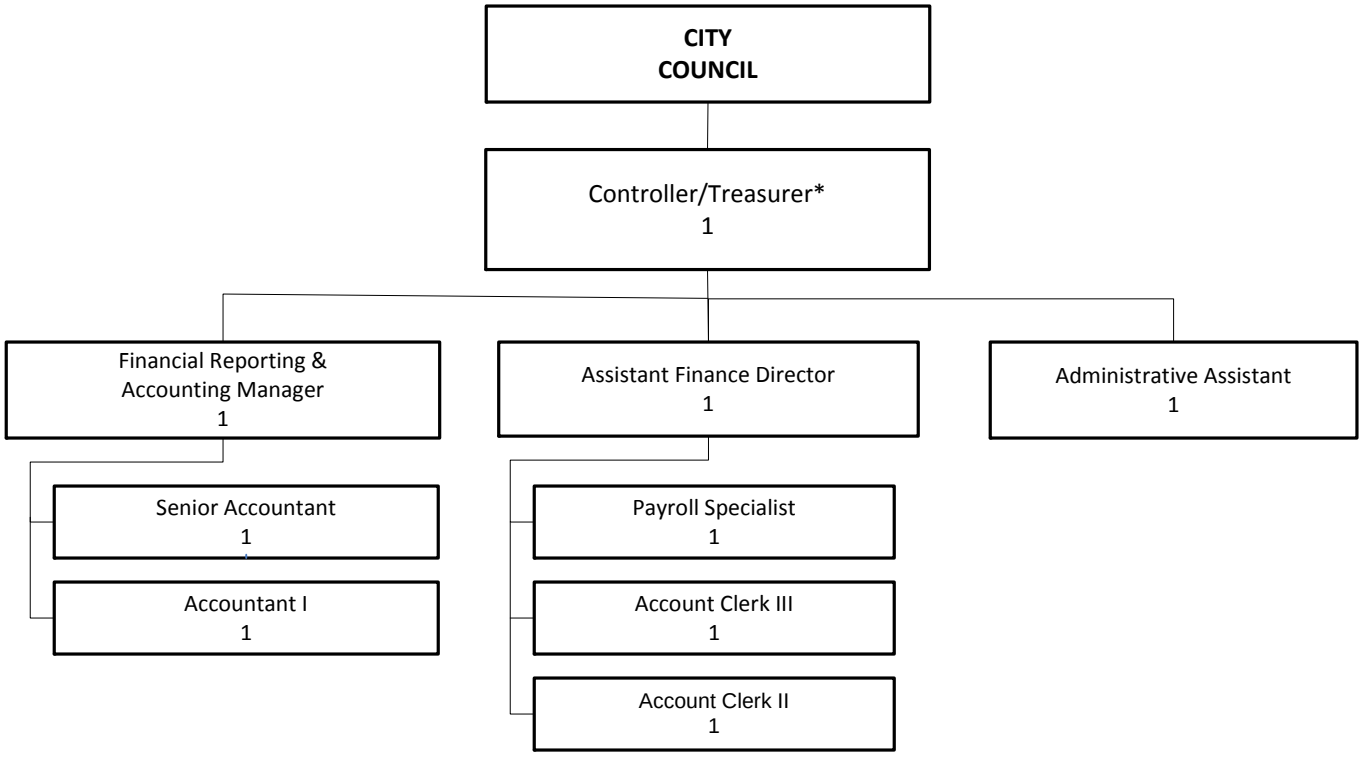
STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Coordinate audit program with the Legislative, Finance, & Administrative Committee. Meet all deadlines as established in the audit program.** This project advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

2. **Fortis training and implementation for Payroll and Accounts Payable.** This project advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and Cost and Revenue Efficiency.

3. **Each Staff Member will take three (3) in house Sungard training sessions.** This objective advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and is scheduled to be completed by June 30, 2010.

FINANCE
ORGANIZATION CHART
FISCAL YEAR 2010



* Appointed by Council

FINANCE
110-2300-517

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-21	FURNITURE/FIXTURES	2,591	-	-	-	-	-
20-22	OFFICE SUPPLIES	4,249	2,500	2,500	2,950	2,500	450
20-23	PRINTING AND DUPLICATING	5,960	6,500	6,500	6,500	6,500	-
20-38	COMPUTER HARDWARE	3,877	-	-	4,200	2,800	1,400
	MATERIALS AND SUPPLIES	**16,677**	**9,000**	**9,000**	**13,650**	**11,800**	**1,850**
30-21	TELEPHONE/FAX	2,397	2,800	2,400	2,700	2,000	700
30-22	POSTAGE	99	220	120	220	220	-
30-25	ADVERTISEMENT	152	300	150	300	300	-
30-27	SUBSCRIPTIONS AND DUES	1,606	1,720	1,720	1,720	1,720	-
30-28	TRAINING/CONF/FOOD/TRAVEL	6,517	5,000	4,500	5,000	5,000	-
30-29	CONSULTING FEES	-	-	10,000	-	-	-
30-31	CONTRACTUAL SERVICES	80,510	92,887	89,887	95,617	92,887	2,730
30-32	LEGAL EXPENSES	14,000	-	-	-	-	-
30-37	OTHER EXPENSES	162	200	200	200	200	-
30-61	OFF EQUIP/REPAIRS & MAINT	949	7,910	7,910	7,910	7,910	-
	ADMINISTRATIVE EXPENDITURES	**106,392**	**111,037**	**116,887**	**113,667**	**110,237**	**3,430**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	9.0	8.0	1.0

HUMAN RESOURCES

DEPARTMENTAL VISION

The Human Resources Department leads and supports City departments in maintaining a competent and capable workforce and in creating a work environment that reflects respect for employees and promotes effective service delivery to customers. Through the Department's efforts, Dover's workforce is diverse and satisfied.

MAJOR PROGRAMS

RECRUITMENT AND EMPLOYMENT

Objective: The objective of this program is to provide and retain qualified applicants to departments following the equal employment opportunity standards so they can effectively provide service to the citizens of Dover.

Measures:

1. Six months after hire, 98% of new hires complete probation and are performing satisfactorily.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	78% of new hires performing satisfactorily	80% of new hires performing satisfactorily	≥85% of new hires performing satisfactorily

2. Five years after hire, 97% of new hires are performing satisfactorily.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	95% of new hires performing satisfactorily after five years	96% of new hires performing satisfactorily after five years	≥97% of new hires performing satisfactorily after five years

EMPLOYEE BENEFITS

Objective: The objective of this program is to provide cost-effective and competitive benefits to all employees of the City of Dover.

Measures:

1. On an annual basis, analyze the City's salary and benefits package to ensure it is competitive with other municipalities and make recommendations for necessary adjustments.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Analyzed surveys; prepared adjustment recommendations	Analyze surveys; prepare adjustment recommendations	Analyze surveys; prepare adjustment recommendations

2. Deliver recommendations to the City Manager by March of each fiscal year.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Recommendations were made to City Manager in March 2008	Recommendations to be made to City Manager in March 2009	Recommendations to be made to City Manager in March 2010

EMPLOYEE AND LABOR RELATIONS

Objective: The objective of this program is to maintain employee satisfaction, morale, and to promote a positive working relationship with employees and Dover's labor unions and to provide adequate training in order to maintain a capable and satisfied workforce.

Measures:

1. Conduct an Employee Satisfaction Survey every three years.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Next survey is scheduled to be completed in Fiscal Year 2009	Survey results to be reviewed and shared with employees by December 2009	Employee Survey conducted by NCS completed in March 2009

2. In the next fiscal year address one weakness identified by the Employee Satisfaction Survey.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Another identified weakness was addressed in Fiscal Year 2007	Another identified weakness will be addressed	Weakness will be identified and addressed

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

1. **Update the 2004 City of Dover Personnel Policy Handbook by June 2009.**
   This objective is part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure: The updated Handbook will be revised, reviewed by the City Manager and approved by Council by June 2009.

2. **Develop an Employee-Paid Vision Benefit.** This objective is part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication

   Measure: Submit the benefit information to City Council for approval in the fall of 2008 and implement the benefit by December 2009.

3. **Manage the contract with Management Advisory Group (MAG) for the evaluation of the Pay-For-**

Performance system. Ensure the contract and scope of work requirements are being met by coordinating meetings and disseminating information between the City and MAG. This objective is part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure:

a. The evaluation of the Pay-For-Performance System to be completed by January 2009.
b. Implement the recommendations adopted by City Council and/or City Manager. Completion dates will be determined at the conclusion of the study.

4. **Conduct contract negotiations with the union representing the Fraternal Order of Police.** Schedule a preliminary strategy meeting with City Manager, Treasurer, and the Police Chief. Prepare and present a report, that includes the agreed upon strategy, to City Council. Receive input; develop a negotiating timeline and an acceptable contract. This objective is part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure: Contract negotiations to be in final stages by June 2009.

Strategic Objectives for Fiscal Year 2009-2010

1. **Enhance the Human Resources link on the City of Dover's website by providing more indepth details as to the benefits that the City offers.** This objective advances the critical success factor of Customer Satisfaction and Effective Community Communication. An indicator of success will be the unspoken satisfaction from outside sources researching our benefit package.

   Measure: Enhancement to be completed by January 2010.

2. **Organize a Benefit Fair in which all vendors of current employee benefits are invited to attend.** The objective advances the critical success factor Employee Satisfaction and Effective Organization Communication. The indicator of success will be the satisfaction from the employees. The benefit fair is to education employees about the benefits that the city offers.

   Measure: The benefit fair to be held by June 2010.

3. **Implement the PFP evaluation system for bargaining unit employees.** The objective advances the critical success factor Employee Satisfaction and Effective Organization Communication. Success will be determined upon eagerness by supervisors to utilize the program.

   Measure: This objective is to be completed by January 2010.

HUMAN RESOURCES

ORGANIZATION CHART

FISCAL YEAR 2010



HUMAN RESOURCES

110-3100-518

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-21	FURNITURE/FIXTURES	-	500	500	-	-	-
20-22	OFFICE SUPPLIES	1,559	1,590	1,590	1,590	1,590	-
20-23	PRINTING AND DUPLICATING	5,347	6,200	6,200	5,500	5,500	-
20-26	PROGRAM EXPENSES/SUPPLIES	2,142	1,850	1,850	1,850	1,850	-
20-28	MEDICAL SUP & PHYSICALS	23,797	25,000	22,694	29,800	23,800	6,000
20-32	SECURITY/SAFETY MATERIALS	14,329	20,000	20,000	9,500	9,500	-
20-37	COMPUTER SOFTWARE	-	100	100	100	100	-
20-38	COMPUTER HARDWARE	244	-	-	2,800	2,800	-
20-48	PERSONNEL RELATED SUP	18,932	22,200	22,200	20,750	20,750	-
	MATERIALS AND SUPPLIES	**66,350**	**77,440**	**75,134**	**71,890**	**65,890**	**6,000**
30-21	TELEPHONE/FAX	642	700	700	700	700	-
30-25	ADVERTISEMENT	17,587	14,000	5,000	6,000	6,000	-
30-27	SUBSCRIPTIONS AND DUES	2,819	3,330	3,330	3,000	3,000	-
30-28	TRAINING/CONF/FOOD/TRAVEL	3,434	6,120	6,120	1,000	1,000	-
30-29	CONSULTING FEES	14,464	2,000	1,163	9,500	2,000	7,500
30-31	CONTRACTUAL SERVICES	6,993	1,000	28,972	1,000	1,000	-
30-39	IN-HOUSE TRAINING	-	2,000	2,000	1,000	1,000	-
30-41	UNEMPLOYMENT COMP EXPENSE	5,921	16,971	25,971	26,971	16,971	10,000
30-61	OFF EQUIP/REPAIRS & MAINT	-	600	600	600	600	-
	ADMINISTRATIVE EXPENDITURES	**51,860**	**46,721**	**73,856**	**49,771**	**32,271**	**17,500**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0	4.0	-

INFORMATION TECHNOLOGY

DEPARTMENTAL VISION

Information Technology is a valued resource for all City departments. Through the team effort of departmental staff, customers, and vendors, Information Technology has a reputation for being responsive, knowledgeable, proactive, and flexible. We support the existing technology infrastructure with a constant eye on opportunities for continual improvement and efficiencies.

MAJOR PROGRAMS

SUPPORT

Objective: The objective of this program is to provide our customers with the right hardware and software within standards; maintain the reliability of this as well as the reliability of the network infrastructure; and train employees on usage so they can perform their jobs more efficiently.

Measures:

1. Maintain a 99 percent or greater rating on system availability during business hours.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	99 percent system availability rating	99 percent system availability rating	≥99 percent system availability rating

2. Replace desktop, laptop, server, and printer hardware according to the four-year rotation hardware life cycle management program. Closely monitor the need to upgrade/replace the iSeries computer based on utilization. The iSeries is a critical component of City operations as it houses HTE, one of the City's core applications.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Replaced 39 desktop/laptop, 11 printers, and iSeries	Hardware Lifecycle Program deferred until Fiscal 2009-2010	Replace 47 desktops, 30 laptops, 1 server and 16 printers

3. Provide training to 200 or more participants.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Held 57 training classes with 156 participants	Held 52 training classes with 139 participants	Increase classes and attendance by 10 percent

4. Provide a convenient means of submitting requests for service, knowledge, and/or data and monitor the quality of those services received by conducting a Customer Satisfaction Survey.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Upgraded to Track-It! 7.0 - I/T Help Desk Tracking System	Upgrade to Track-It! 8.5 - New Version provides improved self service web to submit work orders and access knowledge base	Implement a Customer Satisfaction Survey

PROGRAMMING

Objective: The objective of this program is to provide an easy-to-use, feature-packed website for the Dover community and intranet and mainframe programming for City departments.

Measures:

1. Deploy online bill payment for at least one more service during the fiscal year.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Deployed Online Tax Payments	Implement Third Party Credit Card Processing for Utility Bills	Implement Third Party Credit Card Processing for Business License Renewals

2. Program and implement at least one more application for the intranet.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	N/A	Implemented Electric Material Blanket Bid Application and CIP Upgrades	Establish SPS (THE) access via internet browser and provide GIS application integration

ADMINISTRATION

Objective: The objective of this program is to direct numerous aspects of technology implementation; long-range planning; technology selection; build versus buy decisions; deployment; and maintenance for employees so that they can do their jobs effectively and efficiently.

Measures:

1. Conduct two Technology Advisory Committee (TAC) meetings per year in order to maintain the Information Technology Long-Range Plan (LRP).

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Conducted two meetings 6/27/2007 and 10/11/2007	Conducted two meetings 7/11/2008 and 9/29/2008	Conduct two meetings in July and September 2009

2. Review and update one Information Technology policy per year.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Created the Acceptable Usage Policy	Review Life Cycle Policy	Formalize policies as identified by auditors

3. Advance communication technology.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	N/A	N/A	Implement first automated dialing application

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

1. **Implement e-Government on the Internet -** Provide citizens with on-line method to pay bills via credit card using a third party service. This objective is part of the Programming program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

   Measure: Citizens are able to make on-line payments for utility bills by December 2009.

2. **Complete the upgrade/replacement of Inner City Fiber Optic Loop** – Oversee the additional fiber installation around the city. Work with a third party to terminate new fiber. Purchase the balance of needed electronics and work with another third party to complete the configuration with minimal network downtime. This will provide continuity of service should any core path be compromised. This objective is part of the Programming Program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

   Measure: Ensure all parts of the fiber loop are in place, configured, tested, and implemented by June 2009.

   Budget: $86,000 **Account:** 147-2200-516.40-28, Computer Hardware

3. **Work with the Public Services Director to examine and study GPS tracking of the Sanitation Fleet.** This objective is part of the Support Program and advances the critical success factor of Cost and Revenue Efficiency.

   Measure:
   a. A working environment to be completed by October 31, 2008.
   b. Monitoring methods and monthly reporting to assess the usefulness of the technology to be established by December 31, 2008.
   c. Empirical results of using GPS technology presented to City Council in April 2009.

4. **Implement an employee intranet website, on a secure location, on the Website to provide employees information that may be of personal or work related value.** Information available should include: benefit information, health information, important dates (munch lunch, vaccines), e-newsletters, HR and Payroll forms, employee directory, facilities management work orders and status report, fleet maintenance schedules and advisories. This objective is part of the Programming program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication.

   Measure: Intranet section to be completed and available for employee use by May 2009.

5. **Work with identified divisions to improve and further develop the City's Website.** This objective is part of the Programming program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

   Measure:
   a. Collaborate with the Public Affairs Coordinator and the Library Director to create a new web page for the new library by December 2008.
   b. In cooperation with the Assessor's office, enhance the Assessor's section of the City website. Improve the site's usefulness to the community by June 2009.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Implement revised e-Government on the Internet** – Complete items as scheduled in the revised e-Gov Strategic Plan by December 2009. This objective is part of the Programming program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

   Measure: The e-government portion will increase the statistics of how many used the internet to conduct business with the City of Dover. Citizens would benefit from the revised scheduled items by December 2009

2. **Revise Long Range Technology Planning Process** - In 2004, the City hired a third party to help us put a framework around long range technology planning and spending. The outcome which included a five year plan has provided a roadmap and format that has allowed us to continue to move forward with technology in an organized and predictable manner. This new is to repeat the process and update our plan. This update was presented to the TAC group and received a high number of votes October 2008. This has been effective but the five year plan is exhausted with 2009. This objective is part of the Administration program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

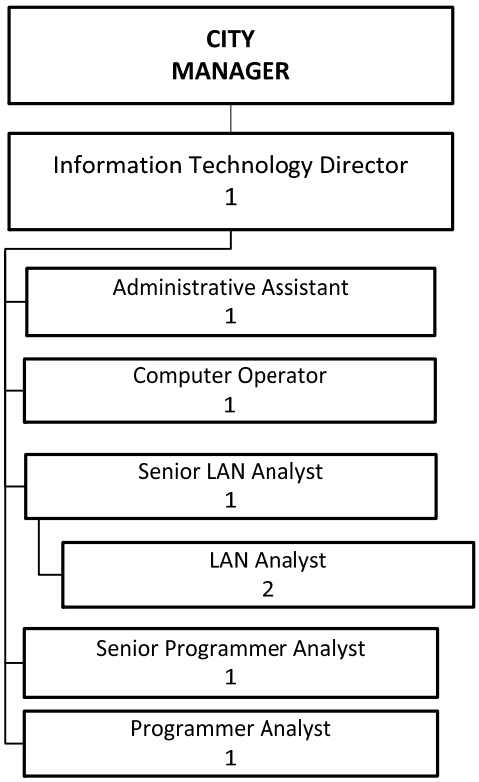
Measure: New Long Range Technology Plan in place by March 2010

Budget: $65,000 **Account:** 110-2200-516.30-29, Consulting Fees

3. **Implement automated phone notification for outbound calls with recorded messages -** Customers are notified via a recorded phone message. The system would notify the customers of disconnection for non-payment, 24 hours in advance. The system would also inform customers of scheduled outages, alerts, and street closings. It could also be used as a security check for the elderly. Customers would also be able to check the status of permits applied for from Inspections. This objective is part of the Administration program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

   Measure: Customers notified via recorded phone message by December 2009

INFORMATION TECHNOLOGY
ORGANIZATION CHART
FISCAL YEAR 2010



INFORMATION TECHNOLOGY

110-2200-516

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-21	FURNITURE/FIXTURES	835	881	881	881	881	-
20-22	OFFICE SUPPLIES	713	1,125	1,125	1,125	1,125	-
20-23	PRINTING AND DUPLICATING	20	-	-	-	-	-
20-31	BOOKS	25	50	50	50	50	-
20-34	DATA PROCESSING SUPPLIES	2,484	2,400	2,400	2,400	2,400	-
20-37	COMPUTER SOFTWARE	46,202	67,143	67,143	67,143	67,143	-
20-38	COMPUTER HARDWARE	18,392	16,595	16,595	15,055	15,055	-
	MATERIALS AND SUPPLIES	**68,671**	**88,194**	**88,194**	**86,654**	**86,654**	**-**
30-21	TELEPHONE/FAX	4,131	3,850	3,850	3,850	3,850	-
30-27	SUBSCRIPTIONS AND DUES	894	850	850	850	850	-
30-28	TRAINING/CONF/FOOD/TRAVEL	4,657	6,500	6,500	-	-	-
30-31	CONTRACTUAL SERVICES	26,732	10,460	10,460	10,460	10,460	-
30-39	IN-HOUSE TRAINING	10,000	12,000	12,000	12,000	12,000	-
30-61	OFF EQUIP/REPAIRS & MAINT	147,669	122,871	122,871	129,371	129,371	-
30-62	GASOLINE	66	115	115	115	115	-
	ADMINISTRATIVE EXPENDITURES	**194,149**	**156,646**	**156,646**	**156,646**	**156,646**	**-**
40-25	OTHER EQUIP - PURCHASE	79,998	-	-	19,125	19,125	-
40-27	COMPUTER SOFTWARE/CAPITAL	-	-	-	-	-	-
40-28	COMPUTER HARDWARE/CAPITAL	140,719	110,915	87,704	19,000	19,000	-
	CAPITAL OUTLAY	**220,717**	**110,915**	**87,704**	**38,125**	**38,125**	**-**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0	8.0	-

GPS Tracking of City Fleet



FISCAL YEARS : 2009 - 2011

PROJECT NO:

CATEGORY: General

DEPARTMENT: Information Technology

DEPT. RANKING: 3

NEW PROJECT: No

PROJECT DESCRIPTION: This project started mid 2008 with the implementation of the sanitation fleet. This global positioning system technology provides for on-line tracking of vehicle location, monitoring of vehicle performance and safety as well as reporting and inquiry for management tools. This project was originally identified in the 2004 IT Long Range Plan. The reminder of the project is to implement this technology in remaining city vehicles over the next two years.

NEED, JUSTIFICATION, BENEFIT: The system is accessible from any computer with Internet connection and pays for itself quickly in fuel savings, better allocation of mobile resources, and faster response to customer requests. Being able to provide faster response to service requests leads to satisfied customers. More efficient fleet routing, decreased driver down-time, and minimized impact of traffic. Dispatchers receive vehicle location and status information in real-time without driver's intervention. It also improves the safety of our operators as well as the public as the system alerts us to factory recalls, alerts us to possible onboard vehicle malfunctions as they are detected, and alerts us to excessive vehicle speeds.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Reduced safety, less efficient use of the fleet, and thereby less efficient use of our employees.

THIS PROJECT IS RELATED TO THE FOLLOWING: High priority project from annual TAC Meeting

EXPLANATION OF IMPACT ON OPERATING BUDGET: There will be a monthly wireless connectivity charge for each vehicle. Current cost is $25/month per vehicle. This will be the recurring impact on the operating budget.

TIME-LINE/CURRENT STATUS: During mid 2008 we implemented the system on the sanitation fleet. Monies were requested but not approved for fiscal 2009. This project will pick up in fiscal 2010 to role out of this technology to the remainder of the applicable city fleet (estimated to be 90 vehicles in the 2004 I/T LRP) over the next two years.

COMMENTS: These costs are based on the current State of Delaware contract with NetworkCar as well as our experience with the sanitation fleet implementation. The cost per vehicle is $425 for hardware (self installation) and $25/month for the cellular data connection.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous	6,375	19,125	19,125					**44,625**
Other								
TOTAL	**6,375**	**19,125**	**19,125**					**44,625**

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	6,375	19,125	19,125					**44,625**
TOTAL	**6,375**	**19,125**	**19,125**					**44,625**

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Maintenance/Training		18,000	31,500	31,500	31,500	31,500	31,500	**175,500**

TAX ASSESSOR

DEPARTMENTAL VISION

The Tax Assessor's office lists, discovers, and appraises/assesses all real property within the City of Dover. The Office engages in the assessment of properties in a fair, accurate, efficient, and equalized manner.

The Appraisal Assessment activities are conducted in full accordance with the International Association of Assessing Officers (IAAO) to ensure that each class of property is taxed at 100 percent of market value or equal percentage thereof. The appraisal functions are conducted in accordance with the Uniform Standards of Professional Appraisal Practices (USPAP) of the Appraisal Foundation passed by Congress effective July 2006.

MAJOR PROGRAMS

APPRAISAL AND ASSESSMENT

Objective: The objective of this program is to appraise, assess, and equalize all real property within the City of Dover, as accurately as possible, in accordance with Delaware State Law, City Charter, and Ordinances.

Measures:

1. Obtain a 90 percent confidence interval statistical measurement. Measurements for the market sales of real property to assessed valuation ratios for each class or stratum are the: coefficient of dispersion, price related differential, and coefficient of variation.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Developed a Sales/Market Ratio Study to be utilized for 2008-2009	Conduct the Revaluation/ Equalization Program and the Sales/Market Ratio Study	Conduct the Revaluation/ Equalization Program and the Sales/Market Ratio Study

2. Percent and number of assessments changed within 30 days of building permit completion, with the goal of completing 100 percent per month.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	2500 assessments; 100% changed within 30 days of building permit completion	2500 assessments with 90% changed within 30 days of building permit completion	≥2500 assessments with ≥90% changed within 30 days of building permit completion

ADMINISTRATION

Objective: The objective of this program is to process deeds, maintain maps, and to assign addresses in a timely fashion. This includes responding to requests for mailing lists from City departments and other organizations, ensuring that tax information for citizens and local businesses are kept current.

Measures:

1. Percent of addresses within the City of Dover assigned within two weeks of request by owner/developer.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	100% of all requested addresses assigned	90% of all requested addresses assigned	≥90% of all requested addresses assigned

2. Quantity and percent of mapping changes processed within one week after receiving notification from the County.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	30 mapping changes; 100% processed on time	35 mapping changes; 100% processed on time	≥35mapping changes; 100% processed on time

3. Quantity and percent of responses to department/citizen requests within two weeks from date of request.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	200 requests; 100% response rate	250 requests; 90% response rate	≥250 requests; ≥90% response rate

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2008-2009

1. **Implement Citywide Evaluation**. This objective is part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure:
   a. Develop an RFP, bid and prepare for Council selection by January 2009.
   b. Finalize contract and preparations necessary to start the contract by February 2009.
   c. Develop a contact and quality control monitoring system for the selected contractor by February 2009.

2. **Scan and electronically file (2008) deeds, appeal information, and miscellaneous correspondence into the CAMA software**. This objective is part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

   Measure: Complete by December 31, 2008.

3. **Create an Administrative Assessment Procedure Manual to document numerous business processes that occur in the Assessor's Office such as appeal procedures, exemption procedures, and transfer tax procedures.** This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure:

a. Update and customize the CLT/Tyler data collection manual to comply with the processes in place for the City of Dover. Complete by May 2009.

b. Institute a Quality Review Program to determine data quality and error rates, as well as, uniformity of practices within the office. Complete by May 2009.

4. **Develop IAAO recommended codes, assessment polices, and Charter changes related to the tax appeal board.** This objective is part of the Administration program and advances the critical success factors of Citizen Satisfaction and Effective Community Communication.

Measure:

a. Work with the Senior City Administrator to accomplish this task and present changes to Council for consideration by May 2009.

b. Adopt and communicate an annual assessment calendar that includes all important legislative and City dates, IT deadlines for data entry closings, important processing dates; and periodic benchmark dates reflecting the levels of tasks that must be done to achieve the goals. Complete this task by January 2009

5. **Work with the Public Relations Coordinator and the Information Technology department to develop improvements to the Assessor's page of the website.**

Measure:

a. Finalize an Assessment Brochure by January 2009.
b. Finalize a brochure for Senior Citizen Disabled Tax Reduction Program by February 2009.
c. Update the website with the above mentioned improvements by May 2009.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **City-Wide Revaluation**. This objective is part of the administration program and advances the critical success factors of employee satisfaction and effective organizational communications. The revaluation is scheduled to be completed by January 2010.

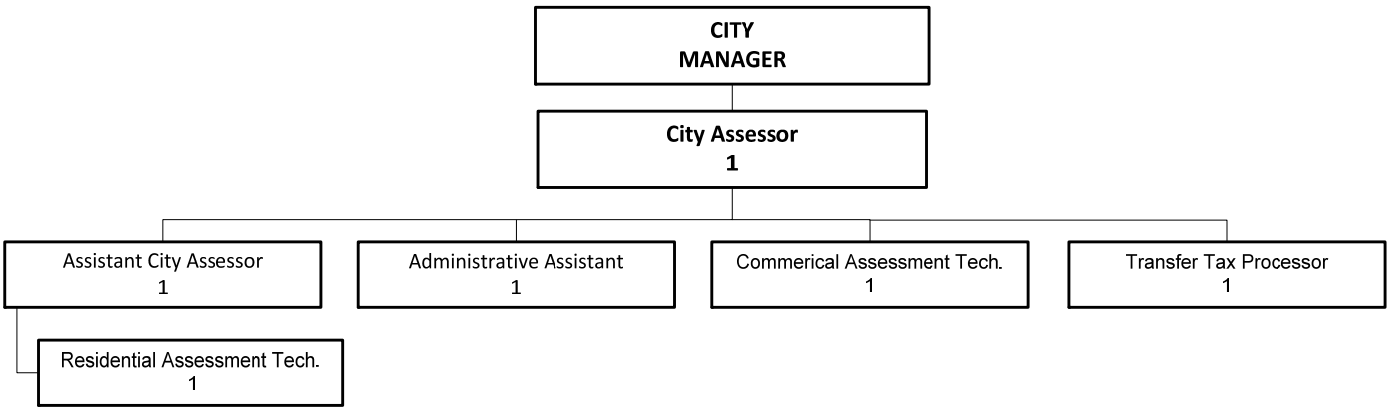
2. **Annual Appeal Process Ordinance**. This objective is part of the administration program and advances the critical success factors of employee satisfaction and effective organization communication. Draft ordinance, present to Council for approval by March 2010.

3. **Changes to City Charter and City Code**. This objective is part of the administration program and advances the critical success factors of employee satisfaction and effective organizational communications. Draft changes to the Charter and Code, coordinate with the Clerk's Office to have all changes in the process for approval by June 2010.

4. **Implement 3rd Party Software for GIS System**. This objective is part of the administration program and advances the critical success factors of employee satisfaction and effective organizational communications. Prepare and place the bid before June 2010.

5. **Development Land-Split for 5 Subdivisions**. This objective is part of the administration program and advances the critical success factors of employee satisfaction and effective organizational communications. Complete by February 28, 2009

TAX ASSESSOR
ORGANIZATION CHART
FISCAL YEAR 2010



TAX ASSESSOR
110-1300-513

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	2009-10 BASE	2009-10 STRATEGIC
20-21	FURNITURE/FIXTURES	243	251	251	-	-	-
20-22	OFFICE SUPPLIES	2,903	1,728	1,728	1,728	1,728	-
20-23	PRINTING AND DUPLICATING	399	510	510	510	510	-
20-31	BOOKS	320	460	460	460	460	-
20-37	COMPUTER SOFTWARE	-	10,100	10,100	-	-	-
	MATERIALS AND SUPPLIES	**3,865**	**13,049**	**13,049**	**2,698**	**2,698**	**-**
30-21	TELEPHONE/FAX	1,583	2,014	2,014	1,200	1,200	-
30-25	ADVERTISEMENT	1,154	500	500	500	500	-
30-27	SUBSCRIPTIONS AND DUES	1,491	2,040	2,040	1,200	1,200	-
30-28	TRAINING/CONF/FOOD/TRAVEL	6,426	5,600	5,600	1,000	1,000	-
30-31	CONTRACTUAL SERVICES	23,166	400,000	400,000	400,000	400,000	-
30-61	OFF EQUIP/REPAIRS & MAINT	-	165	165	165	165	-
30-62	GASOLINE	1,404	1,260	1,260	1,260	1,260	-
	ADMINISTRATIVE EXPENDITURES	**35,224**	**411,579**	**411,579**	**405,325**	**405,325**	**-**
	PERSONNEL:						
	FULL-TIME EQUIVALENT	6.0	4.5	4.5	4.5	4.5	-

NEW STAFF POSITIONS

	Position	Department	Proposed Title & Grade	Current Grade	Department Reason	City Manager's Recommendation
1	Office Assistant I	Parks and Recreation	Office Asst II IUE 12	N/A	Need second Office Assistant at Recreation Office to cover\back up when Admin Asst is not in, current Office Assist was transferred to Pitts Center. Customer service is impacted, many missed calls.	**Recommend Part-time Position.** Staff the office with a 15 hour part-time person between the hours of 11:00am and 2:00pm.
2	Librarian II - Head of Adult Services	Library	Librarian II NB 120	N/A	This was requested last year and cut. The promotion of previous Librarian II to Asst. Director was done last year to give more authority to Asst Director for day to day operations, thus allowing. Director to focus on new library construction. The plan included filling the Adult Librarian position. Current Asst Librarian (who has filed for retirement) is doing both jobs because the funding was cut.	**Fill the position conditionally.** Fill only after Council has a thorough discussion of Library Director's workload next year as it relates to the proposed library. If the level of activity as currently planned for fund raising and new library development is sustained, then we need to fill the Adult Librarian position. The library has been able to have the Asst. Librarian do both jobs because of her knowledge and commitment to putting in extra hours; however the current Assistant Library Director has retired. If Council feels that we should throttle back the level of activity planned for the Library Director with respect to the new library, then we can postpone this additional position.
3	Accountant I	Finance	Accountant I NB 117	N/A	The position is needed to staff the proposed new. Risk Assessment program and other support. The RA program is being proposed as a strategic program, and has been recommended by the city auditors.	**Fill the position conditionally**. This position should be filled if Council agrees that the Risk Assessment Program is needed. This is a new program; it is not mandated but has been recommended by our auditors as a needed program over the past few years. If Council believes that the program can be postponed an additional year due to the economic conditions, then the position should also be postponed. While this position would have additional support value for the Finance Department, I do not believe those support services by themselves justify an additional staff person.
4	Office Assistant II	Central Services	Office II IUE 12	N/A	To manage the increase work load of proposed Fleet Maintenance Software.	**Not Approved.** We have decided not to buy the fleet management software and will continue to manage under current program. Therefore; no need for the position.
5	Commercial Assessment Tech	Assessor	Undetermined	N/A	IAAO suggested due to workload	**Not Recommended.** IAAO report assumed the assessment would be completed in-house. Position not needed during contracted reassessment. Also, decrease in realty transfer tax has reduced the need for this position. Office under Cheryl Russell's administration is keeping up with workload.
6	Realty Transfer Tech	Assessor	Undetermined	N/A	IAAO suggested due to workload	**Not Recommended.** IAAO report assumed the assessment would be completed in-house. Position not needed during contracted reassessment. Also, decrease in realty transfer tax has reduced the need for this position. Office under Cheryl Russell's administration is keeping up with workload.

PROMOTION

	Position	Department	Proposed Title & Grade	Current Grade	Department Reason	City Manager's Recommendation
1	Records Mgt. Coord.	City Clerk	Admin. Assistant NB	109	Responsibilities of this position currently go beyond records management and are fulfilling the additional administrative needs of the office, including attending council meetings, taking minutes, staffing other committees, election duties, and correspondence.	**Upgrade.** Incumbent is clearly working beyond job title do to needs of the City Clerk's office.
2	Administrative Assistant	IT	Undetermined	112	Additional responsibilities	**Not Approved.** Justification does not indicate duties performed are not similar to other Admin. Assistants within each department.
3	Small Engine Mechanic	Public Services - Grounds	Equipment Mechanic	IUE 13	Working on more than small engines and some work performed was previously completed by Fleet mechanics	**Not recommended.** Additional duties are not great enough or complex enough to warrant the Mechanic I position.

NEW TITLE

	Position	Department	Proposed Title & Grade	Current Grade	Department Reason	City Manager's Recommendation
1		Public Services - Grounds	Certified Municipal Arborist	IUE 17	To create a second career tier for arborist that would provide salary incentive for someone to obtain municipal arborist certification. This is not now required.	**Not Approved**. City should encourage and pay for certification and should be valued for promotion reasons. But not aware of any problem retaining current arborists.

REGRADE & NEW TITLE

	Position	Department	Proposed Title & Grade	Current Grade	Department Reason	City Manager's Recommendation
1	Administrative Assistant	Public Services - Admin.	Public Services Coordinator	112	Work responsibilities put s this positioning in alignment with the complexity of Human Resources and Safety coordinator (121).	**Not Approved.** Duties performed are more similar to duties of other Admin. Assistants within other department of comparable size and complexity. Also no supervision in the current position.
2	Asst. City Clerk	City Clerk	121	115	Work responsibilities put s this position in alignment with the duties of Dept Budget and Service Coordinator (119) in Public Utilities, or Police Resource Manager (125) Additional work load.	**Recommended.** Upgrade to 116 in accordance with the MAG Phase I recommendations. Completed 03/23/09.
3	City Clerk	City Clerk	130	123	Work responsibilities put this position more in alignment with Human Resource Director (130) and Senior City Administrator	**Recommended.** Upgrade to 127 in accordance with the MAG Phase I recommendations. Completed 03/23/09.

RE-GRADE

	Position	Department	Proposed Title & Grade	Current Grade	Department Reason	City Manager's Recommendation
1	T & D Coordinator	Public Utilities		I - IBEW 14 II - IBEW 15 III - IBEW 16	Duties assumed by the incumbent are beyond the duties of the position, and that the position should be re-graded. All positions move up, Equivalent to Meter Tech	**Not Approved.** Duties are not what is listed in the job description. The description includes "other duties assigned". Many other duties performed appear to be of equal complexity with duties listed. This is also an IBEW position and discussion of this position may be better discussed in context when contract is being discussed.
2	Fire Dispatchers	Fire	Fire Dispatchers	IUE 17	Duties assumed are similar to Police Dispatch who received who upgraded last year. Also these positions have taken on additional duties.	**Not recommended.** A salary survey of other dispatchers in fire service does not support the proposed salary. The position of fire dispatchers is significantly different than police dispatcher.

Memorandum

Office of the City Manager
P.O. Box 475
Dover, DE 19903
Phone: (302) 736-7163
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E-mail: ttieman@dover.de.us

To: Mayor and City Council

From: Terry Tieman, Senior City Administrator

Date: April 6, 2009

Subject: Potential Revenue Sources

Attached please find revenue sheets for five new proposed revenue sources and five current revenue sources which staff believes need to be updated.

The new proposed revenue sources include a motor vehicle collision recovery fee, document fee, zoning verification letter fee, fire protection fee, and water/wastewater plan review fees. These are basically cost recovery fees.

The last five proposed increases are current fees that staffs believe need to be updated for various reasons. Some of these fees have not been updated in over ten years. The Public Occupancy Permit fee has not been changed since 1993 (16 years). Sign Permits have not been updated since 1995 (14 years) and Certificate of Occupancy fees have not been updated since 1987 (22 years). Rental Inspection Permits have not been changed since 2000. Lastly, we are requesting that three new business license categories be added. These new categories include Off Premises Bank ATMs, Fitness Trainers and Real Estate Development Corporations.

Staff believes that it is important to examine new and existing sources of revenue such as these fees particularly in the current economic environment.

REVENUE SOURCE SHEET

REVENUE TITLE: Motor Vehicle Collision Recovery Fee 	**ASSIGNED STAFF:** TBD
FUND: 110	**DATE ESTABLISHED:** TBD
ACCT. NUMBER: TBD	**DATE LAST REVIEWED:** NEW
CURRENT RATE: Level One Basic - $250 Level Two - $500 Level Three - $750	**DATE LAST CHANGED:** NEW

CODE CITATION:

Not developed at this time

DESCRIPTION:

Rescue Billing is proposed to recover costs associated with rescue work involving motor vehicle collisions. These include but are not limited to administrative support, annual testing of tools and equipment, specialized training, and for the replacement of equipment and materials that are used to provide for these rescue type services. A proposed description of services and fee schedule follows:

Level One Rescue - $250

Any rescue utilizing personnel and equipment in securing and protecting a scene. Services provided include the use of hand tools, absorbent material, reflective or combustible warning devices.

Level Two Rescue - $500

Any services defined in Level One, plus use of hydraulic, pneumatic or gas powered tools to free victims from an entrapped space.

Level There Rescue - $750

Any services as defined in Levels One and Two plus rescues of a technical nature. Rescues include but are not limited to confined space, vertical, trench, or search and rescue situations.

APPROVED PROJECTION METHOD:

The number of previous year's motor vehicle collisions by type multiplied by the current fee schedule.

Based on the following information provided by Chief Strochine:

22 Entrapments - Fire department assisted with stabilizing the scene, assisting EMS, or provided a landing zone for aviation.

13 Entrapments - Fire department extricated a victim(s) by using hydraulic rescue tools, air bags, or other tools. During these incidents fire department personnel also assisted EMS, proved patient care, and secured landing zones for aviation, as required.

COLLECTION METHODOLOGY:

Billing for rescues services would entail obtaining insurance information from the owner/operator of a motor vehicle by responders at the scene on a motor vehicle accident. Collecting this information is estimated to take approximately five to ten minutes during the rescue call. There would also be time required to process the insurance information received from the responders and forward it to a billing services company. It is estimated that this would take approximately two hours each week.

BENCHMARK INDICATOR:

Comparisons to local fire companies who bill for motor vehicle collision recovery.

Memorandum

Office of the City Manager
PO Box 475
Dover, DE 19903
Phone: (302) 736-7164
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To: Mayor and Council

From: Teresa Tieman, Senior City Administrator

Date: April 6, 2009

Subject: Motor Vehicle Collision Recovery Fee

A Motor Vehicle Collision Recover Fee is proposed to assist with the costs associated with rescue work involving motor vehicle collisions and department operations. These include, but are not limited, to administrative support, annual testing of tools and equipment, specialized training, and the replacement of equipment and materials that are used to provide rescue services.

The demand for this type of assistance is being driven by the increasing costs of service delivery. The increasing cost of emergency vehicles, requirements for training and the complexity of providing emergency services all contribute to these costs.

This type of service recovery fee is not a new practice. Currently two fire companies in Delaware bill for rescue services. Aetna Fire Company in Newark and the Claymont Fire Company both bill for rescues. Fire departments in several other states have some type of cost recovery for their services. These states include Connecticut, Virginia, Texas, Minnesota, Iowa and Tennessee.

The rationale for initiating this service fee is that while taxes pay for the ability to respond, fees pay for the actual response. This type of fee can be particularly valuable in an area such as Dover, where major highways exist and there are frequent events and matters that draw visitors from outside the City's corporate limits. The existence of a high level fire rescue and emergency response team benefits residents, visitors, businesses and property owners of the city.

A description of the proposed motor vehicle collision rescue services and a recommended fee schedule follow:

Level One Rescue - $250, any rescue utilizing personnel and equipment in securing and protecting a scene. Services provided include the use of hand tools, absorbent material, reflective or combustible warning devices.

Level Two Rescue - $500, any services defined in Level One, plus the use of hydraulic, pneumatic or gas powered tools to free victims from an entrapped space.

Level There Rescue - $750, any services as defined in Levels One and Two plus rescues of a technical nature. Rescues include but are not limited to confined space, vertical, trench, or search and rescue situations.

It is recommended that all amounts collected from these fees be placed into a fund established by the City to be used exclusively for personnel, supplies, facilities and equipment associated with Fire rescue.

It is possible that the department could recover approximately $12,000 of revenue for these types of services per year. This is based on information from Dover Fire Department regarding the number and types of rescues performed last year.

The amount of revenue that may be recovered is difficult to determine due to the following factors:

- The number of rescues calls that would qualify for billing would be determined by the services that are rendered by responders.

- Individual insurance companies billed for these types of services may or may not authorized payments depending on the type of rescue services provided.

Implementing this type of fee would defray operating expenses. Staff believes that it is important to examine new sources of revenue such as this fee particularly in the current economic environment.

REVENUE SOURCE SHEET

REVENUE TITLE: Document Fee 	**ASSIGNED STAFF:** Tax Assessor
FUND: 110	**DATE ESTABLISHED:** April 2009
ACCT. NUMBER: 110-0000-311.06.00	**DATE LAST REVIEWED:** N/A
CURRENT RATE: $10.00 per deed	**DATE LAST CHANGED:** N/A

CODE CITATION:

Section 102-73 (e) fees or Appendix E, Fee Ordinance

DESCRIPTION:

Document fees are paid at time of the execution of the sale or when the property changes ownership.

APPROVED PROJECTION METHOD:

COLLECTION METHODOLOGY:

Document fees are paid when documents are stamped by the Assessor's Office

BENCHMARK INDICATOR:

REVENUE SOURCE SHEET

REVENUE TITLE: Zoning Verification Letter 	**ASSIGNED STAFF:** Public Services - Planning & Inspections
FUND: 110	**DATE ESTABLISHED:** Unknown
ACCT. NUMBER: 110-0000-321.23-00	**DATE LAST REVIEWED:** 11/14/07 **DATE LAST CHANGED:** N/A
CURRENT RATE: This is a new proposed fee; $30.	
CODE CITATION: Appendix B, Zoning Ordinance (to be determined)	
DESCRIPTION: The Planning Office receives a large volume of zoning verification letter requests, which take a lot of staff time to prepare. Many potential property buyers request zoning verification letters during their due diligence periods, and DelDOT requires a zoning verification letter before an entrance permit is granted to a state-maintained road. Because of the amount of staff time that is required to respond to these letters, it is appropriate to charge a nominal fee of $30 for such a letter.	
APPROVED PROJECTION METHOD:	
COLLECTION METHODOLOGY: Payment is due and collected at the time of submittal of Zoning Verification Letter to the Planning & Inspections Department.	
BENCHMARK INDICATOR: This is a new proposed fee and has not yet been adopted. Kent County charges $30 for zoning verification, and New Castle County charges $100 per parcel. This is a component of the Public Safety Equation which is used as a guide to set revenue fees to cover the cost of public safety.	

REVENUE SOURCE SHEET

REVENUE TITLE: Fire Protection Fee 	**ASSIGNED STAFF:** Public Services-Planning & Inspections
FUND: 110	**DATE ESTABLISHED:** NEW
ACCT. NUMBER: 110-0000-321.21-00	**DATE LAST REVIEWED:** 11/14/07
	DATE LAST CHANGED: NEW
CURRENT RATE: This is a new proposed fee; $25.00	
CODE CITATION: TBD	

DESCRIPTION:

This would be a $25 annual fee for each operational fire protection system at a given address. The State of Delaware Fire Marshal's Office and City of Wilmington have similar programs. Fire protection is required to have an annual inspection per Delaware State fire Prevention Regulations to ensure that the system is working as intended and that there have been no modifications to the approved fire system. The program would work as follows.

A fire protection contactor would go to an address in the city and conduct the annual inspection. As part of that inspection, a certificate of inspection is required to be filled out and sent to the City of Dover Fire Marshal's Office. The contactor would send a check for $25 for each certificate of inspection conducted in the city.

Once received by the City of Dover, data from the certificate would be down loaded so as to be able to query the information for such items as address, last inspection, violations, and fees paid. Present year inspections would be checked against previous years to ensure that inspections are being conducted. This will also allow for a data base of where and what types of fire protection are within the City of Dover.

This would require an ordinance allowing for the City of Dover Fire Marshal's Office to collect the fee; all other language is stated in the Delaware State Fire Prevention Regulations.

APPROVED PROJECTION METHOD:

COLLECTION METHODOLOGY:

The contractor would send a check for $25 to the City along with the certificate of Inspection.

BENCHMARK INDICATOR:

The recommended fee is consistent with the State of Delaware Fire Marshal's Office and the City of Wilmington. Revenue is estimated at $50,000.

This is a component of the Public Safety Equation which is used as a guide to set revenue fees to cover the cost of public safety.

REVENUE SOURCE SHEET

REVENUE TITLE: Water / Wastewater Plan Reviews 	**ASSIGNED STAFF:** Public Utilities / Water-Wastewater
FUND: 412	**DATE ESTABLISHED:** NEW
ACCT. NUMBER: 412-0000-XXX.XX-XX	**DATE LAST REVIEWED:** NEW **DATE LAST CHANGED:** NEW

CURRENT RATE: None

PROPOSED RATE: Water / Wastewater Infrastructure (public and private lines)

Single Water / Wastewater Service Connection (residential only)	$100
Pump Station (each)	$300
Water / Wastewater Line Length: 0 – 1,000 feet	$250
Water / Wastewater Line Length: 1,000 – 5,000 feet	$750
Water / Wastewater Line Length: >5,000 feet	$0.05 x length
Stormwater Infrastructure (public only)	
Storm Sewer Line Length: 0 – 1,000 feet	$150
Storm Sewer Line Length: 1,000 – 5,000 feet	$450
Storm Sewer Line Length: >5,000 feet	$0.03 x length

RELEVENT CITATION: N/A

DESCRIPTION: Plan reviews by Water/Wastewater staff are required for all projects proposing extensions or modifications to any part of the water and/or wastewater system as well as City of Dover maintained storm drainage systems. As all reviews are specifically related to development and/or redevelopment projects, plan review fees are to be paid by the applicant in order to reimburse the City for staff time and/or consulting fee expenses accrued in direct relation to the proposed project.

APPROVED PROJECTION METHOD: First year revenue projections are to be based upon typical annual reviews performed. Future revenue projections are to be based upon historical trends.

COLLECTION METHODOLOGY: Payment is due and collected at the time of submittal of plan applications. Plan submittal will coincide with Administrative and DAC plan applications to the Planning & Inspections Department. All payments are to be received through the Planning & Inspections Department with applications forwarded to the Public Utilities Department.

BENCHMARK INDICATOR: The rates proposed are based on current labor and consulting costs to perform this service. Comparative analysis with other utilities and municipalities has also been performed.

REVENUE SOURCE SHEET

(Proposed Increased)

REVENUE TITLE: Business Licenses (New Categories)	**ASSIGNED STAFF:** Public Services - Planning & Inspections
FUND: 110	**DATE ESTABLISHED:** Unknown
ACCT. NUMBER: 110-0000-321.01-00	**DATE LAST REVIEWED:** 06/28/04
CURRENT RATE: Based on license category	**DATE LAST CHANGED:** Unknown
CODE CITATION: Chapter 11 – Licenses, Section 11-4 – License Required.	
DESCRIPTION: Persons engaged in the occupations listed and defined in this section shall pay annual license fees at the rates specified below. In addition to the annual license fee, each such business shall pay a fee for each additional separate branch or business location. Fees are assessed each June 1 and payable by June 30. Penalty for non-payment is ten percent per month starting August 1. New categories and fees proposed: - Bank, off premises, ATM: $49.00 - Fitness Trainer: $67.00 - Real Estate Development Corporation: $333.00	
APPROVED PROJECTION METHOD: Previous year revenue with adjustments for any new licenses conducting business within the City limits of Dover with a one percent to three percent inflationary adjustment	
COLLECTION METHODOLOGY: For existing businesses and license holders, renewal notices are sent beginning June 1 and are due by June 30 through the Planning and Inspections Department. New businesses are licensed continually throughout the year with fees pro-rated for the remaining license year.	
BENCHMARK INDICATOR: Periodic comparative analysis with other municipalities.	

REVENUE SOURCE SHEET

(Proposed Increased)

REVENUE TITLE: Rental Dwelling Permits	**ASSIGNED STAFF:** Public Services - Planning & Inspections
FUND: 110	**DATE ESTABLISHED:** 2000
ACCT. NUMBER: 110-0000-321.22-00	**DATE LAST REVIEWED:** 06/04
	DATE LAST CHANGED: 06/00

CURRENT RATE: Based on Rental Dwelling Category: Apartment Building - $90 for first three units and $30 for each additional unit; Single Family Detached Dwelling - $90 per unit; Mobile Home - $90 per unit; Duplex or Townhouse Unit - $70 per unit; Condo Unit or Apartment in Owner Occupied Home - $30 per unit

CODE CITATION: Chapter 22, Article X - Rental Dwellings, Division 2. Permit, Section 22-351. Generally

DESCRIPTION: The purpose and intent of the article is to insure the public health, safety, and welfare insofar as they are affected by the continued occupancy and maintenance of dwellings operated for lease to the public. The health, safety, and welfare of the occupants of the dwellings are of the utmost importance to the City of Dover, as is the general community character in which these dwelling units are located.

Increase proposed:

Single Family Rental	$108 for Single-Family Detached $84 for Single-Family Attached
Multiple-Family Rental	$180 for the first 3 units $36 for each additional

APPROVED PROJECTION METHOD: Previous year revenue with adjustments for any new rental units known to have been constructed or demolished

COLLECTION METHODOLOGY: Renewal notices are mailed to landlords and/or property managers in December and are due by January 31. Penalty for non-payment is ten percent per month beginning February 1. Most collections are received by mail. New rental dwellings created or discovered during the license period are required to obtain a license.

BENCHMARK INDICATOR: Periodic comparative analysis with other local municipalities

This is a component of the Public Safety Equation which is used as a guide to set revenue fees to cover the cost of public safety.

REVENUE SOURCE SHEET

(Proposed Increased)

REVENUE TITLE: Public Occupancy Permit	**ASSIGNED STAFF:** Public Services - Planning & Inspections
FUND: 110	**DATE ESTABLISHED:** 1968
ACCT. NUMBER: 110-0000-321.15-00	**DATE LAST REVIEWED:** 2007
	DATE OF LAST FEE CHANGE: 1993

CURRENT RATE:

A person desiring the permit required by the provision of this division shall pay the appropriate permit fee indicated as such: churches - $50.00 (previously $25.00); civic auditoriums - $50.00 (previously $25.00); clubhouses - $50.00 (previously $25.00); commercial auditoriums - $50.00 (previously $25.00) for the first 200 seats and $2.50 for each additional 50 seats; hospital, nursing home or rest home - $5.00 for the first ten rooms and $1.25 for each additional room; schools - $50.00 (previously $25.00); theaters - $50.00 (previously $25.00) for the first 200 seats and $2.50 for each additional 50 seats; public office buildings - $50.00 (previously $25.00); mercantile, 10,000 S.F. or area or greater - $50.00 (previously $25.00); day care facilities - $50.00 (previously $25.00); outdoor public events, including but not limited to fireworks displays, carnivals, outdoor music concerts - $50.00 (previously $25.00); Restaurants/Bars >100 person capacity $50.

CODE CITATION:

Chapter 46, Article IV. Public Occupancies, Section 46-163. Permit Required, Section 46-164 – Fees

DESCRIPTION:

The purpose and intent of the article is to ensure public health, safety, and welfare insofar as the continued occupancy and maintenance of public occupancies operated for public use affect them. Public occupancies include civic buildings, churches, auditoriums, theaters, public buildings, day care centers, and other similar building occupancies. The fees should cover the cost of operating the program.

APPROVED PROJECTION METHOD:

Previous year revenue with adjustments for any new public occupancy proposed or demolished.

COLLECTION METHODOLOGY:

Renewal notices are mailed to owners who are responsible for obtaining a permit in December and are due by January 31. Penalty for non-payment is ten percent per month beginning February 1. Most collections are received by mail. New public occupancies are paid throughout the year. Payment processed by the Department of Planning & Inspections.

BENCHMARK INDICATOR:

Previous fees based on churches - $25.00; civic auditoriums - $25.00; clubhouses - $25.00; commercial auditoriums - $25.00 for the first 200 seats and $2.50 for each additional 50 seats; hospital, nursing home or rest home - $5.00 for the first ten rooms and $1.25 for each additional room; schools - $25.00; theaters - $25.00 for the first 200 seats and $2.50 for each additional 50 seats; public office buildings - $25.00; mercantile (10,000 S.F. or area or greater) - $25.00; day care facilities - $25.00; outdoor public events, including but not limited to fireworks displays, carnivals, outdoor music concerts - $25.00; Restaurants/Bars >100 person capacity $50.

Reviewed in Fall 2007 Restaurants/Bars >100 person capacity $50 is a proposed new fee and not yet adopted.

Periodic comparative analysis with other local municipalities

This is a component of the Public Safety Equation which is used as a guide to set revenue fees to cover the cost of public safety.

(Proposed Increased)

REVENUE TITLE: Sign Permits	**ASSIGNED STAFF:** Public Services-Planning & Inspections
FUND: 110	**DATE ESTABLISHED:** 06/28/82
ACCT. NUMBER: 110-0000-321.11-00	**DATE LAST REVIEWED:** 2007
	DATE LAST CHANGED: 1995 (did not change in 2004 when other building permit fees were changed)
CURRENT RATE: Sign Permit: $0.60 (previously $0.50) per square foot with a minimum fee of $30.00 (previously $15.00).	
CODE CITATION: Chapter 22 Buildings and Building Regulations – Section 22-65 Fees	
DESCRIPTION: A sign permit must be applied for prior to the installation of most signs within the City of Dover.	
APPROVED PROJECTION METHOD:	
COLLECTION METHODOLOGY: Typically, the sign contractor will submit a permit application and pay for the permit upon approval of the sign permit.	
BENCHMARK INDICATOR: Periodic comparative analysis with other local municipalities. This fee has not increased, at least since 1995, and it is significantly lower than other areas. This is a component of the Public Safety Equation which is used as a guide to set revenue fees to cover the cost of public safety.	

REVENUE SOURCE SHEET

(Proposed Increase)

REVENUE TITLE: Certificate of Occupancy	**ASSIGNED STAFF:** Public Services/Planning & Inspections
FUND: 110	**DATE ESTABLISHED:** 07/02/82
ACCT. NUMBER: 110-0000-321.12-00	**DATE LAST REVIEWED:** 09/2007
	DATE LAST CHANGED: 5/1987

CURRENT RATE:

All properties zoned single family residential shall pay a fee of $40.00. For all other zoning classifications, the fee shall be $75.00 (previously $40.00) for the first 20,000 square feet of building area plus the sum of $12.50 (previously $10.00) for each additional 10,000 square feet thereafter.

CODE CITATION:

Appendix B, Article 8, Section 2 - Certificates of Occupancy

DESCRIPTION:

A Certificate of Occupancy shall be applied for and approved prior to occupancy and use of any new building; or any existing building that has been structurally altered or moved or any change in the use of an existing building, occupancy use; or any change in the use of any land and any change in use of a non-conforming use.

APPROVED PROJECTION METHOD:

Previous year's revenue and consideration of number and type of building permits issued that required Certificates of Occupancy.

COLLECTION METHODOLOGY:

Certificate of Occupancy fees are collected upon completion of a project and/or single family home after a final inspection has been performed. Typically the builder, general contractor, or property owner makes this payment in person in the Department of Planning and Inspections.

BENCHMARK INDICATOR:

Periodic comparative analysis with other local municipalities. Fee Review Comparison in Spring 2004; no change recommended.

In 2007, the Fire Marshal's Office proposed a Final Fire Inspection Fee to cover the cost of Fire Marshal inspection of commercial and multi-family residence buildings prior to issuance of Certificate of Occupancy. Because the Fire Marshal inspection involves significant staff time, and because we did not believe that it made sense to collect two separate fees prior to issuance of a Certificate of Occupancy, Public Services staff believes that increasing the Certificate of Occupancy Fee is warranted at this time. The fee has not increased since 1987.

This is a component of the Public Safety Equation which is used as a guide to set revenue fees to cover the cost of public safety.