LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

A G E N D A

September 24, 2007 - 6:00 P.M. - Council Chambers - City Hall - City of Dover
Public comments are welcomed on any item and will be permitted at appropriate times. When possible, please notify the City Clerk (736-7008 or e-mail at Tmcdowell@dover.de.us) should you wish to be recognized.

AGENDA ADDITIONS/DELETIONS

1. Grant Application Procedure

2. Comprehensive Plan Update Internship

3. Review of Request for Proposals - Pay for Performance (PFP) Policy

4. Public Affairs Coordinator Update

5. Discussion - CAMA Software *(Donald Capuano, City Assessor)*

6. Proposed Ordinance - Abandoned Vehicles

7. Adjournment by 7:00 P.M.

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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.

CITY OF DOVER
DEPARTMENT OF FINANCE
PROCEDURE MANUAL

TITLE: Grant Application Procedures

PROCEDURE # 317
DATE: October 1, 2007

INTRODUCTION

This procedure is intended to establish clear directions for accounting for and administering the funds and resources received by the City through Federal, State, and other Grants.

It is the City's policy to strictly prohibit any political activities related to Federal, State and other political subdivision assisted programs. The City's employees will not engage in such activities nor spend City funds or grant funds in such activities.

DEFINITIONS

"Department": Departments are the major organizational sub-divisions. They have a broad overall purpose. The City of Dover is organized into departments as follow: Customer Services, Parks, Recreation & Library, Public Services, Police, Public Utilities, Mayor, Central Services, City Clerk, City Manager, Information Technology, Finance, Human Resources, and Tax Assessor.

"Grants": Funds and resources procured by the City which are restricted as to usage by the government or institution providing the funds. Usually, there is an application process whereby the City provides evidence of its need for the funds, its ability to use the funds in a manner approved by the grantor, and detailing the expenditures expected to be incurred. The primary grant providers to the City are the Federal and State governments.

"Closeout" The process of finalizing a grant project, including completion of the final financial reports, determination of cash balances, accomplishment of necessary accounting entries and placing all project files in a manageable holding system.

APPLICATION AND AWARD PROCESS

1. The Department Heads are responsible for seeking out new grant resources, preparing the grant application packages, and submitting completed grant packages to the proper grantor institution. If the City is awarded the grant, a Committee Action Form (CAF) is to be prepared for the Legislative, Finance & Administrative Committee to approve the grant award. The CAF shall include any non-grant funded expenses in the current and future fiscal years.

   Several types of state funded grants are awarded to local law enforcement agencies state-wide based on annual allocations of funds approved by the State Legislature and quarterly applications for funds resulting from property and drug seizures. The Police Department must conform to the grantor requirements for spending these funds. The

Police Chief approves the application for and disbursing of these particular funds.

2. A grant records file shall be prepared for each application and updated throughout the grant process, including the final accounting and closeout. The file shall consist of, at a minimum, the application, acceptance letter and a spreadsheet detailing cash receipts and disbursements.

3. The Department Head, or his/her designee, shall monitor the status of the grant application and the subsequent award.

4. All grants will be signed by the Mayor.

5. The original signed grant contract shall be added to the appropriate grant file and identified with contract number and performance period.

6. Copies of all documents are to be provided to the Finance Department to monitor compliance and completion of the annual audit.

7. Where applicable, Public Hearings and Advisory Board Meetings must be held in accordance with the grantor requirements throughout the term of the grant.

ACCOUNTING PROCEDURES

1. The Department Head shall request account numbers for grant revenues and expected expenditures from the City Finance office. Where applicable a project number will be assigned to each grant to track receipts and expenses.

2. The Finance Department and Department Head are responsible for maintaining separate records for each grant project to avoid commingling of grant funds.

3. The Department Head is responsible for assuring all grant project funds are expended according to the terms of the grant. All grant project funds must be obligated by the termination date(s) specified in the grant. Any matching funds must be expended and reported timely.

4. The Department Head is responsible for submitting any required reimbursement requests to the grantor as authorized expenditures are incurred. At the end of each fiscal year, the Department Head shall submit to the Finance Department a list of all outstanding reimbursement requests and qualified expenditures incurred, but not submitted to the grantor for reimbursement. Accordingly, the Finance Department shall create a grant receivable entry, reconciling this to the grant activity recorded during the period.

5. Purchase, Invoice and Payment processing shall be in accordance with the City of Dover Purchasing Policy, incorporated into this procedure by this reference. Payroll processing shall be in accordance with City payroll procedures.

6. Retention of records shall be in accordance with the State of Delaware's Local Government General Records Retention Schedule for Grants, which specifies grant financial files are to be retained for five years after submission of the grant closeout

letter and successful audit.

7. Requests for drawdown of funds must be in accordance with award requirements specified by the grantor.

8. Receipts are received and entered into the General Ledger by the Finance Department.

9. The Department Head is responsible for maintaining records of all inventory purchased and are to provide an updated copy to the Finance Department June 30 each year for audit purposes. All records for equipment, non-expendable personal property and real property shall be retained for a period of at least three years from the date of the disposition, replacement, or transfer.

10. Records must be maintained for each non-expendable item that costs $5,000 or more and has a useful life of one year or more. The Department Head shall send the invoices and appropriate backup data to the Finance Department for recording in the Capital Asset system.

11. The Department Head is responsible for timely submission of reports to the grantor as required under the terms of the grant.

12, The Department Head is responsible for submitting quarterly and final Financial Status Reports (FSRs) for grants if required under the terms of the grant. A copy of any FSR must be submitted to the Finance Department before being sent to the grantor. Finance shall reconcile amounts reported on the FSR with the amounts recorded in the City's accounting system. Any discrepancy shall be resolved by the Department Head and communicated to the Finance Department.

13 The Department Head is responsible for performing and monitoring closeout activities.

14. Any unexpended funds shall be returned to the grantor and any interest earned on cash balances shall be disbursed in accordance with the grant requirements.

15. The Finance Department is responsible for preparing Form SF-SAC, “Data Collection Form for Reporting on Audits of States, Local Governments, and Non-Profit Organizations,” in accordance with Federal OMB Circular A-133.

16. A quarterly report will be presented to City Council by the Finance Department for all grants.

DISTRIBUTION
Mayor
CDBG Director
Police Department
City Manager
Department Heads

U.S. Department of Justice

Office of Justice Programs

Office of the Chief Financial Officer

Washington, D.C. 20531

RECEIVED
SEP 11 2007
BY FINANCE DEPT.

September 6, 2007

Stephen Speed
Mayor
City of Dover
P.O. Box 475
Dover, DE 19901

Dear Mayor Speed:

This is to inform you that the Office of the Chief Financial Officer has received your correspondence concerning the recommendation provided during our March 2006 financial monitoring and technical assistance visit. During our visit, we reviewed the following Department of Justice grants:

2003LBBX0889	-	Local Law Enforcement Block Grant Program
2004LBBX0589	-	Local Law Enforcement Block Grant Program
2002UMWX0138	-	COPS Universal Hiring Grant Program
2004SHWX0172	-	COPS-in-Schools Grant Program

We have reviewed your response and determined that it adequately addresses the recommendation. Therefore, we consider the recommendation officially closed.

Thank you for your cooperation and assistance in resolving this issue. If you have any further questions, or require any assistance in the future, please call me on (202) 307-2275.

Sincerely,

Corazon O. Blumenstein
Staff Accountant
Grants Financial Management Division

cc: Robin S. Adkins, Police Administrator, City of Dover
Donna Mitchell, Director of Finance, City of Dover
Flora Lawson, Program Manager, BJA
Scott McNichol, Grant Program Specialist, COPS
Darlene Mongelli, Customer Service Branch Manager, OCFO
Jeffery A. Haley, Financial Services Branch Manager, OCFO
Michael Williams, Supervisory Accountant, OCFO
Marcia Samuels, Acting Director, Grant Monitoring Division, COPS
Official Grant File
Grants Financial Management Division File

ACTION FORM

PROCEEDING: Legislative, Finance & Administration Committee **AGENDA ITEM NO.:**
DEPARTMENT OF ORIGIN: Planning & Inspections **DATE SUBMITTED**: September 7, 2007
PREPARED BY: Ann Marie Townshend, Director
SUBJECT: Hiring of Intern through the University of Delaware, Institute for Public Administration
REFERENCE: N/A
RELATED PROJECT: City's Purchasing Policy
APPROVALS: N/A
EXHIBITS: University of Delaware, Institute for Public Administration web pages
EXPENDITURE REQUIRED: $10,125 **AMOUNT BUDGETED**: $20,000 **FUNDING SOURCE (Dept./Page in CIP & Budget)**: 110-1600-533.30-29 (Planning – Consulting Fees)
TIMETABLE: • Intern would begin employment on January 16, 2008 and work through May 31, 2008.
RECOMMENDED ACTION: The Committee should make a recommendation to the City Council regarding hiring an intern through a contract with the University of Delaware, Institute for Public Administration.

BACKGROUND AND ANALYSIS

The City of Dover's Comprehensive Plan is due for update in fall 2007. Staff expects the process to take approximately one year. We are planning to complete the plan in-house, with a hired facilitator to facilitate the public meetings and a graduate-level planning intern to gather background information, compile data, and assist in drafting text. Staff will prepare a request for proposals to hire a facilitator and would like to hire a graduate research assistant as an intern through the University of Delaware Institute for Public Administration (IPA). Because this would require a contract with the IPA that exceeds $2,500, the purchasing policy requires that an competitive RFP be done for professional services. Staff is requesting that Council waive this requirement because of the specialized nature of the need and the public service and planning specializations of the IPA. As a part of its mission, the IPA regularly places graduate students with state and local government agencies throughout Delaware. There is no other comparable service or program in the other colleges and universities in Delaware, and an out-of-state college could not effectively provide the service. The research assistant assigned to the Planning Office would have the full resources of the IPA's professional planners, as well as other professionals with a long history of expertise in public policy and administration. The City of Dover has previously utilized the IPA's services for other projects.

Attached are some pages from the IPA's website that describe the specialized nature of IPA's services and relationships with local governments in Delaware.

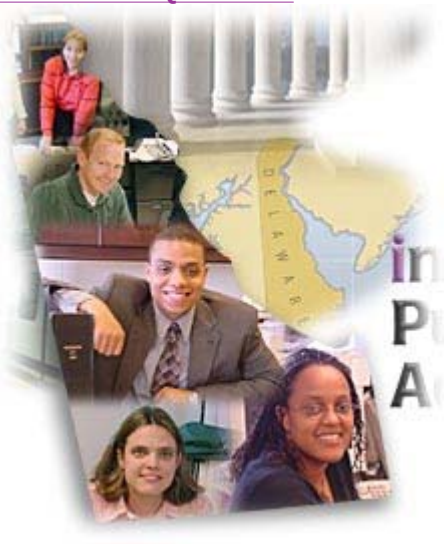
Welcome to IPA | Brochure

What Students Say About IPA

Organizational Chart | Comments/Questions



online brochure



About IPA

The Institute for Public Administration (IPA) is a public service, education, and research center that links the resource capacities of the University of Delaware with the complex public policy and management needs of governments and related nonprofit and private organizations. IPA provides direct staff assistance, research, policy analysis, training, and forums while contributing to the scholarly body of knowledge. Program areas include civic education, comprehensive planning, conflict resolution, education leadership, healthcare policy, state and local management, water resources, and women's leadership. IPA supports and enhances the educational experiences of students through the effective integration of applied research, professional development opportunities, and internships.

IPA's main office is on the University's Newark campus in 180 Graham Hall. Jerome Lewis is the director of IPA and can be reached at 302-831-8971 or by e-mail.

The University of Delaware - An Equal Opportunity Employer
The University of Delaware is committed to assuring equal opportunity to all persons and does not discriminate on the basis of race, color, gender, religion, ancestry, national origin, sexual orientation, veteran status, age, or disability in its educational programs, activities, admissions, or employment practices as required by Title IX of the Education Amendments of 1972, Title VI of the Civil Rights Act of 1964, the Rehabilitation Act of 1973, the Americans with Disabilities Act, other applicable statutes and University policy. Inquiries concerning these statutes and information regarding campus accessibility should be referred to the Affirmative Action Officer, 305 Hullihen Hall, (302) 831-2835 (voice), (302) 831-4563 (TDD).

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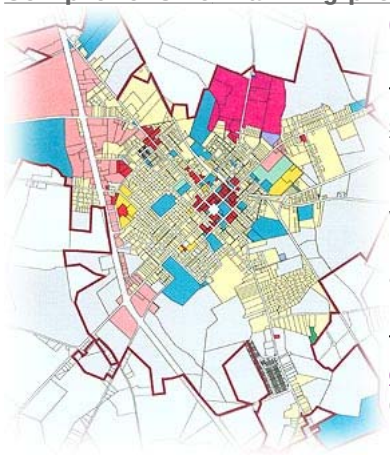
Comprehensive Planning Services

THE IPA TEAM

The Institute for Public Administration's (IPA) Planning Services Team offers a wide variety of planning services to local, state, and regional governments in the Delaware Valley. IPA, directed by Jerome Lewis, combines the professional planning experience and research skills of its staff with the resources of the University of Delaware to maintain its rich tradition of providing service and assistance to municipalities. Having served at all levels of state, county, and local government, these staff members bring both an impressive list of credentials and the variety of experience and skills needed to address the needs of Delaware's municipalities. Complementing the group's work is the contribution of the Water Resources Agency, a unit of IPA, which offers its expertise in watershed planning, computer mapping, and geographic information system (GIS) development.

SERVICES

- **Development of comprehensive plans for municipalities**
- **Assistance with transportation planning**
- **Help with the resolution of water and wastewater issues**
- **Training on the comprehensive planning process and the administration of land-use regulations**
- **Reviews of government services**
- **Mapping assistance with the use of a geographic information system (GIS) for local government planning**



Comprehensive Planning

The Institute for Public Administration provides a range of **planning services** to Delaware's municipalities, as well as to other governmental and civic organizations. These services include land-use planning, land-use regulations and ordinances, water and wastewater infrastructure issues, transportation planning, planning process training, local governance capacity reviews, and mapping assistance.

The bulk of the IPA's planning work involves the development of **comprehensive plans for municipalities**. IPA also assists local governments in preparing specific planning studies and land-use regulations to support their plans. IPA planners coordinate local planning efforts with the Office of State Planning Coordination (OSPC), the Delaware Department of Transportation (DelDOT), the Department of Natural Resources and Environmental Control (DNREC), other state agencies, and affiliated organizations (e.g., Delaware League of Local Governments and the Sussex County Association of Towns).

The Institute is also at the forefront of the use of geographic information systems (GIS) for local government planning in Delaware.

For more information, contact Martin Wollaston (302-831-4930).

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ph 302-831-8971 | ipa@udel.edu | fax 302-831-3488

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Introduction | Contact Us | IPA Partners

Comprehensive Planning Services

DELAWARE CLIENTS

IPA has worked with or is currently working with:

Town of Bethany Beach
Town of Blades
Town of Bridgeville
Town of Camden
Town of Cheswold
Town of Clayton
Town of Dagsboro
Delaware City
Town of Dewey Beach
City of Dover
Town of Elsmere
Town of Felton
Town of Frederica
Town of Georgetown
Town of Henlopen Acres
City of Lewes
Town of Middletown
Town of Millsboro
City of Newark
City of New Castle
Town of Ocean View
Town of Odessa
City of Rehoboth Beach
Town of Smyrna
Town of South Bethany
Town of Townsend
City of Wilmington
Town of Wyoming

Kent County
New Castle County
Sussex County
Sussex County Association of Towns (SCAT)
Delaware League of Local Governments (DLLG)
Office of State Planning Coordination (OSPC)
Delaware Public Policy Institute (DPPI)

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ACTION FORM

PROCEEDING: Legislative, Finance, & Administration Committee	**AGENDA ITEM NO.:** 09/24/2007
DEPARTMENT OF ORIGIN: Human Resources	**DATE SUBMITTED**: 09/07/2007
PREPARED BY: Frank E. Szyjka	
SUBJECT: Request for Proposal for Review and Evaluation of the City's pay for Performance Policy	
REFERENCE: N/A	
RELATED PROJECT:N/A	
APPROVALS: City Manager	
EXHIBITS: DRAFT RFP Attached and Scope of Assessment	
EXPENDITURE REQUIRED: **See Below**	**AMOUNT BUDGETED**: See Below
FUNDING SOURCE (Dept./Page in CIP & Budget): See Below	
TIMETABLE: Final report to City no later than January of 2008 unless vendor's proposals indicate a longer time line is needed.	
RECOMMENDED ACTION: Approval to proceed with Request For Proposal	

BACKGROUND AND ANALYSIS

City Council indicated a desire to have the Pay for Performance (PFP) Policy and its implementation evaluated to determine whether it is meeting its original purpose. Although this is not a budgeted item, it is believed that the salary savings from the difference in the City Manager budgeted PFP increase and the amount approved by City Council could cover the proposed study. Attached is a DRAFT- Request for Proposal (RFP) outlining the Scope of Work and vendor Qualifications for the review.

DRAFT

REQUEST FOR PROPOPSAL

I. INTRODUCTION

The City is soliciting proposals on behalf of the Human Resources Department to obtain the services of a qualified firm to provide professional consulting services. Specifically, Consultant will conduct a review and evaluation of the City's Pay for Performance (PFP) Policy for non-bargaining employees to determine whether it is meeting its original purpose.

II. Scope of Work

The City is soliciting responses from qualified firms to conduct a comprehensive study of the Pay for Performance Policy. The services provided should include, but need not necessarily be limited to the following:

A. Is the system meeting its purpose?
B. Has the Pay for Performance System brought Dover's entry level salaries into closer conformity with local market comparable salary positions?
C. Is the Pay Plan Maintenance working?
D. Does the market survey currently being performed by the HR Department correspond with the original market survey methodology that was used to establish the new pay grades and ranges in the original PAS study?
E. Are performance evaluations and advancement goals being met?
F. Are the employee's goals and objectives being reviewed quarterly?
G. Are the quality control systems working?
H. Are procedures for new job titles/grades, re-grading and re-titling being followed?
I. Is the appeal process working?
J. Are we properly training evaluators?
K. Have the goals and objectives that are now included in the annual strategic statements for each department been regularly incorporated into the goals and objectives of the individual employees working in the department?

A copy of the PFP Policy, a Scope of Assessment, and other supporting information has been posted on the City's website in a PDF format. For your convenience, the packet can be accessed at the following link:

http://www.cityofdover.com/ (SEE NOTE BELOW**)

III. Qualifications

The written proposal submitted should at minimum include the following information:

The firm name and contact person, together with address, telephone number, facsimile number and e-mail address of the office from which the services will be provided.

A brief history of the firm. Information should include organization structure, location of management.

A description of the services which the proposer is capable of providing. Include specific information on specialized access to market information, personnel with specialized knowledge and expertise in the area to be evaluated.

A listing of Firms or Government Agencies for which your firm and/or staff has served over the past three (3) years. Be sure to include specific dates and a brief description of the service provided.

A list of references the City may contact in order to assist in the evaluation of your past performance. For each reference listed, the information should consist of the following:

A. Name and mailing address of the entity.
B. Contact name, title and phone number.

**NOTE: The Information packet will include:

1. City of Dover Performance Based Pay Policy for Non-Bargaining Employees dated March 8, 2004.
2. Instructions for the Performance Review Cycle
3. Position Analysis Factor Quick Reference Guide
4. Blank City of Dover Pay-For-Performance Evaluations for Non-Council and Council Appointed Employees
5. Pay for Performance (PFP)- Scope of Assessment

Scope of Assessment – Pay for Performance (PFP)

1. Is the system meeting its purpose; specifically,

    a. Is the system providing equitable compensation?
    b. Is the system working to retain quality employees or are we losing them to competitors?
    c. Is the system working to recruit quality employees?
    d. Are the new recruits staying with the city?
    e. Are we getting results based performance due to rewarding better performance?
    f. Are employees more goal oriented under this system of evaluation?
    g. Are employees more motivated to perform better under this system?
    h. Has the Pay for Performance system brought Dover's entry level salaries into closer conformity with local market comparable salary positions?

2. Is Pay Plan Maintenance working; specifically,

    a. Are the market based surveys maintaining salaries with the market?
    b. Is there any indication that salaries are moving ahead of the market?
    c. Is there any indication that salaries are moving behind the market?
    d. Is there any evidence indicating that employees at higher salary levels are advancing faster or slower than lower salaried employees?
    e. Does the local market survey currently being performed by the Human Resources Department correspond with the original market survey methodology that was used to establish the new pay grades and ranges in the original PAS study?

3. Are performance evaluations and advancement goals being met?

    a. Are all evaluations being completed in accordance with the policy?
    b. Are clear goals being established meeting the SMART criteria?
    c. Are "below market" employees advancing to "at market" at the expected rate?
    d. Has the system reduced or eliminated the number of employees above the maximum, and prevented employees from advancing above the maximum?
    e. Is the scoring system working to differentiate better performance?
    f. Have the goals and objectives that are now included in the annual strategic statements for each department been regularly incorporated into the goals and objectives of the individual employees working in the department?
    g. Are the employee's goals and objectives being reviewed quarterly?

4. Are the "Quality Control" systems working?

    a. Are evaluations being fairly administrated across departments?
    b. Is scoring consistent across departments?
    c. Is the Human Resources department reviewing evaluations?

d. It is being administered fairly or if it is divisive; to examine the various documents that have been presented over the years; to question why some of the changes have taken place; to gain an understanding of how people move through the system; how they are re-graded or re-titled.

5. Are procedures for new job titles/grades, re-grading, and re-titling being followed?

   a. Are new employees being placed properly within salary ranges?
   b. Have re-titling and re-grading been merit based?
   c. Are the employees in the program benefiting more than those who are nor and, if so why, and if not, why not?
   d. Whether or not the evaluative criteria is being administered fairly and advancing the mission of the organization.

6. Is the appeal process working?

   a. Have there been a high number of appeals?
   b. Do appellants feel that they have been treated fairly?

7. Are we properly training evaluators?

   a. Are we following the training guidelines?
   b. Do evaluators feel as though they are being properly trained?

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

That Chapter 106 Traffic and Vehicles, Division 4. Downtown Parking, Sec 106-212 Parking Limitations be amended by inserting a new subsection section as follows:

(d) *Towing of Vehicles.* Vehicles parked in a time-limited zone in excess of 24 hours may be towed.