City Council
Strategic Planning Session
2007

Why Are We Here?

- New Ideas from City
- Re-validate Vision, Critical Success and Mission
- Review Current and Pending Initiatives
- Review Progress since Last Retreat



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Ideas Made Real

Ideas From The Past That Became Reality

- *Main Street Dover*
- *Pay for Performance*
- *Youth In Government Day*
- *Quality of Life Task Force*
- *Blue Light Safety Program*

Ideas That Became Reality – 2005

- *Tax Exemption to Buy Home in Target Area*
- *Real Estate Tax Abatement in Target Area*
- *Garrison Tract Commission*



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Are These Still Valid?

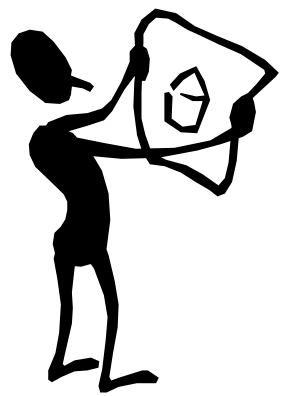
VISION

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.

CRITICAL SUCCESS FACTORS

With these, we can achieve our Vision . . . .

- Customer Satisfaction
- Employee Satisfaction
- Cost & Revenue Efficiency
- Improve Downtown & Surrounding Neighborhoods
- Citywide Safety
- Effective Organizational and Community Communications



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Are These Still Valid?

Mission Statement

During the next two years, it shall be the mission of the City of Dover to advance the following policies and projects however and whenever possible:

- **Establish a Regional Library in Dover**
- **Establish the "Delaware Civic Center and Arena" in Dover**
- **Promote Homeownership**
- **Promote Affordable Housing**
- **Implement Brown Water Solutions**
- **Strengthen Property Maintenance and Enforcement**
- **Replace Generating Capacity**
- **Support the building of Cultural Center**

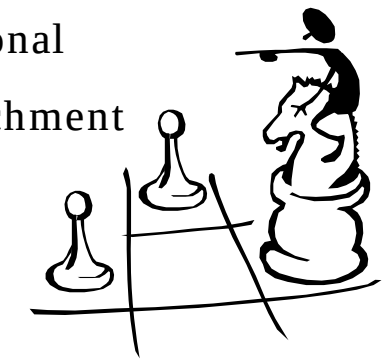


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Do We Keep Moving Forward?

Current & Pending Initiatives

1. Brown Water Solutions
2. Reducing Cost of Medical & Retirement Benefits
3. Future Generating Capacity – Dover Energy 2030
4. Reducing Inflow & Infiltration
5. Centralized Customer Relations Tracking
6. Revenue Forecast Model
7. Silver Lake Management
8. Hyatt-Palma Study – Economic Development Professional
9. New Revenue Sources – Water Impact Fee – Pole Attachment
10. Comprehensive Plan Update



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Don't Forget
Our Citizen Concerns

2006 Citizen Survey Results

Low Scores & Below Norm of Other Cities Surveyed

Core City Services

1. Snow Removal
2. Public Parking
3. Recreation Programs
4. Drinking Water
5. Services to Youth

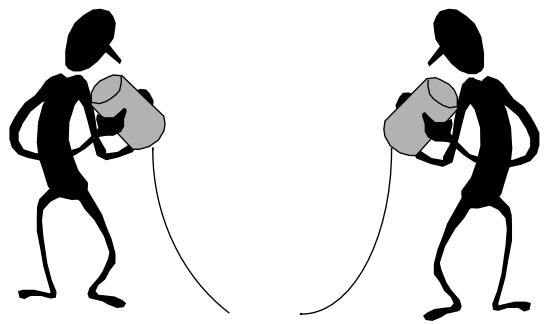
Quality of Life Issues

A lack of . .

1. Openness and Acceptance
2. Sense of Community
3. Recreational Opportunities

Major Problem Areas

1. Violent Crimes
2. Property Crimes
3. Crime Prevention
4. Safety Downtown – After Dark
5. Safety in Parks – After Dark

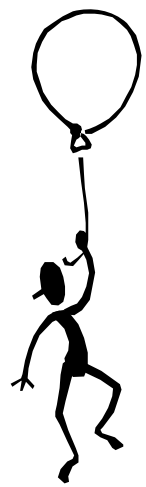


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Remember Last Year's Retreat?

Top Recommendations from 2006

#Votes	Recommendations
7	Proactive/stronger property maintenance code enforcement
7	Inner-city Cultural Center
6	Nail down site for Library and develop initial plans; move faster
6	Increase debt from $1M to $5M
5	Financing plan for new replacing generating capacity
5	Continue the Blue Light Safety Program in Parks
4	Utility GIS to map crime
4	Explore single point customer service staff
4	Encourage State to close homeless loophole in sex offender laws



2007 COUNCIL RETREAT VOTES

DESCRIPTION OF PRIORITY	VOTES FOR
McGlumphy - to receive reports in a timely fashion to make better decisions	√
Salters - four year terms for Council (in Charter)	
Russell - improve language in codes so they are easily understood	
McGiffin - green buildings - LEEDS certified	√ √
Ruane - explore common intergovernmental revenue and services that can be shared (municipal, county, state)	√ √
Williams - return of City Planner to direct supervision under City Council	√ √ √ √
Carey - convince legislature to increase debt service amount	
Speed - creative nuisance property maintenance enforcement (N. Little Road, Arkansas Model)	√ √ √ √ √
McGlumphy - better effort to complete capital projects on time	
Salters - loitering ordinance	√ √ √ √ √
Russell - convert municipal utility to a citizen-owned co-op	√
McGiffin - review property tax exemption protocol (all exceptions)	√ √ √
Ruane - Council quarterly issue focused workshops (focus on single topic)	√ √

DESCRIPTION OF PRIORITY	VOTES FOR
Williams - transfer of development rights ordinance (companion to County ordinance)	√
Carey - more incentives to bring businesses to downtown business district	√ √ √ √
Speed - BID along Rt 13 corridor to provide a revenue stream for the civic center arena	√ √ √
McGlumphy - look at Charter, policy, and procedural restrictions on Council communication and between Council and staff	
~~Salters - pay adjustment for Council, Council President, and Mayor~~	
Russell - Council quarterly news letter	
McGiffin - improve pedestrian safety downtown (State Street and Governors Avenue)	√
Ruane - "How to" compliance pamphlets, with graphics on property maintenance codes	
Williams - collaborative and cooperative interaction with downtown developers to stimulate downtown Dover	√
Carey - energy and water efficiency pamphlets to customers	√
Speed - use GIS to map crime	
McGlumphy - demonstrate progress of CIP projects	√ √
Salters - greater involvement with school district/educational process for children	√
Russell - more aggressive action against absent landowners	

DESCRIPTION OF PRIORITY	VOTES FOR
McGiffin - ordinance that prohibits discrimination based on sexual orientation or trans-gender orientation	√ √ √
Ruane - bus station/terminal	√ √ √ √ √ √
Williams - look at alternative methods on energy generation, different from those being discussed (not wind/solar)	√ √
Carey - more aggressive grant writing	√ √
Speed - Downtown overlay zone to accomplish more flexibility to handle different construction (circumstance)	√
McGlumphy - more cohesiveness/cost sharing among departments	
Russell - building use co-location - multi-purpose buildings	
Williams - “aggressive” pursuit of water infrastructure replacement	√ √ √ √ √
Salters - consolidation o f committees	
Ruane - stormwater management	√
Expanding Digital Government	
Develop Economic Development Strategy	√ √ √ √ √
Develop Ordinance that sets up a committee of non-elected officials to periodically review Council and Mayor Compensation and Make Recommendations	√ √ √ √ √

TM/jg
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Tally Color - 2007 Council Retreat

(each member received 7 votes unless otherwise noted)

HOGAN	Red	√ **6**
MAYOR	Brown	√ **6**
SLAVIN	Purple	√
MCGLUMPHY	Green	√
CAREY	Magenta	√
MCGIFFIN	Pink	√
SALTERS	Dark Blue	√
RUANE	Orange	√ **8**
RUSSELL	Light Blue	√
WILLIAMS	Black	√

TM/jg

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