2006 Council Retreat

IDEAS THAT BECAME REALITY BEOFRE 2005 RETREAT

- Created a Human Resources Department
- Youth In Government Day
- No-Smoking Ordinance (Pre-dated State Law)
- Main Street Dover
- Fiscal Impact Model for Annexation
- Privatization Analysis - Elimination of In-House Tree Trimming Crew
- Uniform Salary Increase - Pay for Performance

IDEAS THAT BECAME REALITY FROM THE 2005 RETREAT

- Police Quality of Life Task Force
- Tax Exemption to Buy in Target Area
- Real Estate Tax Abatement in Target Area
- Garrison Tract Commission



2006 Council Retreat

VISION

The City of Dover is a place where people what to live! Through the team efforts 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 & Community Communications



2006 Council Retreat

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 Entertainment and Sports Complex" in Dover**
- **Promote Homeownership**
- **Promote Affordable Housing**

Taken from the FY 05/06 Annual Operating Budget

2006 Council Retreat

Council 2005-2006 Strategic Objectives

1. Appoint special focus task forces and commissions (ad-hoc committees) to obtain community input for City issues such as the proposed recreation center and library, the development of the Eden Hill tract, and the range of services needed by the community's senior citizens.
2. Work in conjunction with the Mayor on developing a home ownership initiative in the downtown area by providing monetary incentives; approving zoning changes; eliminating ability to convert from single to multi-family residence; supporting staff's efforts in enforcement of nuisance properties, etc.
3. Authorize the action necessary to improve animal control throughout the City and provide for greater cooperative efforts between the City and Kent County SPCA.
4. Upon completion of the reincorporation of the City Charter, develop a process and methodology, to include an independent Blue Ribbon Commission, to make recommendations on the reform of City government and the Charter.
5. Authorize the actions necessary to implement the recommendations of the Garrison Tract Commission for development of the property.

Top Recommendations of 2005

Votes	Recommendations
7	**Dover Library should be recognized as a Regional Library** • Mission Statement\ State Plan\ Site Selection Committee
6	**Charter Reform -** Commission formed and meeting
6	**Homeownership Initiatives** Four houses active\tax abatement programs\ More First Start $
5	**Through Review of Planning Staff -** Hired Inspector\ Audit
5	**City-Wide Code Enforcement**
5	**Downtown Blue Light Program -** Electric Director Performance Goal - evaluating
5	**Quality of Life Task Force -** 3 of 4 officers assigned
5	**Inflow/Infiltration** - Bids out for smoke testing and TV screening
5	**Support of Civic Center Project** Mission Statement\CIP
5	**Affordable Housing** – Mission Statement\CDBG programs
4	**Garrison Tract Commission –** report completed
4	**Turn over Puncheon Run Sewer Pump Station to Kent County** - Public Works Director – Performance Goal

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Other Retreat Ideas Moving Forward

(Council Retreat Session of January 21, 2005)

- City Manager Prepare a Report on Alternative Revenue Streams – *Performance Evaluation Goal*

- Development of Vacant Building Ordinance – *Being draft for public discussion*

- Support the City Manager's Organizational Change- *Senior Administrator Position created.*

- City should Volunteer to Participate in Pilot Curbside Recycling Program with State Support – *Program Active in Dover*

- Add Use of Mobile GPS Tracking to City's Information Technology Plan – Included in Plan.



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Current/Pending Initiatives

1. Brown Water Solution
2. Fiber Option - Connectivity Initiative
3. Reducing Cost of Medical & Retirement Benefits Study
4. Wholesale Power/Power Plan Project
5. Reducing Inflow & Infiltration in Sewer
6. VOIP Telephone Upgrade



2006 Council Retreat

Citizen Survey Results

Low Scores & Below Norm of Other Cities Surveyed

Core City Services

1. Recreation Program
2. Drinking Water
3. Services for Youths
4. Snow Removal
5. Recycling

Major Problem Areas

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

Quality of Life Issues

Lack of . . . .

1. Sense of Community
2. Openness & Acceptance
3. Cultural Opportunities
4. Recreational Opportunities
5. Job Opportunities



EXHIBIT #2
Council Retreat Meeting of 1/27/2006

2006 COUNCIL RETREAT PRIORITIES - WITH VOTES

CON	DESCRIPTION OF PRIORITY	PRO
	Mayor - Map Crime with GIS	√ √ √ √
	Ritter - containing cost in water treatment and distribution.	√ √
	Slavin - refining revenue projections; better algorithms and models.	√ √ √
	Williams - define replacement costs for the power generation equipment (Units 1 & 2 - possibly 3) and financing plan.	
	- financing plan for new replacing generating capacity.	√ √ √ √ √
	- explore generating partnership, specifically Indian River.	√
	Salters - User friendly government, specifically educating public of what the City does and its processes.	
√	Hogan - nail down site for Library and develop initial plans; move faster.	√ √ √ √ √ √
	Russell - create stock in Dover Electric Plan sell to residents/citizens.	√ √
	Ruane - proactive/stronger property maintenance code enforcement.	√ √ √ √ √ √ √
	- staff should identify any ambiguous codes regarding property maintenance and better define them - bring to Council if necessary.	
	- investigate why property maintenance is not being enforce per code.	√
	- create a better system of referring codes violations between police and inspectors	√
	- case closure - better quicker ways to bring code compliance.	
	Carey - improve quality of water (color and taste).	√ √ √
	- ensure storage supply of water infrastructure.	√ √

CON	DESCRIPTION OF PRIORITY	PRO
	Russell - community swimming pool (indoor/outdoor) located at or near Silver Lake.	√
	Hogan - Re-explore the possibility of pool at DelTech.	
	Hogan - Continue the Blue Light Safety Program in Parks.	√ √ √ √ √
	Salters - Install Blue Light Safety Program in neighborhoods - START in neighborhoods.	√
	Ruane - Plan for maintenance of failing stormwater ponds, explore creating a stormwater utility to talk over maintenance of ponds.	√ √ √
	Williams - Planning Department/Planners properly staffed and trained to ensure the quality of planning in Dover.	√ √
	Ruane - Explore having single point customer/service staff who can properly refer people and make sure people are handled to ensure quality control or handling complaints/service related issues.	√ √ √ √
	Slavin - establish regular meetings with Educational Institutions located within the City.	√
	Russell - City should address transitional housing, homeless needs.	√
	Salters - Explore ways of keeping older youth in activities, and out of trouble.	√
	Mayor - Create laws that restrict where sex offenders can live and go - close homeless loophole.	√ √ √
	- encourage State to require GPS monitoring of sex offenders.	√ √
	- encourage State to close the homeless loophole in sex offenders Law.	√ √ √ √
	- Support 2 Bills in Legislation to address stronger sentencing of sex offenders.	√ √
	Ruane - maximize City's fiber optic infrastructure as an enterprise support the recommendation of connectivity study.	√ √

CON	DESCRIPTION OF PRIORITY	PRO
	Ritter - change fiscal year to calendar year to better support new candidates.	√
	Williams - change election date to better align with budget.	√ √
	Ruane - water impact fees for new construction.	√ √
	Ruane - explore option through establishing affordable housing policy as it relates to new construction.	√ √
	Slavin - evaluate quality of ambulance services.	√ √
	- find central location for ambulance.	√
	Mayor - require convicted criminal to pay for police costs associated with crime. Cost recovery from criminals.	
	Carey - continue making city building more secure, installing cameras.	√ √
	Mayor - security cameras in parks.	√
	Salters - review of health and pension programs for costs control and unfunded liability.	√ √
	Sadusky - Fix infiltration problem - develop a goal.	√
√	- increase debt from $1 Million to $5 Million.	√ √ √ √ √ √
	- change Substandard lights in Crossgates/Mayfair.	
	- Fix night deposit box at Reed Street.	
	Mayor - adoption of downtown mixed use zone.	√
	- elimination of single to multi conversion in RG-1 zoning classification.	√
	- funding a marketing efforts for these programs.	
	Mayor - Reverse Bid Tax.	√ √
	Mayor - develop incentives to encourage property owners and businesses downtown to have uniform business hours downtown.	√

CON	DESCRIPTION OF PRIORITY	PRO
	Mayor - adjustment to Mayor's compensation:- increase $50,000 in FY07; $55,000 in FY08.	√
	- allow 401K for Mayor to participate.	√
	- biannual review compensation by Council.	√
	Mayor - establish environmental/conservation advisory committee.	
	Ruane - eliminate County taxes for city residents.	√
	Hogan - combined bus terminal at George & Lynch site.	
	Hogan - Direct staff redesign of electric bill.	
	Salters - 2 Day Retreat	
	Salters - Cultural Center.	√ √ √ √ √ √ √
	Russell - Race Ticket Tax.	√

Tally Color - 2006 Council Retreat

Ruane	**Red**	√
Bev	**Brown**	√
Slavin	**Black**	√
Hogan	**Light Green**	√
Salters	**Purple**	√
Carey	**Pink**	√
Russell	**Blue**	√
Ritter	**Orange**	√
Sadusky	**Green**	√
Mayor	**Light Blue**	√

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