

FISCAL 2010-2011 OPERATING BUDGET

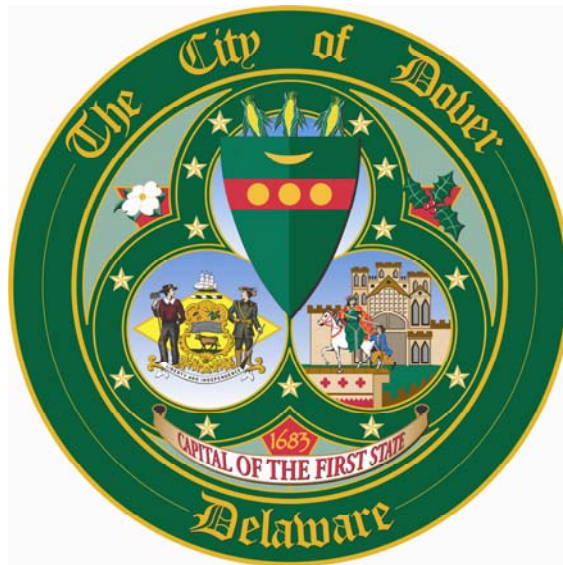
with 2011-2015 Capital Investment Plans



The City of Dover
“A place where people want to live.”

Annual Operating Budget

**For Fiscal Year
2010 - 2011**



“A place where people want to live”

*Published by:
The City Manager's Office
Teresa A. Tieman, Senior City Administrator*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Dover
Delaware**

For the Fiscal Year Beginning

July 1, 2009

President

Executive Director

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INTRODUCTION

CONTAINS THE FOLLOWING SUBSECTIONS:

CITY MANAGER'S LETTER

HOW TO USE THIS BUDGET

CITY OFFICIALS

CONTACT INFORMATION

CITY ORGANIZATIONAL CHART

OPERATIONAL STRUCTURE

PERMANENT PERSONNEL

DOVER PROFILE



July 12, 2010

Honorable Mayor and Members of City Council
City of Dover
Dover, DE 19901

Dear Mayor and Members of City Council:

I am presenting the Fiscal Year 2010-2011 City of Dover Final Operating Budget as approved by Council on July 12, 2010. The Fiscal Year 2010-2011 budget is balanced as required by State Code. This budget reflects our firm commitment to efficiently deliver basic municipal services and to maintain the quality of life for our citizens while faced with unprecedented financial challenges. Our budget provides funding for public safety, effective code enforcement, continued economic development, improvements to our streets, water, wastewater, and electric infrastructure, and various recreational opportunities.

Over the past two years the City has taken actions to decrease costs and avoid rate increases, where possible. Last year, all city employees (dispatchers in police, fire and electric are exempt due to the 24/7 nature of their work) took nine days of unpaid furlough leave. In spring 2009, a hiring freeze was put in place and will continue into Fiscal Year 2011. Approximately 20 positions have been eliminated from the budget since the hiring freeze began. For the second consecutive year, all departments were held to Fiscal Year 2009 budget levels for materials, supplies and administrative expenses with the exception of computer equipment and items deemed strategic or necessary. Capital investments were curtailed, as much as possible, particularly in the General Fund.

Due to economic conditions in Fiscal Year 2010, Council declined to raise any General Fund fees and taxes. The only increase to city rates, for water fees, covered the cost of debt service for capital improvements. Many of our strategies for cost reductions were not sustainable.

Despite our best efforts this year, rates and fees needed to be increased in order to maintain infrastructure and service levels. The City raised taxes; business licenses fees, trash fees, in addition to water and wastewater rates. We also added a new rate for groundwater inflow adjustments. These increases will keep Dover on a promising path to the future. Implementing these increases is especially difficult in the current economy. We know that this puts a burden on the citizens; however all employees remain committed to working hard to provide quality services worthy of these new funds.

BUDGET OVERVIEW

The budget estimates total expenditures for operations and capital of \$143.9 million city-wide (excluding intrafund transfers and current year balances). The amount represents a decrease of \$13.2 million or -8.42 percent. The largest driving factor in the decreased budget program is the reduced power supply costs of \$8.6 million. Reduced capital expenses would be the second largest factor. This decrease can be attributed to decreases in the Replacement Library Project, Water Quality Improvements and the Inflow Infiltration Removal Project.

TOTAL ANNUAL BUDGET PROGRAM		
	Fiscal Year 2009-2010	Fiscal Year 2010-2011
Operating Budget	\$132,031,072	\$127,824,586
<i>Percent Change</i>		-3.64%
Capital Investments	\$ 25,107,453	\$ 16,080,271
<i>Percent Change</i>		-35.95%
Total Financial Program	\$157,138,525	\$143,904,857
<i>Percent Change</i>		-8.42%

This year's budget restored the purchase of needed vehicles including; police cars for \$282,380; one trash truck for \$246,075; one new dump truck for the Streets Department for \$131,005. The purchase of the dump truck will also increase our snow plow equipment by one. The budget also funded additional security cameras for downtown.

The greatest rate increases in the Fiscal 2011 budget came in the area of water and wastewater rates. These increases were needed to fund projects designed to solve some longstanding problems including brown water and ground water inflow and infiltration. The decision to move forward with these projects, in the middle of a recession, was based on the low cost loans available through Federal Stimulus programs and low construction costs. To postpone these projects would result in higher construction costs and finance charges in the future.

I am pleased to report that Dover lowered its electric rates. Currently, Dover's residential electric rates are the second lowest in the State of Delaware. And even though our water rates increased, Dover's year round water bills are third lowest, of 30 municipal or private water companies, in Delaware. Sewer rates are second lowest among all towns in Delaware and our in-city trash rates are also less expensive than all but one Delaware town, where recycling has not been implemented. Even with the increased rates in the budget, Dover's fees and rates remain competitive with other municipalities.

BUDGET HIGHLIGHTS

- Increased costs are budgeted Citywide for health care. Base rates for health care rose approximately ten percent.
- This is the second year the City will not fund Other Post Retirement Benefits (OPEB) in the General and Water/Wastewater Funds, due to the current downturn in revenue. The Electric Fund is funding OPEB at \$1.2 million.
- This is the first year our unfunded pension liability is not shown as part of each division's expense. It is now shown in the direct expense of each fund. The General Fund expense for unfunded liability is \$995,000; Water/Wastewater is \$372,000; and Electric Fund is \$833,000. Our lump sum contribution to the Police pension plan remains at \$95,000. The total obligation budgeted is \$2.295 million.
- Furloughs have not been budgeted in Fiscal 2011 for City employees. The FOP (Fraternal Order of Police) union employees are budgeted for a three percent increase, per their contract. Non-bargaining employees are budgeted for two percent plus one percent, for Pay for Performance, in accordance with the new Pay-for-Performance guidelines. Contract negotiations continue with the IUE-CWA and IBEW bargaining units.
- Attrition has been budgeted in larger departments. This was accomplished by reducing salaries by one – two percent.
- All departments were held to Fiscal Year 2009 budget levels for materials, supplies, and administrative expenses, with the exception of computer equipment and items deemed strategic or necessary.

GENERAL FUND

Existing General Fund revenues, as a whole, are projected to increase, \$2.8 million, from the same revenues in the Fiscal Year 2010 original budget. The Fiscal Year 2011 increases in taxes, business license fees, and trash fees are projected to improve revenues 8.7 percent.

Property taxes are valued at 100 percent of appraised value. The tax rate used for Fiscal Year 2011 is \$0.3378 per \$100 dollars of assessed value. Property values were reevaluated during Fiscal Years 2009 and 2010. Delaware State Law: 22 Delaware Code Section 1105 (b) requires municipalities to calculate a "rolled-back" tax rate, as to provide the same tax revenue as was levied during the prior fiscal year and to state that the percent, if any, by which the property tax rate to be levied exceeds the "rolled-back" property tax rate. The City of Dover "rolled-back" tax rate is \$0.3108 per hundred of assessed value, and the Fiscal Year 2010-2011 tax rate is set at \$.3378 per hundred of assessed value, the increase over the rolled-back tax rate being 8.68 percent. For a typical home with an assessment value of \$161,600, this rate change results in a \$43.62 annual increase in taxes.

Business license revenue is projected to increase by four percent or \$48,675 to \$1,523,675. This increase can be attributed to an increase in Business License fees of 3.3 percent. Business license fees have not increased since 2004.

Trash fees are increasing for Dover residents from \$5.85 monthly to monthly fee of \$11.70. This increase covers the cost of increased landfill and recycling fees. For the first time, fees are set to recover most of the operational costs of the Sanitation Division versus previously only covering landfill fees.

Transfers were not made from the Water/Wastewater Fund this year. In order to keep necessary rate increases in water and wastewater low, transfers were not approved. Council did approve the transfer of additional funds from Electric. The Electric transfer, \$8,856,000, represents approximately 9.21 percent of Electric Fund revenues. The maximum transfer that current policy allows is \$7,250,000; however, Council approved the exception due to the economic recession. These transfers are viewed as returns on our taxpayers' investment in the utilities and serve to keep taxes low.

GENERAL FUND CAPITAL EXPENSES

Capital improvements were kept to a minimum. The new Library Project, annual payment to Robbins Hose, and the Streets Program, are the only substantial capital projects for Fiscal Year 2010-2011. The replacement of Police vehicles, one Sanitation trash truck, and one Streets dump truck have been included in the Fiscal 2010-2011 budget, as previously mentioned.

Work on the new regional library project will continue with funding in the amount of \$6.7 million. In Fiscal Year 2011 the project will be funded by a \$3.3 million State Grant, \$2.3 million from the Library Reserve Fund and \$1 million from other resources.

Holzman, Moss, Bottino, LLP and the Becker Morgan Group have been hard at work preparing the construction documents for the new library building. The construction document phase has reached 50 percent development with anticipated completion due in November 2010. We continue to work diligently with the assistance of the EDiS Company, our construction managers, to ensure that the cost of the project is accurate and responsible. We are on target for a spring ground breaking with ribbon cutting in September 2012.

The first phase of site construction will begin this fall with the building of an access road along the DNREC property line to Innovation Way. All approvals have been received and the project is ready for bidding. Final phase of negotiations with Wilmington Trust are underway to allow a reconfiguration of their parking lot and drive through on Kings Highway.

State bond bill funding this fiscal year has exceeded our expectations. Bond bill funding will cover up to 50 percent of eligible construction costs. This will total approximately \$10.6 million. We have achieved 80 percent or \$8.4 million of that; and have requested the balance in the next fiscal year to complete the project. The capital campaign goes well considering the current economy. Sizable grants have been received from the Longwood Foundation, the Welfare Foundation, and the Wilmington Trust Company. There are \$2 million in active grant requests that have been submitted and await responses.

Our partnership with Wesley College, as the host of the campaign office continues. The Greater Dover Committee has endorsed the library project as an excellent quality of life initiative. We are grateful for their support and participation with our project.

The City's annual contribution to Robbins Hose is included in this budget, as per the Major Fire Apparatus Replacement Plan. This plan ensures loan payments for equipment and replacements, according to a schedule, and guarantees the equipment will not be outdated and unserviceable. The plan is based on replacing one of the Company's five engines and one rescue vehicle every three years, which places the average replacement age of the fleet at 18 years. Robbins Hose has agreed to postpone the purchase of apparatus by one year. The Fiscal Year 2011 contribution includes payments for capital equipment in the amount of \$288,210.

The Street and Alley Program for Fiscal Year 2011 is estimated to cost \$1.3 million. The program resurfaces the City's street and alley network. The City's contribution from the General Fund is budgeted at \$300,000 with \$1 million from the Community Transportation Fund.

WATER/WASTEWATER FUND

Fiscal Year 2011 Water revenues are projected to be \$4.2 million, due to a rate increase of 11.1 percent. The rate increase is needed in order to pay the debt service on water quality improvement projects. Wastewater revenues are expected to be \$3.3 million for Fiscal Year 2011. This is due to a rate increase of 26.2 percent. This increase is needed to pay the debt service on inflow infiltration projects. There is negative growth expected in Water and Wastewater sales. Wastewater Adjustments fees are projected to be \$2.9 million. There are no rate increases planned for the Kent County Wastewater Adjustment charges in Fiscal Year 2011. Due to the increasing deficit, estimated at \$1.6 million, in the Wastewater Adjustment account and the historically high levels of the water table, a Groundwater Inflow charge of \$1.05 is added to customers' bills. This new fee is expected to generate \$1.35 million and reduce the deficit in the fund over time.

Fiscal Year 2010 bond issues have increased our debt service liability. The debt is necessary to complete the major capital improvement projects planned for our Water/Wastewater system. It is projected that the debt will require Water and Wastewater rate increases as outlined below.

Fiscal Year	Water	Wastewater
2011	11.1 %	26.2%
2012	4%	12.8%
2013	12.5%	10%
2014	4.8%	4%
2015	5.2%	2%

In the last few years, the Water and Wastewater utilities have struggled with water quality and inflow infiltration issues. There is no one single solution for these issues. Addressing these concerns requires capital improvements to the system. Over the next five years the City plans to fund projects by issuing bonds. Projected outstanding bonds, at the end of Fiscal Year 2015, are estimated to be \$30.7 million. This debt issuance has resulted in a rate increase of 11.1 percent for Water and 26.2 percent for Wastewater in Fiscal Year 2011. Despite these projected increases Dover's rates for Water and Wastewater remain the lowest in Delmarva.

Some of the water and wastewater capital projects planned are related to increased growth and expansion of the system. Impact Fees are typically used to cover the cost of expansion projects. Most of our capital projects, over the next five years, address aging infrastructure through replacements.

WATER

Improving Dover's water quality is recognized by the Public Utilities Department as its highest priority. Although the City's water supply meets all the requirements of the State of Delaware, Division of Public Health's Office of Drinking Water, water quality complaints have eroded consumer confidence in the City's water supply as the water is perceived to be aesthetically unpleasant. Addressing the brown water, and associated water quality concerns of the City's water system, requires both capital improvements to the system in addition to operational controls such as system-wide flushing operations.

The Public Utilities Department performs water system flushing operations twice a year as a critical part of normal system maintenance. Under normal demand conditions, the slow movement of the water can lead to mineral deposits within the water mains. To address this, the Department flushes the system by utilizing fire hydrants, and other outlets, throughout the system to move water through a water main at a high velocity, creating a scouring action. The water is discharged through the outlet, which in turn removes settled particles, such as iron, from the system. Removal of this buildup can help alleviate corrosion, water color problems and inadequate fire flow.

From Fiscal Year 2007 to Fiscal Year 2009, the Public Utilities Department installed contact chambers at thirteen (13) deep production well sites. The purpose of these chambers is to assist in stabilizing the chemistry of the water prior to entering the distribution system in order to assisting with water quality issues. Sample data that has been collected and analyzed by Water Production staff indicates that the intended purpose has been met and stabilized water chemistry is entering the system at these locations. From Fiscal Year 2006 to Fiscal Year 2009, the Department also installed variable frequency drives (VFDs) at nine deep well facilities. The VFDs provide additional production draw control, reduce water hammer, and flow reversals which results from wells turning on and off and can lead to water quality concerns.

In Fiscal Year 2008, staff established a priority list of all water mains, within the water system, to assist in determining which waterlines will provide the greatest benefit through rehabilitation. Key criteria in evaluating the City's 196 miles of pipe included size, age, material, leaks and complaint data. Implementation of the water main rehabilitation program, based upon the priority listing, began in Fiscal Year 2009. Projects completed in Fiscal Year 2009 and 2010 include replacing aging water main with new, adequately sized water main on Washington Street, sections of Pennsylvania Avenue, sections of South Street, Pear Street, sections of West Street, and sections of South Governors Avenue. Most of these projects were completed by the Public Utilities Construction Division. In Fiscal Year 2011, the Construction Division will install new, larger, eight-inch water main in the area near Bayard Avenue and the North State Street area, while a contractor will be utilized to install a new, larger, twelve-inch water main along Route 13 from North State Street to White Oak Road.

Since the City began working to improve water quality, associated complaints have dropped from an all time high in Fiscal Year 2005 of 906 to 249 complaints in Fiscal Year 2010. The Public Utilities Department encourages our customers to report occurrences to assist in system monitoring and tracking. Over the next five years the Water Division has budgeted \$4.2 million for projects to address water quality improvements. In the Fiscal Year 2011, the City has budgeted \$500,000 on water quality improvement projects.

Planning, design and site procurement for a new 1.0 MG Elevated Water Storage Tank and a new Piney Point Well will continue in Fiscal Year 2011. The Elevated Storage Tank project will meet future storage volume requirements based upon demands, aid in reducing low pressure areas, and enhance fire suppression capability. The Piney Point Well project will increase production capacity to our current permitted allocation, increase system pressure and stabilize chlorine residuals. Construction for both of these projects is planned for Fiscal Year 2013.

WASTEWATER

Inflow/infiltration is a critical issue for the City that results in higher volumes of wastewater being transported to Kent County for treatment than is necessary. Wet weather in Fiscal Year 2003, and again in Fiscal Year 2010, highlighted the fact that the City's wastewater system is aging and requires increased rehabilitation efforts, as well as monitoring of illicit connections to the system such as sump pumps and roof drains. All customers are impacted by inflow/infiltration, since costs associated are not assigned to an individual customer. In order to help address these costs a Groundwater Inflow Adjustment charge of \$1.05 per thousand gallons, was established and will start in Fiscal Year 2011.

In the past, the City contracted with a video pipe inspection company to clean, video inspect, smoke test, and provide digital reports of any problems detected within predetermined sections of the sanitary sewer system. An action plan, based upon the results of the investigation of pipes and manholes to be relined, was developed by staff. Work identified in the plan will be completed in Fiscal Year 2011.

Moving forward, the continued inspection of the sanitary sewer system will be performed by the Water/Wastewater Division. Staff have received their Pipeline Assessment Certifications and have been provided with a reliable, up-to-date camera truck to video inspect the system. Sanitary sewer mains will be inspected based upon a flow analysis. Smoke testing is also planned to be performed as part of the inspection process, by an outside contractor. Over the next five years \$5 million has been budgeted to address inflow/infiltration through pipe line rehabilitation. In Fiscal Year 2011, the City will be spending \$500,000 on inflow/infiltration projects.

In Fiscal Year 2011, construction will complete on the US Route 13 East Sanitary Sewer Interceptor, the Delaware State University Pump Station Replacement and the Acorn Lane Pump Station Replacement projects. These projects represent a budget of \$3.7 million to reroute flow to the County's Central Transmission Bypass line and replace aging pump stations. Other projects planned for construction this year include the Tar Ditch Interceptor Upgrade, Fox Hall Pump Station Replacement, Heatherfield Pump Station/Force Main Upgrade and Delaware State University Force Main Rerouting. These projects represent a budget of \$1.4 million, to replace an over capacity section of gravity interceptor, an aging pump station, an over capacity force main and divert flows from County Pump Station #2 respectively. Planning and design will also be performed this year on the Lepore Road Pump Station Replacement project, as this station has exceeded its life expectancy of 20-25 years. Portions of the upstream gravity system will also be analyzed as part of this project.

ELECTRIC

Electric rates include a purchase power cost adjustment credit, this year, of \$0.0028 per kWh. This is the first time since Fiscal Year 2005 that electric rates have been reduced. This is attributed to lower costs for purchasing power. Power supply and generation costs are expected to decrease 7.1 percent of revised Fiscal Year 2010 figures. The budget balance was used to balance the budget in the Electric Fund. The carry forward from Fiscal Year 2010 is projected to exceed the minimum balance requirement by \$4.1 million. Council approved using \$2 million, of the carry forward, for a power cost adjustment credit in the Fiscal Year 2011 budget. The Council approved transferring \$1.6 million, over the current policy allowance, to the General Fund. This transfer is intended to offset not transferring monies from the Water/Wastewater Fund to the General Fund.

The Transmission Relay and Coordination project is scheduled to begin in Fiscal Year 2011. The City of Dover has recently experienced unnecessary electric outages resulting from issues involving transmission line protection. This project will examine the transmission system model; relay settings, coordination, and wiring. Utilizing a third party to conduct the field verification will ensure existing problems are identified in order to mitigate future outages. The field investigation will test CT ratios, equipment inputs, wiring and trip schemes. The field evaluations will be lead by highly skilled and experienced technical engineers insuring the reliability and safety of the City of Dover's local electric grid. Additionally, Public Utilities will purchase electric system modeling software, enabling city staff to build a distribution model to add to this "corrected" transmission model. This modeling software will allow City staff to conduct system studies, which will decrease dependency of contracted firms. Consequences of delaying or eliminating this project include continual electrical outages due to undiscovered problems. The cost of the project is budgeted at \$500,000.

ELECTRIC CAPITAL IMPROVEMENT PROJECTS

We believe the Electric Utility's capital investment projects are manageable and responsible. \$22.4 million will be spent over the next five years, with \$3.9 million planned for Fiscal Year 2011. Fiscal Year 2011 improvements are planned in Electric Engineering for \$1.7million, Transmission and Distribution for \$700,000, and Power Plant Operations for \$1.4 million.

- The Distribution Upgrades project involves the systemic replacement of overhead lines with underground lines whenever services are being moved, wire is damaged, trees cause a high number of outages, or development is in progress, and when it is beneficial to the Utility to convert to underground. This can involve a single line section or an entire residential neighborhood. Annual outage records are reviewed and selected areas are scheduled for upgrade to underground service. Additionally, this program funds the replacement of existing underground conductors and equipment that have reached their useful life and have started failing and require replacement. This project will continue over the entire twelve months of the budget year and is also used to upgrade any trouble areas during the year. The following developments are scheduled to be upgraded in Fiscal Year 2011: Crossgates, Buchanan Acres, Greenview, and Blades. A total of \$400,000 has been budgeted.

- The Walker Road Overhead Conversion project will be constructed, in conjunction with the water main upgrade planned for this section of Walker Road. The Electric division will install conduit, cable and equipment, and remove the overhead power lines as the Water division installs the new water main. If the installation of the water main is delayed, the entire project will be delayed. New power lines will increase the power capacity and improve the reliability to the customers by decreasing the exposure of the system to weather events. Existing overhead power lines also require upgrading to increase the capacity of the electric system. The aging pole lines will require the replacement of new poles and overhead wire. Leaving the overhead line in service increases the chances of weather related damages. Total project cost is estimated at \$633,112 with \$350,511 budgeted for Fiscal Year 2011.
- The Substation PT & CT Replacement project replaces aging metering/system protection equipment in the older substations. The equipment to be replaced measures the line voltage and current voltage, which is then interpreted by the relays for system protection. The lightning arrestors will also be replaced. These arrestors protect the equipment during lightning strikes. This equipment has a normal 30-year life expectancy and has exceeded that in all of our substations except the newest substations. By replacing the equipment during normal scheduled maintenance shut downs, it will prevent larger outages due to equipment failure. Such equipment has caused large outages by faulting due to age. Additionally, many of the current components have not been tested for PCB's which could result in expensive cleanup charges should they fail. Materials for this project were sent out to bid in November 2009. Equipment began arriving in the spring 2010 and is scheduled to be installed during the regular substation maintenance schedules, until the project is completed in Fiscal Year 2012. Total project cost, at completion, is expected to be \$784,813 with \$256,218 being spent in Fiscal Year 2011 and \$267,715 being spent in Fiscal Year 2012.
- Unit 3 Cooling Tower Life Extension project will repair the cooling tower decking, in addition to the mechanical and internal structure on Unit 3 Cooling Tower. This project include a new design on the Unit 3 Cooling Tower, to improve heat transfer and assure that the discharge temperature of the cooling tower continues to meet regulatory requirements. This is significantly important to the upcoming discharge limit that is being proposed by the Delaware River Basin Committee (DRBC). A comprehensive inspection of the tower was completed in 2009. The engineering and bid cycle will be completed in 2010, within the operations budget. The installation work is scheduled to be completed in 2011, 2012 and 2013. This repair/replacement work will extend the service life of the towers by five to ten years. Total cost of the project is estimated at \$1.4 million, with \$353,338 budgeted for Fiscal Year 2011.
- McKee Run Unit 3 Turbine Inspection project will inspect the turbine, generator, and auxiliary equipment to determine repairs needed to keep the unit operational and to assess remaining life expectancy of the unit. This project will be completed in two phases, an initial limited inspection followed by an extensive detailed inspection and repair planned outage. The first phase will utilize borescope equipment to determine condition of components that can be observed through limited access locations along the turbine casing and through turbine inlet valves. This inspection will provide a general condition assessment of a portion of the highly stress components of the turbine and may provide insight into the extent of replacement parts needed to successfully execute phase two. Phase two is scheduled to be completed one year later. Phase two will include a full disassembly and inspection of the turbine; auxiliary equipment and a limited disassembly of the generator. Phase one is scheduled for spring 2011 and phase two is scheduled to begin spring 2012. This project was previously in the five year plan as a 2014 project. The cost for this project is an estimate based on vendor pricing and does not include the cost of any major turbine component parts. The total cost of the two-year project is budgeted at \$1 million, with \$350,000 budgeted for Fiscal Year 2011.
- Units 1 & 2 Life Extension project is required to fund the replacement of capital items that are expected to reach the end of their useful life in 2011 - 2014; and will need to be replaced to maintain system and unit reliability. Extended equipment and/or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time, as well as increase future energy capacity charges. Total project cost is budgeted at \$832,000, with \$276,000 budgeted in Fiscal Year 2011.

The City of Dover, Delmarva Power, Delaware Municipal Electric Corporation (DEMEC), and Delaware Sustainable Energy Utility (SEU) have partnered with LS Power to construct a 10 megawatt solar plant on 103 acres at the City's Garrison Oak Technology Park. The solar plant will be called Dover Sun Park. This solar energy park will be the first utility-scale solar power plant in the region, and would be owned by White Oak Solar Energy, LLC; an affiliate of LS Power. This project will be of no capital cost to the city. The Dover Sun Park will supply enough clean power for more than 1,300 homes and create about 150 local jobs during construction.

This project is a step toward Dover's commitment toward renewable energy programs. The Dover Sun Park resulted from a request for proposals, initiated by the City in March 2008, seeking reliable power-generating sources that were cost competitive and environmentally prudent. In December 2008, Dover selected LS Power as its partner in planning and constructing the 103 acre solar project, the largest planned for the region to date. The Dover Sun Park will be the first tenant within the 389 acre; city owned Garrison Oak Technology Park.

The City of Dover has signed a 20 year agreement to purchase all of the energy produced by the Dover SUN Park and a portion of the Solar Renewable Credits (SREC), at a competitive cost. The solar plant will interconnect to our 69 kV electric transmission system. The Dover Sun Park is the result of more than a year's collective efforts to bring green energy and green jobs to Delaware.

SUMMARY

The completion of this budget was not accomplished without the hard work, commitment and dedication of many people. While it is difficult making recommendations to increase taxes, fees, and utility rates; it is even harder for Council to approve them. Most of all it is hardest on our citizens, customers and business community who must pay the increased costs. All employees remain committed to work hard to provide the exceptional and quality services worthy of these new funds.

Special thanks are extended to the other members of the "Budget Team". Donna Mitchell and Terry Tieman spent many hours on presentations of financial information and budget alternatives. In addition, our department heads deserve thanks for managing under the constraints of reduced budgets and maintaining our service level standards.

Our City Council deserves acknowledgement for the hours they dedicated to reviewing and scrutinizing the proposed budget program. The budget package they adopted is indicative of their strong commitment to Dover's future.

Sincere thanks are extended to Dover's employees, who have been asked to do more with less. They have worked hard this past year to ensure that reduced schedules and staffing had a minimal impact on services. Whether they were responding to snow emergencies, repairing sewer lines or streets, maintaining parks or flower beds, responding to power outages, they got the job done with less. My sincere thanks and appreciation are extended to all employees for their hard work. I am proud of what we have accomplished. The high quality services provided to our residents, and visitors, are what makes Dover a place where people want to live, transact business and visit.

The fund summaries on pages 69 through 124 provide a complete overview of expenses and revenues including any rate increases for the various funds that make up our budget. They also highlight the major capital projects and operating programs.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Anthony J. DePrima".

ANTHONY J. DEPRIMA, AICP, ICMA-CM
City Manager

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HOW TO USE THIS BUDGET

The City of Dover budget document is intended to provide concise and reliable information to readers (Dover's citizens, the public, and other governmental entities) about the City's policies, financial plan, and operations. It includes information on Dover's objectives and budget for Fiscal Year 2011.

At the beginning of this budget is a Table of Contents that will aid the reader in finding specific information and provides a summary of the major topics. The budget is divided into 14 major sections: Introduction, Strategic Initiatives, Budget Summary, Fund Summaries, Personnel Information, Capital Investments Plan, Debt Service, General, Public Services, Public Utilities, Other Funds, Appendix, Glossary of Key Terms and Concepts, and Index. Highlights of each section are as follows:

INTRODUCTION

The City Manager's letter to Council contains an overview of the budget. It discusses goals of the budget and highlights important issues by fund. The Introduction also includes a section on how to use the budget; a listing of elected and appointed officials; contact information; phone numbers; a Citywide organizational chart; a summary of the City's permanent personnel; and the City operational structure. Readers can also find a profile on Dover's history, location, form of government, and demographic statistics in the Introduction section.

STRATEGIC INITIATIVES

This section contains the City's vision, mission, and critical success factors as well as a listing of all the fiscal year's strategic objectives by department.

BUDGET SUMMARY

In this section, all the funds are discussed in summary form. The Budget Summary begins by reviewing the budget process. An explanation of the financial structure of the City is provided which shows how revenues and expenditures are reported by fund, a self-balancing set of accounts designed to track specific revenues, and the uses of those revenues.

FUND SUMMARIES

These explain and discuss, in more detail, the City's major funds and their contingencies. Funds presented in this section include: General Fund, Water/Wastewater Fund, Water/Wastewater Improvement and Extension Fund, Electric Revenue Fund, and Electric Improvement and Extension Fund. Each fund's origin and purpose is explained, and major highlights of the fund are provided. An explanation of revenue estimates by fund is also presented here.

PERSONNEL INFORMATION

In this section, the City's payment plan for non-bargaining employees is discussed. This includes market increase recommendations; a chart of the pay plans; explanation of Pay-For-Performance to include performance scoring; proposed promotions and grade recommendations; and new position recommendations.

CAPITAL INVESTMENTS PLAN (CIP)

Readers can find information regarding the criteria, guidelines, summary information on revenue sources and uses in this section. Highlights of Dover's CIP are identified, and a description of each project funded for Fiscal Year 2011 is included.

DEBT SERVICE

In this section, readers get an overview of the City's debt and the charter information on the subject. The City's Debt Policy is also included.

GENERAL, WATER/WASTEWATER, and ELECTRIC

These sections of the budget are arranged by fund with the department listing beginning with Mayor, City Council, and City Manager. Thereafter, the departments are listed alphabetically within each fund. Departments are further categorized into divisions. Each department's budget detail begins with a description of the department vision and an overview of major programs, objectives and measures, and strategic objectives and measures, along with any budget recommendations and notes, if appropriate. A guideline to these pages follows in the next section.

OTHER FUNDS

Readers can find information on the City's other funds. These funds are usually trust funds (funds held by the City in a trustee capacity) and agency funds (funds that account for assets held by the City as an agent for another outside agency).

APPENDIX

Miscellaneous statistics about the City are included in the Appendix. A reader can find out the number of business licenses issued or who the major employers are in the City. Also included are the City's Financial Policies and Investment Policy.

GLOSSARY OF KEY TERMS AND CONCEPTS

The Glossary of Key Terms and Concepts will be helpful to a reader not familiar with governmental terms such as "enterprise fund."

Readers are encouraged to contact the City with any comments or questions they might have regarding the budget. Inquiries may be addressed to the Senior City Administrator, P.O. Box 475, Dover, DE 19903-0475 or by telephone at (302) 736-7164.

DESCRIPTION

PERFORMANCE BUDGET PAGE

DEPARTMENT NAME

DEPARTMENTAL VISION

The vision statement for each department describes the service goals that the department wants to achieve through the programs it offers. You should see a link between the overall department goal and the program objectives in the next section.

MAJOR PROGRAMS, OBJECTIVES, MEASURES

Programs: Programs are collections of activities, operations, or organizational units that are directed to the attainment of specific objectives. For example, police patrol is a program that comprises many different kinds of law enforcement activities that are directed toward crime prevention and timely response to requests for service. The number of programs a department identifies is the result of the scope of their responsibilities. The number of programs listed, in itself, is not meaningful.

Objective: Each program will have a service objective that identifies the customer for that service and what outcome the service aims to achieve for the customer. Many times the customer is the citizen, but some programs, like financial services, serve citizens indirectly by supporting other City programs. Service objectives rarely change over time, but performance toward achieving those objectives may change.

Measures: Program managers collect and monitor scores of performance measures. Only the measures that capture the outcomes revealed in the program objectives appear in the budget document. Additionally, the measures should be meaningful to citizens. Program managers have selected the best indicators of their service performance for this section and will track their performance by these measures over time.

Results: These are the results of the Major Program Measures from the previous fiscal year with the current year's actual results and a projection for the upcoming year.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

Strategic accomplishments for Fiscal Year 2009-2010 are listed individually. Each objective must state the outcome of each goal (i.e., Goal Met, Goal Partially Met, Goal Not Met) along with a brief explanation.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

Strategic objectives are different from service objectives in that while service objectives remain constant, strategic objectives change from one budget year to the next. Managers identify their strategic objectives based on problems that can or should be solved, efficiencies that might be realized, or by looking forward to what they want their program to achieve in future years and laying the foundation for that success in the current budget year. Strategic objectives are not dreams or ideas, however. They must meet very restrictive criteria.

First, strategic objectives must support one of the six critical success factors identified in the City's strategic planning process. Those factors are Customer Satisfaction, Employee Satisfaction, Cost and Revenue Efficiency, Downtown and Neighborhood Development, Citywide Safety, and Economic Development and Job Growth. You will see one or more of these factors in every strategic objective. (See page 40 for more on these critical success factors.)

Second, the manager must be able to identify an indicator of progress toward the program objective that would be realized if the strategic objective were achieved. Not every problem can be solved in one budget cycle, and forward-thinking managers often plan for future improvements by putting one element in place at a time. Therefore, an outcome indicator for a strategic objective may be an interim outcome rather than a final outcome.

Finally, and of special interest to citizens and elected officials, all requests for substantial changes in budget requests will be tied to strategic objectives (explained more fully in the "budget recommendation" section). That is, every request that is not maintenance-of-service will be clearly linked to a strategic objective. Not every strategic objective has a budget impact, but all budget impacts must be tied to strategic objectives. This presentation format is designed to focus department heads' attention on achieving citywide goals through their program priorities and to focus citizen and Council attention on the ways that program priorities may affect the budget.

Budget: (*if appropriate*) This section contains the line-item budget request in the same format as presented in previous years. There is only one difference: any change in last year's request that is not a maintenance-of-service adjustment is tied directly to a strategic objective. The number of the strategic objective, as it appears on the page, is located next to the summary line for the request.

For example, if a manager identified hiring a new employee as the means to achieving his/her second strategic objective, you would see the number "2" on the subtotal "10" line for Personnel. No attempt is made to subdivide the request associated with the strategic objective over multiple budget lines for clarity of presentation. That is, the number "2" does not appear next to "10-14 FICA Taxes" or "10-15 Health Insurance" even though a new employee would certainly have budgetary implications in these subsections of the Personnel cost budget.

Notes: (*optional*) Sometimes the link between the strategic objective and the citywide goal is not readily apparent, or perhaps the manager can identify more than one means to achieve the strategic objective. This section is included to provide necessary supporting information surrounding any strategic objective if the impact is not readily apparent.

SAMPLE - PERFORMANCE BUDGET PAGE

Title

Indicates the department.

Departmental Vision

Developed by the department, this is a statement that identifies the particular purpose for the department.

Major Programs

A listing of the fundamental services and the public service levels for the department. The number of programs will vary by department.

Fiscal Year 2009-2010 Strategic Accomplishments

Results of prior year's Strategic Objective measures.

Fiscal Year 2010-2011 Strategic Objectives

Fiscal year business plan initiatives for the department. The number of strategic objectives will vary by department.

Budget Recommendations (if appropriate)

The recommended course of action for one of the Strategic Objectives for the department

Notes (optional)

Optional information referring to one of the department's Strategic Objectives

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 by the City so that the City is ensured of 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 this will be a place where customers are comfortable conducting their business.

Measure: Obtain a 98 percent or better satisfaction rating from customers completing our survey and/or comment card.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	98 percent	98.5 percent	≥98 percent

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.

Measure: Bills should be prepared with a 98 percent or better accuracy rate.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Maintained an accuracy rate of 98 percent.	Maintained an accuracy rate of 98 percent.	Maintain an accuracy rate of ≥98 percent.

Results	Not measured this fiscal year.	Not measured this fiscal year.	95 percent
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FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Re-sequence and reroute meter routes.** Goal Partially Met – This project is part of the continuous development and growth of the City of Dover.
2. **With the assistance of the Central Services, Information Technology, and Human Resources directors, develop an internal customer satisfaction survey; survey internal users.** Goal Met.
3. **Work with the City Manager's Office to restructure Administrative Services to Customer Services.** Goal Met – This objective was completed before October 2009.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Hire an Account Clerk III to supervise the billing and collections efforts.** This position will also assist all areas of our department in order to meet work requirements and allow staff to continue to provide our customers with quality service as stated in our vision. This objective is part of the Billing program and advances the critical success factors of Customer Satisfaction and Employee Satisfaction.

Measure: Hire an Account Clerk III by June 30, 2011.

Budget: \$52,023.24 – Acct. No. 110-2900-529.10.xx, Personnel Costs; \$2,355.00 – Acct. No. 110-2900-529.20-xx, Materials and Supplies

Notes: This individual will work primarily in the following areas: provide supervision to the Billing Clerk and assume her duties during her absence; monitor large utility accounts; supervise with the collection of delinquent utilities and tax accounts; perform the Department's payroll function; assist the Customer Service Manager with projects; perform Department audits; provide coverage in customer service area;

ELECTED OFFICIALS

MAYOR

Honorable Carleton E. Carey, Sr. (5/12)

CITY COUNCIL

AT-LARGE

Councilman Thomas J. Leary (5/11)

FIRST DISTRICT

Councilman Kenneth L. Hogan (5/11)

Councilwoman Beverly C. Williams (5/12)

SECOND DISTRICT

Councilman Eugene B. Ruane (5/11)

Councilman William P. McGlumphy (5/12)

THIRD DISTRICT

Councilman James G. McGiffin, Jr. (5/11)

Councilman David L. Bonar (5/12)

FOURTH DISTRICT

Councilman Reuben Salters (5/11)

Councilman Sophia R. Russell (5/12)

APPOINTED OFFICIALS

JULY 1, 2010

Council President	Kenneth L. Hogan
City Chaplain	Elder Wallace Dixon
City Manager	Anthony J. DePrima
City Solicitor	Nicholas H. Rodriguez
Deputy City Solicitor	William Pepper
Fire Marshal	David J. Truax
Police Chief	James Hosfelt
City Clerk	Traci A. McDowell
Deputy City Clerk	Amber L. Clendaniel
City Assessor	Cheryl A. Russell
Assistant City Assessor	Vacant
Controller/Treasurer	Donna S. Mitchell
Assistant Treasurer	Traci A. McDowell
Director Planning/Inspections	Ann Marie Townshend
Building and Health Inspector	Scott Koenig
Fire Chief	Sean Christiansen

DETAILED LISTING OF COMMITTEES, COMMISSIONS AND BOARDS

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE (1- Year Term)

Councilman Thomas J. Leary, Chairman
Councilman James G. McGiffin, Jr.
Councilman Reuben Salters
Daniel Shevock, (Civilian Member)
Bobby C. Jones, (Civilian Member)

PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE (1- Year Term)

Councilwoman Sophia R. Russell, Chairperson
Councilman Eugene B. Ruane
Councilman William P. McGlumphy
Ann Baker Horsey (Civilian Member)
David A. Lewis, Jr. (Civilian Member)

SAFETY ADVISORY AND TRANSPORTATION COMMITTEE (1- Year Term)

Councilwoman Beverly C. Williams, Chairperson
Councilwoman Sophia R. Russell
Councilman David L Bonar
John J. Davis (Civilian Member)
Mark Harmon (Civilian Member)

UTILITY COMMITTEE (1- Year Term)

Councilman Eugene B. Ruane, Chairman
Councilman David L Bonar
Councilman James G. McGiffin, Jr.
Richard Snaman (Civilian Member)
Richard Kosior (Civilian Member)

BOARD OF ADJUSTMENTS (3-Year Terms)

K.C. Sheth, Chairperson (7/13)
William Hufnal (7/13)
James N. Keller (7/12)
Richard Senato (7/12)
Arthur G. Ericson (7/11)

CONSTRUCTION CODE BOARD OF APPEALS

Councilman James G. McGiffin, Jr.
Councilwoman Beverly C. Williams
City Manager, Anthony J. DePrima

DOVER 4TH OF JULY CELEBRATION COMMITTEE (Annual)

Greg Patterson, President (5/11)
Vacant, Vice-President
Donna Mitchell, Treasurer/Secretary (5/11)
Elaine Brenchley (5/11)
Brad Holden (5/11)
Andrea Maucher (5/11)
Karen Nickerson (5/11)
Carleton E. Carey, Sr., Chairman (ex-officio member)

DOVER HOUSING AUTHORITY (6-Year Terms)**Mayor's Appointments:**

C. Terry Jackson (8/15)
Beverly C. Williams (8/11)

Governor's Appointments:

Audrey Daniels (8/10)
George Records (7/10)
Kathleen Williams (1/13)
Ami Sebastian-Hauer, Executive Director

DOWNTOWN DOVER PARTNERSHIP (3-Year Terms)

Gary Patterson, President - Private Citizen (5/12)
Cindy Small – Business Representative (5/12)
Gregory V. Moore – Business Representative (5/12)
Erin Tinsley – Business Representative (5/13)
Michael Harrington - Commercial Real Estate Rep. (5/10)
Joseph McDaniel - Finance Representative (5/10)
Paul Lakeman - Business Representative (5/11)
Dr. William Johnston – Business Representative (5/11)
Ami Sebastian-Hauer – Undesignated Representative (5/11)
Stanford A. Smith – Undesignated Representative (5/11)
Gerald Street - Legal Representative (5/11)
Mayor Carleton E. Carey, Sr. (Ex-Officio Member)
Anthony J. DePrima - City Manager
Ann Marie Townshend - City Planner
Councilwoman Sophia R. Russell - Council Representative
Councilman Reuben Salters - Council Representative
David L. Bonar - Governor's Appointment

ELECTION BOARD (3-Year Terms)

Anita L. McDowell-Boyer - First District (5/12)
Gerald P. Foss - Second District (5/12)
Goldie Legates - Third District (5/13)
Lillie M. Johnson - Fourth District (5/13)
William Garfinkel - At-Large (5/11)
Traci A. McDowell, City Clerk (Liaison Member)

ETHICS COMMISSION (5-Year Terms)

Thomas C. Jackson, Chairman (7/13)
Robert Bunnell (7/11)
Robin Case (7/11)
Dennis K. Jones (7/12)
Nancy J. Shevock (7/14)
Traci A. McDowell, City Clerk (Liaison Member)
Nicholas H. Rodriguez, City Solicitor (Liaison Member)

GREATER DOVER ARTS COUNCIL (2-Year Terms)

Fred Kaltreider, Chairman (6/11)
Elaine Brenchley (6/12)
N. Taylor Collins (6/12)
Joanne Freed (6/12)
Paul Janiga (6/11)
Brian Miller (6/11)
Sandra Connor (6/11)
Sylvia Cowell (6/12)
Tim O'Connor (6/12)
Susan Johnston (6/12)
Caroline Greene (6/12)
Rosemary Twilley (6/11)

HISTORIC DISTRICT COMMISSION (3-Year Terms)

C. Terry Jackson - Resident (7/11)
 Joseph McDaniel, Business Representative (7/11)
 George M. Fisher, IV - Professional (7/11)
 Charles A. Salkin - Resident (7/13)
 Richard Scrafford - Professional (7/13)

HUMAN RELATIONS COMMISSION (3-Year Terms)

Mayor Appointments:
 Roy Sudler, Jr. (2/11)
 Ivan F. Finney (2/12)
 Mark S. Monroe (2/12)
 Council President Appointments:
 Dr. Samuel B. Hoff, Chairman (2/10)
 Gregory J. Bunkley (2/10)
 Dr. Phyllis Edamatsu (2/10)
 Paul Fleming (2/10)
 Dawn Allen-Pyne (2/11)
 Ellen O. Wasfi (2/12)

DOVER PUBLIC LIBRARY ADVISORY COMMISSION (5-Year Terms)

Lois J. Dunning (6/15)
 Beth Petit de Mange (6/14)
 Gertrude Jackson (6/13)
 David Lewis (6/12)
 Dorothy Snyder (6/11)
 Councilman Eugene B. Ruane (Council Liaison Member)

PENSION COMMITTEE – CIVILIAN (3-Year Terms)

Councilman Thomas J. Leary
 Councilman William P. McGlumphy
 City Manager, Anthony J. DePrima
 Controller/Treasurer, Donna S. Mitchell
 Elected Members:
 Kenneth Clendaniel (6/12)
 Lester Blakeman (6/13)
 Judy Rigby (6/11)

PENSION COMMITTEE – POLICE (3-Year Terms)

Councilman Thomas J. Leary
 Councilman William P. McGlumphy
 City Manager, Anthony J. DePrima
 Chief of Police, James Hosfelt

Elected Members:

(Ret. Lt.) Timothy Mullaney, Chairman (1/11)
 (Ret. Cpl.) Martin Stallings (1/12)
 (Ret. Lt.) William Knotts (1/13)

PLANNING COMMISSION (3-Year Terms)

First District: Francis C. Nichols (6/11)
 Col. Robert D. Welsh (6/11)
 Second District: Michael J. Ambruso, Sr. (6/12)
 Thomas Holt (6/12)
 Third District: John Friedman, Chairman (6/12)
 Frederick Tolbert (6/11)
 Fourth District: John H. Baldwin, Jr. (6/13)
 Ron Shomo (6/13)
 At-Large: Michael Hemming (6/13)

ST. JONES GREENWAY COMMISSION (3-Year Terms)

Robert Gorkin (12/12)
 Michael P. Mercer (12/12)
 Zachery Carter (Ex-Officio Member - City Staff)

SILVER LAKE COMMISSION (Annual)

James Burcham (5/11)
 Cheryl Biddle (5/11)
 Zachery Carter (5/11)
 David Edgell (5/11)
 Robert Gorkin (5/11)
 Dean Holden (5/11)
 Nancy Wagner (5/11)

CONTACT INFORMATION

MAYOR AND COUNCIL

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E-mail: jimmcgiffin@verizon.net

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Fax: (302) 736-5068
E-mail: tmcdowell-bcw@dover.de.us

DEPARTMENTS

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**Budgeting, Program Development, and
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ED BAKER

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TRACI A. MCDOWELL

City Clerk

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MARGERY CYR

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Tax Assessor's Office
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PHONE NUMBERS

CITY OFFICES

Accounts Payable	736-7152
Central Services	736-7046
City Clerk	736-7008
City Manager	736-7005
Customer Services.....	736-7058
Electric/Water/Sewer Billing.....	736-7035
Electric/Water Collection	736-7190
Electric Utility	
New and Transferred Accounts.....	736-7035
Emergencies/Trouble Calls -	
24 hours	736-7086
Public Utilities	
Administration.....	736-7070
Electric Engineering.....	736-7091
Electric Transmission	
and Distribution	736-7091
Finance	736-7018
Fire (non-emergency).....	736-7168
Grounds (Public Services).....	736-7194
Housing and Community Dev.....	736-7010
Human Resources	736-7073
Information	736-7000
Inspections (Public Services)	736-7010
Library	736-7030
Mayor	736-7005
Parks and Recreation	736-7050
Planning (Public Services)	736-7010

Police Department - Queen Street	
Administration	736-7100
Complaints and Services.....	736-7111
Criminal Investigation Unit	736-7130
Public Services	736-7025
Engineering	736-7025
24-Hour Service/Complaints for	
Water, Sewer, Streets, Trash	736-7060
Public Utilities.....	736-7070
Streets (Public Services)	736-7025
Tax Assessor	736-7022
Trash/Brush/Bulk Pick-Up.....	736-7025
Water/Sewer Utility	
Repair Service and After Hours,	
Weekends, Holidays	736-7060

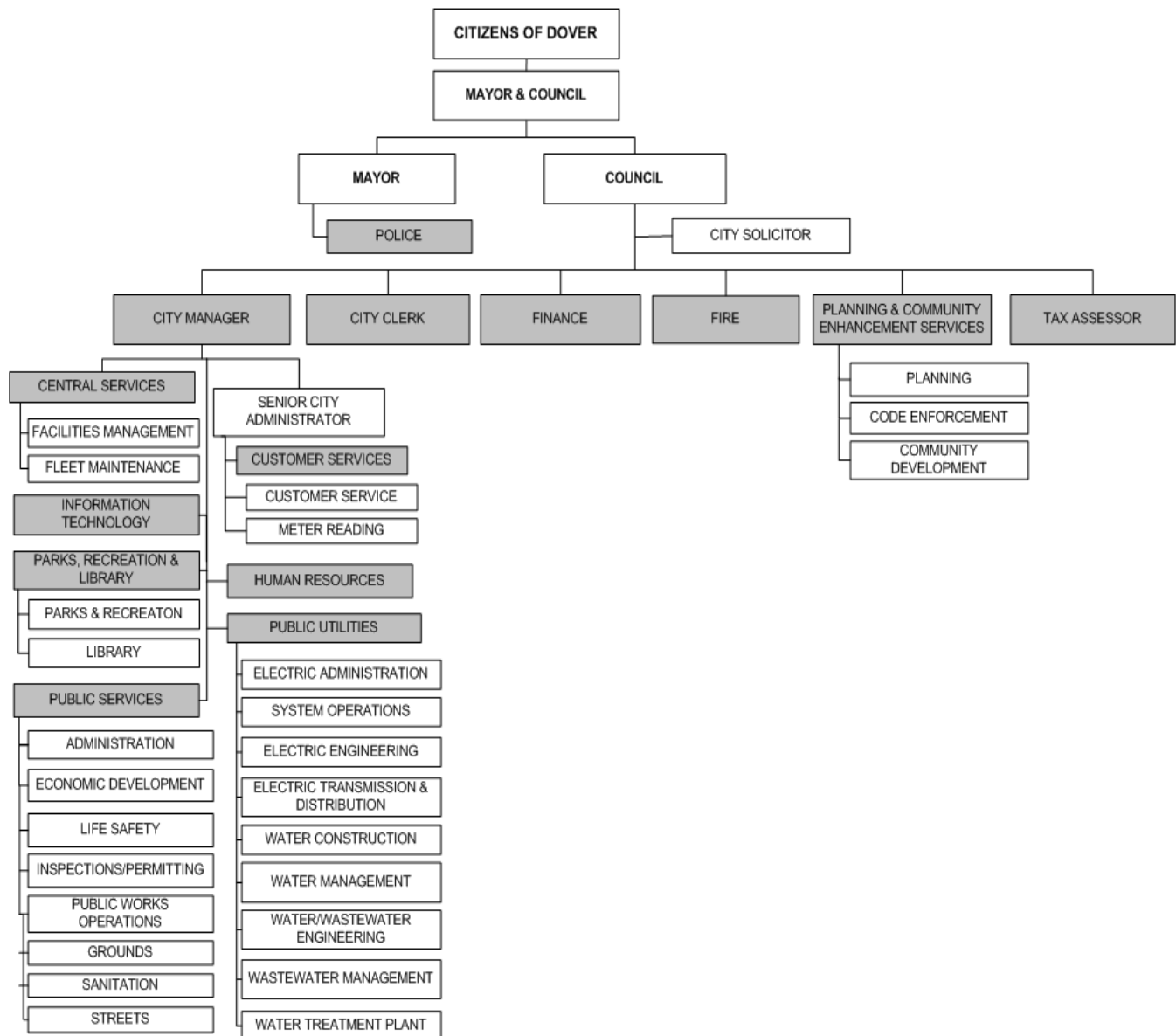
FAX NUMBERS

Central Services	736-7178
City Clerk.....	736-7177
City Manager	736-7002
Customer Services	736-7193
Electric Dispatchers	736-5001
Finance	760-4930
Fire	736-7166
Human Resources.....	736-7093
Information Technology	672-1847
Library.....	736-5087
Parks and Recreation	736-7154
Planning and Inspections.....	736-4217
Police	736-7157
Power Plant	672-6330
Public Services	736-7177
Public Utilities.....	736-7081
Tax Assessor	736-4450

CITY OF DOVER

ORGANIZATION CHART

JULY 1, 2011



OPERATIONAL STRUCTURE

Each operational fund is comprised of departments which are major organizational units of the City. Each department has overall management responsibility for one or more divisions. For all departments, a departmental vision; major programs, objectives, and measures; and strategic objectives and measures are presented. A line item listing of expenses is included along with a personnel summary and organization charts by functions and staffing.

The operational structure is included as a cross reference to depict relationships among programs, organizational units, and funds. The operational units by fund are listed in the table below.

FUND	DEPARTMENT	DIVISION/PROGRAM
GENERAL	Mayor	Economic Development Community Development Efficient Operations
	City Council	Legislative, Policy, and Administration Fiduciary Community Interaction
	City Manager	Budget Preparation Department Management Project Development
	Central Services	Warehouse and Purchasing Facilities Management Fleet Maintenance
	City Clerk	Administrative Support Codification Ombudsman Municipal Elections and Referenda
	Customer Services	Customer Service Billing Collections
	Finance	Treasury and Cash Management Financial Reporting Administration
	Fire	Fire Suppression and Rescue Response Fire Communications Fire Prevention
	Human Resources	Recruitment and Employment Employee Benefits Risk Management Employee and Labor Relations
	Information Technology	Support Programming Administration

FUND	DEPARTMENT	DIVISION/PROGRAM
GENERAL	Parks and Recreation	Parks and Park Management Recreation
	Library	Youth Intervention Program Circulation Reference Services Programming
	Police	Core Law Enforcement Operational Support Services Administrative Support Services
	Planning and Community Enhancement	Planning and Planning Services Code Enforcement Community Development
	Public Services/Public Works	Administration Construction, Inspection, and Permit Administration Emergency Management Fire Marshal Grounds - Grounds and Beautification Sanitation - Solid Waste Streets - Streets and Stormwater
	Tax Assessor	Appraisal and Assessment Administration
WATER/WASTEWATER	Public Utilities-Water/Wastewater	Engineering and Inspections Wastewater – Sewer Utility Water Construction Water - Water Utility Water Treatment Plant
ELECTRIC	Public Utilities-Electric	Administration Design and Engineering Construction, Maintenance, Repair, and Metering Operations and Control

The budget includes other special funds which can be found in the Appendix.

FULL-TIME EQUIVALENT PERMANENT PERSONNEL BY DIVISION

DIVISION	2008-2009	2009-2010	2009-2010	2010-2011	FY10 BUDGET vs.	FY09 BUDGET vs.
	BUDGET	BUDGET	REVISED	PROPOSED	FY11 BUDGET	FY11 BUDGET
MAYOR	1	1	1	1	0	0
CITY MANAGER	5	5	5	5	0	0
CENTRAL SERVICES	8	8	6	6	-2	-2
FACILITIES MANAGEMENT	14	13	13	13	0	-1
FLEET MAINTENANCE	6	6	6	6	0	0
CITY CLERK	4	4	4	4	0	0
CUSTOMER SERVICES	16	15	15	15	0	-1
FINANCE	8	8	8	8	0	0
FIRE	6	6	6	6	0	0
HUMAN RESOURCES	4	4	3	3	-1	-1
INFORMATION TECHNOLOGY	8	8	6	7	-1	-1
PARKS AND RECREATION	8	8	8	8	0	0
LIBRARY	18	18	15.5	17.5	-0.5	-0.5
POLICE – TOTAL*	122	119	120	120	1	-2
TAX ASSESSOR	4	3	3	3	0	-1
PLANNING	6	5	5	5	0	-1
COMMUNITY DEVELOPMENT	1	1	1	1	0	0
CODE ENFORCEMENT	5	5	4	4	-1	-1
PUBLIC SERVICES, ADMINISTRATION	4	4	4	4	0	0
PUBLIC SERVICES, LIFE SAFETY	4	4	4	4	0	0
PUBLIC SERVICES, INSPECTIONS	7	7	7	7	0	0
PUBLIC SERVICES,ECONOMIC DEVELOPMENT	3	3	3	3	0	0
PUBLIC SERVICES, GROUNDS MAINTENANCE	16	16	16	16	0	0
PUBLIC SERVICES, SANITATION	13	13	12	12	-1	-1
PUBLIC SERVICES, STREETS	11	11	11	11	0	0
GENERAL FUND TOTAL	302	295	286.5	289.5	-5.5	-12.5
PUBLIC UTILITIES, ELETRIC ADMINISTRATION	4	4	4	4	0	0
PUBLIC UTILITIES, ELECTRIC SYSTEM OPS	5	5	5	5	0	0
PUBLIC UTILITIES, ELECTRIC ENGINEERING	12.5	12.5	11	11	-1.5	-1.5
PUBLIC UTILITIES, ELECTRIC T & D	28	27	24	25	-2	-3
ELECTRIC METER READING	4	4	3	3	-1	-1
ELECTRIC FUND TOTAL	53.5	52.5	47	48	-4.5	-5.5
PUBLIC UTILITIES, WATER/WASTEWATER ENGINEERING	8	8	7	7	-1	-1
PUBLIC UTILITIES, WATER CONSTRUCTION	7	7	6	6	-1	-1
PUBLIC UTILITIES, WATER T & D	11	11	8	5	-6	-6
PUBLIC UTILITIES, WASTEWATER T & D	5	4	5	10	6	5
PUBLIC UTILITIES, WATER TREATMENT PLANT	10	10	10	10	0	0
WATER METER READING	1	1	0	0	-1	-1
WATER/WASTEWATER FUND TOTAL	42	41	36	38	-3	-4
TOTAL FULL-TIME PERSONNEL	397.5	388.5	369.5	375.5	-13	-22

* 29 – Civilian, 91– Law Enforcement. Due to current economic conditions total number of authorized law enforcement positions has been temporarily reduced to 91. Staffing levels will be restored upon improving economic conditions.

DOVER PROFILE

The City of Dover is located in Central Delaware in Kent County and is the capital of Delaware. Dover is approximately 90 miles south of Philadelphia, Pennsylvania and 90 miles east of Washington, D.C. While its population is significantly less than that of Wilmington, Delaware, Dover encompasses a larger area than any other city on the Del-Mar-Va Peninsula. In contrast to most major cities in the northeast United States, Dover is continuing to grow economically, in population, and in land area. The City has an estimated population of 34,288 and a total land area of approximately 40.63 square miles.

The City of Dover was founded in 1683 by William Penn. In 1717, it was officially laid out over an area of 125 acres by a commission of the Delaware General Assembly. Dover grew to nearly 1,000 acres in size by 1960.

Prodded by the need for better fire protection emphasized by several fire losses, the town began the establishment of a water system in 1881. Dover is fortunate to be located above an underground supply of water which has proved more than sufficient to meet its needs.

Electricity came to Dover about the year 1900 when the water plant became the Light and Water Plant with the installation of its first steam generating facilities. Current was initially supplied for street lighting, but by the year 1902, electricity was being produced and sold for commercial lighting. The electric generation and distribution system grew with the town and beyond. Today, Dover provides electricity to approximately 26,954 customers inside and outside City limits. North American Energy Services (NAES) manages the generation plant, and power is now purchased utilizing services from Pace Global Asset Management. Customer sales are approximately \$98.5 million annually.

The greatest periods of expansion in Dover occurred in the years following World War I and World War II. Completion of the DuPont Highway throughout the length of Delaware in 1924 acted as a catalyst. Between 1925 and 1936, Dover's limits were extended and its infrastructure improved.

In 1937, the firm International Latex Corporation was the first major non-agricultural industry to Dover in 1937. It has since been a major source of employment in the area.

In the years immediately preceding World War II, the City of Dover acquired land for the construction of an airport. This land was developed and activated as Dover Air Force Base during World War II. Following the war, personnel at the base was reduced to a housekeeping unit until reactivated by the Military Air Transport Service in 1954. Since that time, it has been developed into one of the largest military air freight terminals in the world.

Dover was first incorporated in 1829 under a charter granted by the General Assembly. After 1929, Dover was named a city, and administration of all departments of government came under the City Manager. The only exception was the police department which was placed under the direction of the Mayor. Today, the City Council appoints the City Manager, City Clerk/Alderman, City Treasurer, City Solicitor, City Planner, Fire Marshal, Building Inspector, and Tax Assessor who all report directly to Council. The Mayor continues to appoint the Chief of Police. An organizational chart is included in the Introduction section.

Dover's governing body is composed of a full-time mayor and nine council members, with one council member elected by Council to serve as Council president. Council members are elected from four council districts and serve staggered two-year terms. One member of Council and the Mayor are elected at-large and also serve two-year terms. The Council is responsible for all matters of policy and is also the authority for levying taxes, securing revenues, authorizing expenditures of City funds, and incurring City debts.

Various committees of the Council study and recommend actions to the full Council. These committees are made up of Council members and citizen members but must be chaired by a Council member. The committees currently are: Legislative, Finance, and Administration Committee; Utility Committee; Safety Advisory and Transportation Committee; and Parks, Recreation, and Community Enhancement Committee.

CITY GOVERNMENT

The City of Dover municipal government consists of the offices of the Mayor, City Council, and City Manager as well as 13 operating departments, each responsible for providing a variety of services to the citizens that live here. They include: Central Services; City Clerk; Customer Services; Finance; Fire; Human Resources; Information Technology; Parks, Recreation, and Library; Planning; Police; Public Services; Public Utilities; and Tax Assessor.

MAYOR

The Mayor is the executive and chief elected official of the City of Dover. In general, the Mayor is the elected representative of the citizens of Dover. The Mayor appoints the Chief of Police and is responsible for the Police Department. The Mayor effectively represents the citizens of Dover; corresponds and works with staff and elected officials of the City in order to maintain and address issues and concerns with priority given to protecting the quality of life that we love and enjoy; maintains and builds communications with citizens, the business community, neighborhood civic associations, and elected officials of the City, county, state, and national levels to establish goals for the betterment of the community; promotes the economic and social interests of the City and the general welfare of its citizens; and serves as an ex-officio member of all committees.

CITY COUNCIL

The nine City Council members are the elected representatives of the citizens of Dover. The City Council is responsible for appointing the City Manager, City Solicitor, City Clerk, Finance Director, Planning and Inspections Director, Fire Chief, Fire Marshal, and Tax Assessor. City Council effectively represents the citizens of Dover; formulates and enacts public policy in response to current and anticipated needs within political, administrative, and fiscal constraints; provides community leadership as the legislative and policy-making body of the municipal government; supervises City administration; and oversees citizen boards and commissions.

CITY MANAGER

The City Manager's office is the management leader for all City Manager departments (Central Services; Customer Services; Electric; Human Resources; Information Technology; Parks, Recreation, and Library; and Public Services/Public Works) and provides administrative support to all departments. The City Manager's office coordinates City government activities; receives and responds to citizens complaints, inquiries, and requests; monitors Capital Investments Projects; provides administrative support to Council and Council committees; coordinates City legal work through the City Solicitor; and works at the pleasure of Council. The City Manager's office is also responsible for coordinating, preparing, and publishing the City's Capital Investments Plan, the annual budget, and the biennial revenue manual.

CENTRAL SERVICES

The Central Services Department consists of the Central Services, Facilities Management, and Fleet Maintenance divisions. Central Services handles purchasing, warehousing, and issuing of supplies for all the City departments. Facilities Management maintains and cleans all City buildings. Fleet Maintenance handles the upkeep of City vehicles. Beginning Fiscal Year 1999, this function was provided through a combination of contracted and in-house service.

CITY CLERK

The City Clerk's office provides administrative support to the member of City Council, often acting as liaison between elected officials and their constituents to resolve concerns and answer questions. It maintains all official municipal records including agreements, easements, and transcripts of all Council and standing committee meetings. It serves as the depository for all funds received by the City with the Clerk acting in the capacity of Assistant Treasurer. This office coordinates and oversees all official elections and referendums and is responsible for maintaining official voter registration records.

CUSTOMER SERVICES

The Customer Services Department is composed of the Customer Service and Meter Reading divisions. Customer Service bills customers for utility services and taxes and receives payments. This area also handles delinquent collections and legal matters involving billing for all utilities and taxes. Meter Reading reads all water and electric meters.

FINANCE

The Finance Department provides the City Council with assistance in formulating policies and financial analyses. The Department oversees several of the City's key financial policies and monitors internal controls. The Finance Department coordinates and provides for the processing of all financial data in a timely, accurate, and cost-effective manner. The Department is responsible for debt management, pension fund management, investments, accounting, payroll, accounts payable, and the annual audit for all City Governmental and Business Type entities. This allows the Department to monitor budgetary requirements; to invest the City's funds for safety, liquidity, and yield; and to comply with all City, state, and federal laws.

FIRE

The Fire Department protects the lives and property of the citizens and visitors of the City of Dover by providing fire suppression and rescue services. The Department maintains a fire communications center which is staffed 24 hours a day. It also maintains a database system in which occupant and pre-plan information is entered. Our Fire Department is staffed by four paid dispatchers, one administrative assistant, and 100 volunteer firemen.

HUMAN RESOURCES

The Human Resources Department leads and supports the City in maintaining a competent, capable work force and in creating a work environment that reflects respect for employees and promotes effective service delivery to citizens. The Department also assists the City management team in recruiting and selecting qualified employees and developing and increasing skills and capabilities of individuals and work groups through fostering teamwork, supporting cooperative labor relations, and training and skill assessment and development. The Department manages, evaluates, and controls fringe benefit programs; monitors and provides litigation support when required; and coordinates activities aimed at promoting employee morale and recognition. The Human Resources Department is responsible for the City's Safety Program and conducts safety meetings and site inspections; develops safety procedures; and coordinates the purchase and distribution of safety supplies and equipment. The Human Resources Director acts as chief spokesperson for all City of Dover contract negotiations.

INFORMATION TECHNOLOGY

Information Technology plans and manages the information technology in the City which is necessary to support efficient and effective services to citizens.

PARKS, RECREATION, AND LIBRARY

The Parks and Recreation Department provides a comprehensive recreational program and manages 329 acres of parks at 25 different locations. The Parks and Recreation Director oversees the Library. The Library provides a wide variety of information and materials which help to fulfill the educational, informational, recreational, and cultural needs of its customers. Delaware Prevention Network (DPN), a program offered by the Department, is designed to educate Delaware's youth about the benefits of wellness and the negative consequences of substance abuse and violence. In addition, DPN further educates youth to reshape their leisure time, sharpen their drug/alcohol resistance and conflict resolution skills, and strengthen family relationships.

POLICE

The Police Department's role is to enforce local, state, and federal laws and to protect the citizens of Dover from crime and disorder. The Dover Police Department enforces parking ordinances and offers services of a patrol unit, criminal investigation unit, drug investigation section, youth services section, motorcycle patrol section, and marine patrol section. The Department provides crime prevention programs; establishes community watch groups; and provides control to victims of crimes or traffic accidents. An animal control section is available, and licenses and permits for bicycles, parades, public gatherings, and hunting are issued by the Dover Police Department.

PLANNING & COMMUNITY ENHANCEMENT, CODE ENFORCEMENT AND COMMUNITY DEVELOPMENT

Planning insures orderly growth within the City, today and in the future through Dover's Zoning Code, Subdivision Regulations, and Comprehensive Plan. The Code Enforcement area conducts property maintenance inspections and Community Development facilitates the rehabilitation of existing structures.

PUBLIC SERVICES/PUBLIC WORKS

The Public Services/Public Works Department consists of five operating divisions: Administration, Life Safety, Grounds, Sanitation and Streets. The Administration division functions as the coordinating arm of the Public Works Department. The Life Safety division consists of the Emergency Planning Coordinator and the functions of the Fire Marshal's Office. The Grounds division maintains the grounds of all City-owned properties and rights-of-way by providing turf maintenance, tree care, flower beds throughout the City, yard repair assistance to other departments, and special holiday lighting of the downtown area. The Sanitation division is responsible for the collection, transportation, and disposal of all municipal solid waste. The Streets division performs routine and preventive maintenance on all streets, alleys, parking facilities, public signs, and pavement markings. This division also contains the Inspections and Permitting division which monitors business activities through licensing businesses, trailers, mobile homes, multiple occupancy dwellings, charitable solicitors, peddling, handbills, food handling, and construction projects.

TAX ASSESSOR

The Tax Assessor's office maintains all the City's property tax records. This department discovers, lists, and appraises all real property in the City.

PUBLIC UTILITIES - WATER/WASTEWATER

The Water/Wastewater Department has four divisions: Wastewater Management, Water Construction, Water Management, and Water Treatment Plant. The Wastewater Management division operates and maintains the City's wastewater collection and transmission system which includes 34 sanitary sewer pumping stations and more than 150 miles of underground pipe. The Water Construction division has the responsibility of constructing a majority of the water, sewer, and storm sewer capital investment projects. The Water Management division operates and maintains a water distribution system which includes six elevated storage tanks and more than 160 miles of varying diameter water mains. The Water Treatment Plant division operates and maintains the Long Point Road Water Treatment Plant along with 15 micro-treatment plants located at each of the deep well sites.

PUBLIC UTILITIES-ELECTRIC

The Electric Department has three divisions: Administration, Engineering, and Transmission and Distribution. The Administration division coordinates the activities of the Department and provides administrative support for the other divisions. The Engineering division designs and develops the electric system and also designs, operates, and maintains 15 substations with a combined capacity of 196 mw. The Department provides electric service to approximately 22,342 electric customers in a 68 square mile service area. The Transmission and Distribution division is responsible for the maintenance and repair of the system as well as restorations after interruptions of service.

The Electric Department is responsible for maintaining 68 miles of 69 kV transmission lines, and 393.55 miles of electric distribution lines. The Electric Department is also responsible for the planning and construction of new electric facilities to meet the ever-growing demands for electricity as the City of Dover continues to grow.

MAJOR INDUSTRIES

The Dover and Greater Dover Area economy are fueled by many nationally known companies such as Energizer/Playtex Products; Kraft Foods; Dover Wipes Company; Reichold, Inc.; and many others. Dover Air Force Base, home to a fleet of C17 Globemaster III aircraft and C-5 Galaxy transport airplanes, constitutes the largest aerial military port facility on the east coast. The base employs approximately 6,257 military and civilian personnel and is a major contributor to Dover and the Kent County economy.

The Delaware Economic Development Council (DEDC) is Dover's and Kent County's official agency for economic development. The Council's director can assist interested companies in site search, demographics, surveys, and project support. For additional information contact the Delaware Economic Development Council at (302) 678-3028

DOVER AIR FORCE BASE

Located approximately five miles south of the capital city of Delaware, Dover Air Force Base is the home of the 436th and the 512th Airlift Wings – "The Dover Team." Viewed from almost any angle, the impact the air base and the Air Force have on the landscape and economy of the Delmarva Peninsula is like the huge C-5 Galaxy and the C-17 Globemaster III aircraft – far-reaching and impressive.

The base also operates the largest aerial port mortuary on the east coast, and serves as a focal point for military cargo movement to Europe and the Middle East. The facility features a mechanized-computerized cargo handling arrangement, which is one of only two that exist in the United States which makes possible the processing of up to 1,200 tons of cargo during a 24-hour period.

The people at Dover Air Force Base are actively involved in a variety of off-base activities, and a strong base-community program provides a forum and a spirit for military and civilian cooperation at all levels. A fine and mutually-beneficial relationship has always existed between air base personnel and the citizens of the peninsula, and prospects for an equally-bright future light the horizon as the First State continues to prosper in the future.

KRAFT FOODS

Dover is the home of some of America's most famous convenience food products such as Jell-O Gelatin, Jell-O Puddings and Pie Fillings, Jell-O Cheesecake, Jell-O No-Bake Pies, Jell-O Americana Desserts, Baker's Coconut, Minute Tapioca, Dream Whip, Capri Sun, Kool-Aid, Tang, Stove Top Stuffing Mix, and Shake 'N Bake. All are "Produced with Pride" by the 900 men and women of the Dover operation of Kraft Foods. Raw materials from around the world flow into the 121-acre site where they are processed in the facility. The finished products are shipped to all 50 states, Canada, and the Middle East. Baker's Coconut and Dream Whip are not only sold in grocery stores, but are also used as ingredients by other major food manufacturers and bakeries.

ENERGIZER/PLAYTEX PRODUCTS, INC.

The origins of Playtex Products can be traced to the 1932 founding of the International Laytex Company, which later became known as International Playtex Inc. Today Energizer's Personal Care Division, Playtex Products Inc., is a leading manufacturer of such items as infant care products, feminine hygiene products, household gloves, Banana Boat, Wet-Ones, Diaper Genie, and various other personal care products.

DOVER WIPES COMPANY

The Dover Wipes Company, a unit of consumer products giant Procter & Gamble (P&G), makes Pampers- and LUVS-branded baby wipes, including their tubs and refill packaging. The site boasts manufacturing operations with paper machines to make sanitary wet paper products, converting and packing operations, raw material storage, a warehouse, and shipping department. The facility, in west Dover, encompasses approximately 500,000 square feet of operating and office space and is situated on approximately 80 acres. The plant has been part of the Dover community since 1973 and employs 200 people.

ECONOMIC CONDITION AND FUTURE GROWTH

The City of Dover is distinguished as the dominant center of employment, commerce, educational opportunity, and cultural activity in central Delaware. Development activity in the Capital City continued to be slow during Fiscal Year 2010, consistent with the economic trends seen nationwide.

Residential growth continues to occur at a slow pace, and major institutions and government agencies continue to expand to meet the demands of a growing regional population and economy. Commercial corridor areas of U.S. Routes 13/113 and DE Route 8 have continued to attract medium- and large-scale commercial development with added interest in U.S. Route 113 during the period but at a slower pace. Efforts to revitalize the traditional urban core of downtown Dover have continued despite the down economy. At the close of the fiscal year, the stretch of Lookerman Street between State Street and Governors Avenue saw nearly full occupancy, with several new businesses opening during the year.

Total value of construction dropped from \$125 million in Fiscal Year 2009 to \$50 million in Fiscal Year 2010. The City of Dover issued 3,631 business licenses in Fiscal Year 2010. Building permits issued during this period totaled 2,295, which was a decline from the previous year. The City of Dover Planning Commission processed 36 development applications and nine rezoning applications during Fiscal Year 2010. Again, this is a decline from the previous year and a significant decrease from prior years.

POPULATION GROWTH

The 2000 U.S. Decennial Census, which was conducted in April 2000, found that 32,135 people reside in Dover. As a result of the Count Question Resolution Process, the Census Bureau revised the 2000 population count for the City to 32,043 people. According to the Delaware Population Consortium estimates, the City of Dover's population as of July 1, 2009 was 36,627. This represents an approximately 14 percent increase in the City's population over the nine-year period. New population estimates are expected to be released in early 2011 with the completion of the 2010 Census.

RESIDENTIAL DEVELOPMENT

A total of 89 new residential housing starts were recorded during Fiscal Year 2010. This represents a decline from the 115 during the prior fiscal year. A number of active residential construction projects continue to move forward throughout the City. Construction is underway in the following developments: Emerald Pointe, Lexington Glen, Patriot Village, and Clearview Meadows. The residential district of Eden Hill continued to take shape during Fiscal Year 2010, with 20 building permits and 24 certificates of occupancy issued during the fiscal year. Stover Homes, the builder and developer of the Nottingham Meadows housing development, ceased operations, which caused challenges in terms of determining the City's role in addressing partially completed subdivisions. These challenges continue as the real estate market struggles to recover.

DOWNTOWN DOVER REDEVELOPMENT

In spite of the economy, efforts to revitalize downtown Dover remained strong during the Fiscal Year 2010. Among the many highlights was the opening of the Community Services Building by the Greater Dover Foundation. In addition to the Downtown Dover Partnership, this building also is home to the United Way, Boy Scouts, Delaware Parents Association, Communities in School, and the Greater Dover Committee and Foundation. Mitten and Winters, an accounting firm and long-time business on Lookerman Street, completed a \$300,000 renovation on their building. Five new businesses opened last year including DNDTEK, Next Level Clothing Store, The Lunchbox, The Shoe Outlet, the Tattoo Shop, and Beauty & You. In addition to new businesses, Knights Copier Service, Zuha Trend, Partners in Design and \ Top Notch Sewing relocated their businesses to Lookerman Street and Governors Avenue.

The Downtown Dover Partnership (DDP) kept busy with multiple real estate transactions. In March, the DDP went to closing on the sale of several parcels of property on the west end of Lookerman Street. The DDP also completed the sale of a portion of the former Capital Scrap Yard on North West Street to NAPA Auto Parts. Perhaps the most exciting real estate transaction for the DDP was the purchase of 22-24 W. Lookerman Street through sheriff sale for \$225,000. The DDP is planning renovations to this building and is actively looking for potential merchants and investment partners. The DDP also completed negotiations and signed leases with the Dover Inter-Faith Mission for Housing and Vee's Hair Braiding at 680-684 Forest Street. Negotiations have been completed and leases have been signed with the Inner City Cultural League for the southern portion of the former Capital Scrap Yard.

The DDP hosted seven Business Development Workshops that provided information on marketing techniques, green business, and developing business plans. The Economic Development Office provided technical advice on seven successful Small Business Administration (SBA) loans totaling \$175,000, which sustained fifteen full-time jobs and created 6.5 additional full-time jobs. Main Street Coordinator, Edwin Perez was designated as “Top SBA Delaware Community Express Technical Assistance Provider” for his work with the SBA.

INSTITUTIONAL DEVELOPMENT

Institutional uses are continuing to expand. Construction continued on the new Kent County Courthouse and on the expansion at Kent General Hospital. In addition, Delaware State University continued improvements to its campus, and Wesley College engaged in its long-range master plan process.

RETAIL/COMMERCIAL DEVELOPMENT

Retail and commercial development continued to be slow during Fiscal Year 2010, as is consistent with the national economic slowdown. Dover Downs made improvements to their casino to accommodate sports betting and table games. While new commercial construction was stagnant during the year, several new businesses occupied vacant tenant spaces along the City’s commercial corridor.

INDUSTRIAL DEVELOPMENT

The Dover economy derives considerable benefits from a variety of large industrial and manufacturing companies including Kraft Foods, Procter and Gamble, Energizer/Playtex Family Products, and Berry Van Lines, as well as numerous small- to mid-sized industrial entities. During Fiscal Year 2010, planning efforts began for Garrison Oak. In late 2009, the Planning Commission approved the conceptual subdivision plan for Garrison Oak, which preliminarily laid out lots and infrastructure. In early 2010, the Planning Commission approved a site plan for the Dover Sun Park on 104 acres of Garrison Oak, and the City has been in discussion with Macquarie Energy regarding a gas plant on another lot within the park. By the end of Fiscal Year 2010, Garrison Oak was unfolding into a green energy centered technology park.

OFFICE DEVELOPMENT

Dover’s dominance as the place for business office locations downstate has continued; however, the market appears to be saturated with office space at this point in time. Several recently completed or nearly completed office buildings currently remain vacant, including State Street Commons and the Silver Bullit.

SUMMARY

Dover felt the effects of the nation’s economic downturn; however, even in the current economic climate, a number of key construction projects continue to move forward. The large institutional presence of Bay Health, the State of Delaware, and the colleges and universities helps to strengthen the City’s economy. Challenges lie ahead, as the City addresses bankrupt subdivisions, vacant buildings and other symptoms of the down economy, but Dover remains a center for commerce, services and residential communities. As the economy rebounds, Dover is well positioned to support continued growth.

SCHOOL DISTRICTS

Students in Dover and Kent County benefit from the small size of the districts and from the diverse, well-managed programs which are maintained with stable state support. A broad range of upper-level and advanced courses for high school students, plus programs for gifted children and for children with physical, mental, or emotional handicaps are available. The schools in Dover and Kent County are notable for their extracurricular activities, including athletics, the arts, Junior Achievement, and many others. Dover and Kent County schools benefit from the state's overall high standards for education.

Students in Delaware must master basic skills in order to be promoted, and high school students must master the basic skills to qualify for a diploma. Dover and Kent County schools are governed by local boards of education. While the state provides most of the revenues, local boards have much input in deciding how these funds can best be used to meet the needs of the community.

CAESAR RODNEY SCHOOL DISTRICT

Portions of the Caesar Rodney School District are located in the southern sections of the City of Dover. Included in the district are eight elementary schools, three middle schools, one high school, and one school for trainable and severely mentally disabled youngsters. A proud heritage and a highly competent staff contribute to a positive learning environment and high standards.

CAMPUS COMMUNITY SCHOOL

The Campus Community School is a state charter school for grades 1-12. The school emphasizes learning through experience and experimentation; a discipline policy based on student accountability, and shared management through a team composed of parents, teachers, and the school administration.

CAPITAL SCHOOL DISTRICT

The Capital School District consists of seven elementary schools encompassing grades K through 4, one middle school for grades 5 and 6, one middle school for grades 7 and 8, one high school serving grades 9 through 12, and the Kent County Community School. Capital School District is a dynamic school district that includes experienced instructional and support staff and is led by an experienced administrative team and committed Board of Education.

HOLY CROSS SCHOOL

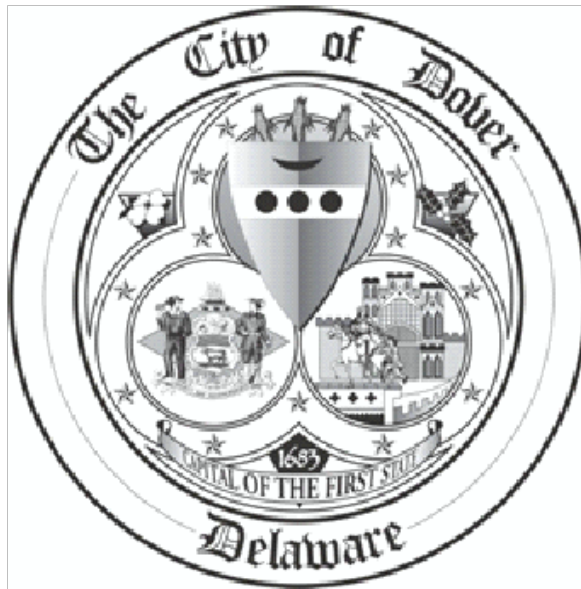
Besides its public schools, Dover is also served by Holy Cross Elementary School. The school covers grades Pre-K through 8. Holy Cross is approved by the State of Delaware and the Diocese of Wilmington. Holy Cross is a member of the National Catholic Educational Association and is Middle States Accredited.

POLYTECH SCHOOL DISTRICT

Students who live in Dover can choose to attend Polytech High School for grades 9 through 12. Polytech is a full-time comprehensive vocational-technical high school offering students preparation for college and/or the work place. Polytech students graduate with an academic diploma, technical skills, and, in most cases, job experience.

MORE ON THE DOVER AREA

DID YOU KNOW ADVENTURE IS A COMMODITY OF KENT COUNTY? For instance, you can discover Delaware's farm and community life of days gone by at the **Delaware Agricultural Museum and Village**. Or search a hangar for planes that have flown in exotic parts of the world at the **Dover Air Mobility Command Museum**. Solve the mystery of who is buried at the **John Dickinson Plantation**. Explore the details of a building carefully restored from plans written in the 1700s at the **State House** in Dover. Imagine the beautiful paintings or decorative arts at the **Sewell C. Biggs Museum of American Art** in your own home. Hunt for unusual gifts or see the latest exhibit at the **Delaware State Visitor Center**. Investigate the predecessor of the boom box at the **Johnson Victrola Museum**. Unearth a wealth of information about Native Americans who lived in Delaware before anyone even wrote about history at the **Meeting House Gallery I**. Finally, experience Dover when Teddy Roosevelt was President at the **Meeting House Gallery II**. From plows to planes, old houses to old music, the Dover area has a wide variety of sites to explore. Start an adventure – visit the Museums of Greater Dover. For information about any of the museums listed above, contact the Delaware State Visitor Center at 739-4266.



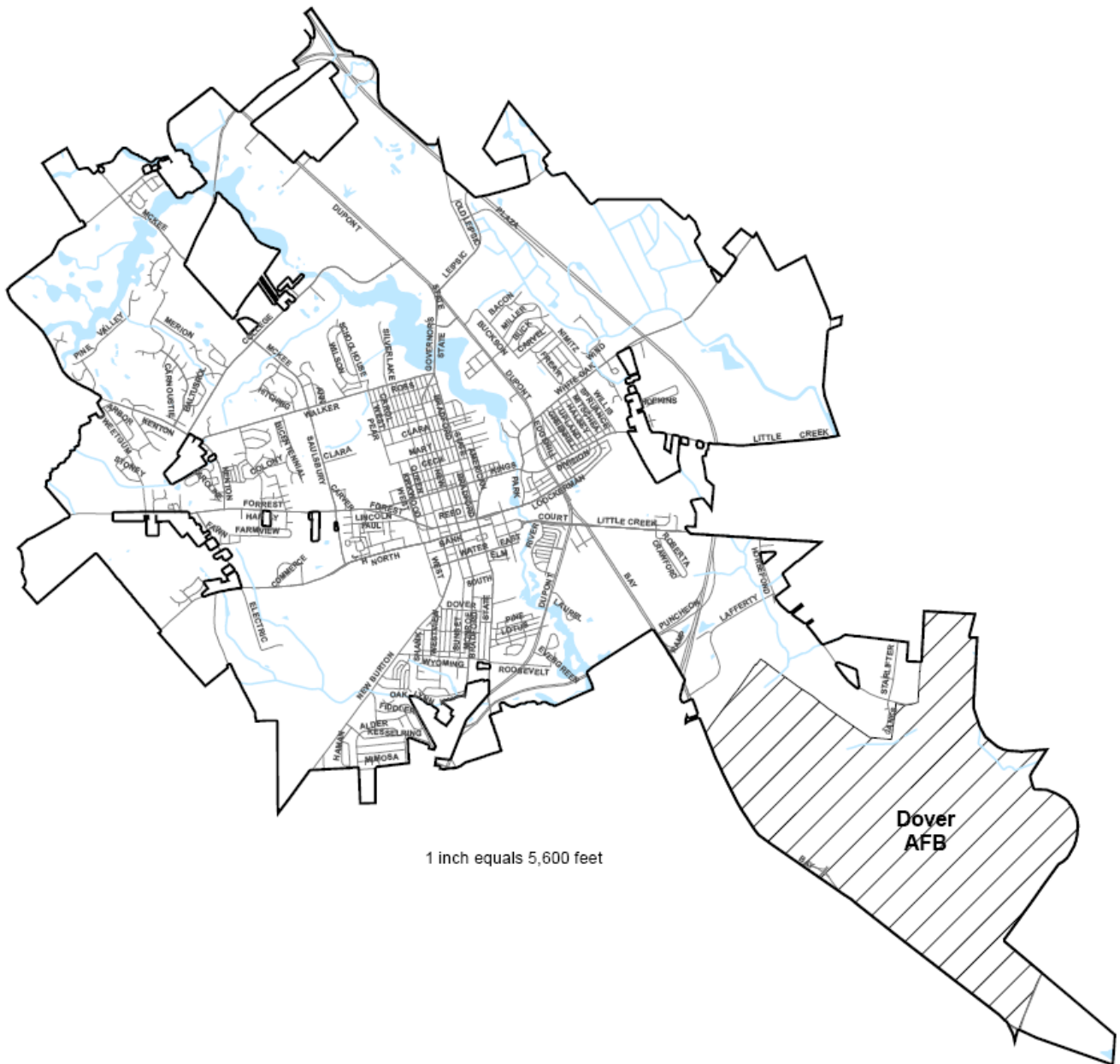
City of Dover

“Capital of the First State”



Delaware was the first to ratify the U.S. Constitution, thus becoming the “First State” in the new union. The City of Dover was founded in 1683 by William Penn.

Map of the City of Dover



STRATEGIC INITIATIVES

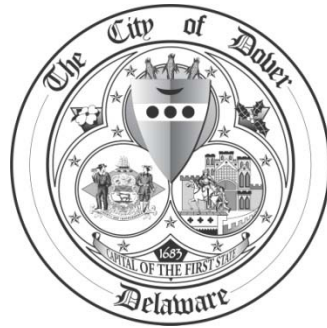
CONTAINS THE FOLLOWING
SUBSECTIONS:

VISION

MISSION

CRITICAL SUCCESS FACTORS

STRATEGIC OBJECTIVES BY
DEPARTMENT



City of Dover

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.

MISSION

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.*
- *Promote Homeownership and Affordable Housing.*
- *Maintain and Improve the City's Infrastructure and Implement Brown Water Solutions.*
- *Strengthen Property Maintenance and Enforcement.*
- *Develop a Plan to Secure Electric Generation for the next 20 years.*
- *Support the Building of an Inner City Cultural Center.*
- *Implement Economic Development Strategy.*

Critical Success Factors

The following factors are determined to be critical in meeting the overall goals and mission of the City of Dover.

Customer Satisfaction & Effective Community Communication: At the end of the day our customers must be satisfied for our goals and mission to be accomplished. Customer satisfaction is our overall base strategy. Honest and timely communication is a critical factor in keeping our customers satisfied.

Employee Satisfaction & Effective Organizational Communication: It is through our employees that our services are provided to customers. When our employees are satisfied, they will provide services in a manner that accomplishes the vision, mission, and goals. Honest and timely communication with our employees is critical to their satisfaction.

Cost and Revenue Efficiency: Providing our services and accomplishing the vision, mission, and goals in a way that is economical and considered successful by our customers.

Improve Downtown and Surrounding Neighborhoods: The City's vision is for Dover to be a place where people want to live! We will not leave any neighborhoods behind.

Citywide Safety: The vision, mission, and goals cannot be fulfilled if safety is compromised in the process. The safety of citizens and employees is critical.

Economic Development and Job Growth: A strong local economy that offers a wide array of job opportunities with livable wages is critical to the satisfaction of our citizens. The City of Dover will continue to seek economic development opportunities for its citizens.

FISCAL YEAR 2010-2011 STRATEGIC OBJECTIVES BY DEPARTMENT

MAYOR

1. Continue to work closely with the Delaware Economic Development office and the Kent County Economic Development Partnership and the Dover Economic Development to address future job opportunities.
2. Secure the necessary funding for the City's new library project.
3. Work with the merchants in the downtown area to install security cameras at designated intersections and sites.

CITY COUNCIL

1. Continue planning and funding of the Dover Public Anchor Library Project.
2. Development of the Garrison Tract and the Dover Sun Park Solar Energy Project.
3. Through the Hiring Freeze and Right Size review process, ensure proper staffing levels by authorizing positions deemed critical during a period of reduced revenue.
4. Understand the high risks associated with deferring maintenance on infrastructure.
5. Increase the availability of an affordable, safe, and clean rental housing program.

CITY MANAGER

1. Continue to advance the initiatives of the Dover Anchor Library Project.
2. Continue Management of the power contracts with PACE Global and North American Energy Services (NAES) to ensure system reliability and competitive rates.
3. Oversee the Request for Proposals process for Energy Management Services.
4. Continue to move forward with the Garrison Tract Development project.
5. Develop a Yard Waste Separation and Collection Program.
6. Explore two new potential revenue sources.
7. Develop a plan for a Trash utility and a Pay-As-You-Throw plan.
8. Study the potential for a Storm Water Utility.
9. Develop code amendments to expand performance and maintenance bonding and guarantees in subdivisions and site plans beyond public improvements.

CENTRAL SERVICES

1. Continue to perform low cost improvements to City buildings.
2. Begin replacing janitorial supplies in stock with approved and certified "Green" products.

CITY CLERK

1. Work with the Election Board and the GIS Department to develop a recommendation for redistricting, based on the results of the 2010 Census.
2. Provide the remaining Charter Review Committee recommendations to the Legislative, Finance, and Administration Committee for review and recommendations to Council

CUSTOMER SERVICES

1. Implement the improved design of the utility bill.
2. Review the utility delinquent notification process.
3. Mass update of customer information records.

FINANCE

1. Develop Days Sales Outstanding (DSO) monthly report to provide timely information on receivable collections.
2. Assist with implementation of inventory system for Electric Plant inventory.
3. Implementation and transition to an external service for timekeeping and payroll.
4. Implement and transition to lockbox and remote deposit services for cash receipts.

FIRE

1. Form a committee to design a ladder truck to replace Ladder #1 in accordance with 2012 Capital Investments Plan.
2. Upgrade and replace 50 Motorola fire pagers used to alert volunteer firefighters.
3. Purchase ten 800 MHz radios, to equip each position on all the apparatus with a radio for fire ground accountability and safety.
4. Upgrade Red Alert dispatching program to incorporate mobile dispatching terminals (MDT), and EFD.

HUMAN RESOURCES

1. Develop a system so that throughout the entire fiscal year all job descriptions can be reviewed by the Department Heads.
2. Prepare a user friendly document for submission of workers compensation claims.

INFORMATION TECHNOLOGY

1. Upgrade and maintenance of the City's website.
2. Provide technical and quality control support for the second phase of the Mayor's security camera initiative.
3. Upgrade to MS Office 2012 and/or Windows 7, where applicable, and provide necessary training.
4. Establish a fully functioning Greater Dover Cyber Security Committee.

PARKS, RECREATION, and LIBRARY

1. Construction of skate spots in three City parks to provide the youth of Dover with a safe place to ride their skateboards.
2. Continue the Park and Playground Improvement Program with the resurfacing of the basketball court at Mayfair Park.
3. A management plan for Silver Lake will be developed by the Watershed Coordinator.
4. Secure the necessary funding to complete the funding plan for the new Dover Public Anchor Library project.
5. Finalize building design and site construction plans for the new Dover Public Anchor Library project.
6. Hire a construction company and begin construction of the new Dover Public Anchor Library.
7. Replace the Teen Services Librarian I position to provide reference, readers advisory, and programming services to the teens of Dover.
8. Ensure a clean and sanitary public Library facility during busy weekend hours.
9. The Dover Public Library will become one of five new Job and Learning Centers established by the Delaware Division of Libraries. The Job and Learning Center will be open all the hours the library is open and will provide services to support customers' search for employment and the development of skills to increase employability.

POLICE

1. Pursue grant funding to hire an additional dispatcher position.
2. Fully fund the maintenance contract with Advantech for the Police Department's building access control and closed circuit TV (CCTV) monitoring system.

TAX ASSESSOR

1. Implement the 3rd Party Software for GIS System to create a bridge between the CAMA software and the GIS system, allowing the exchange of data.
2. Development of land-splits for five local subdivisions.
3. Purchase software that allows the viewing of images and enhanced tools for data collection from oblique aerial photos.

PUBLIC SERVICES, PLANNING & COMMUNITY ENHANCEMENT

1. Rewrite the environmental protections within the zoning ordinance.
2. Update the Historic District Design Standards and Guidelines.
3. Improve the annexation process within the City of Dover.
4. Streamline text amendments to address process requirements in Zoning Ordinance, Article 10, pertaining to site plans, conditional uses, and zoning amendments.
5. Complete at least four miscellaneous zoning text amendments.
6. Develop a Bicycle Advisory Group
7. Develop an ordinance to encourage the use of green technologies for stormwater management in new developments.
8. Draft an Affordable Housing Ordinance that will offer incentives for affordable home-ownership in new subdivisions

PUBLIC SERVICES, CODE ENFORCEMENT

1. Track and monitor the progress of collection for unpaid enforcement fines and vacant building fees.
2. Implement the problem rental dwelling procedures.
3. Publish a list of dangerous buildings and activities.

PUBLIC SERVICES, COMMUNITY DEVELOPMENT

1. Compliance with all HUD requirements associated with grant funding.
2. Complete implementation of the Neighborhood Preservation Program.
3. Complete a Fair Housing Plan.
4. Implementation of the 2010 Consolidated Plan.

PUBLIC SERVICES, LIFE SAFETY

1. Complete revisions to the City's Snow Emergency Plan.
2. Develop full-scale exercise scenario for the failure of the Silver Lake Dam.

PUBLIC SERVICES, INSPECTIONS & PERMITTING

1. Schedule training sessions on new 2009 IBC codes for staff.

PUBLIC SERVICES, ECONOMIC DEVELOPMENT

1. Complete a site development master plan for the Garrison Tract.
2. Promote City-wide economic development initiatives.
3. Advance initiatives of the Downtown Dover Partnership.

PUBLIC SERVICES, GROUNDS /SANITATION/STREETS

1. Expand on the St. Jones River Watershed Riparian Project.
2. Conduct study to explore the potential for a Storm Water utility.
3. Evaluate a Pay-As-You-Throw Plan for the City.
4. Implement an effective Yard Waste Separation Plan for the City.

PUBLIC UTILITIES, WATER/WASTEWATER

1. Improve public relations during Inflow/Infiltration Removal and Water Quality Projects.
2. Inflow/Infiltration Removal.
3. Complete Wastewater Capital Investment Projects on time and under budget.
4. Complete Water Capital Investment Projects on time and under budget.

PUBLIC UTILITIES, ELECTRIC

1. Through the Dover Energy 2030 Committee, continue to monitor and evaluate power supply assets that could provide energy and capacity for the electric system.
2. New Contract for Energy Management Services.
3. Facilitate and complete the interconnection of the 10 Mw solar generation plant (Dover Sun Park) into the 69 kV electrical systems.
4. Complete Electric Capital Investment Projects on time and under budget.

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BUDGET SUMMARY

CONTAINS THE FOLLOWING
SUBSECTIONS:

BUDGET PROCESS

CALENDARS

BUDGET PROCEDURES

SOURCE AND USE OF OPERATING
FUNDS

COMBINED STATEMENTS

SUMMARIES

BUDGET PROCESS

The budget process is conducted to comply with all charter mandates.

The City Charter mandates the following:

On or before the second Monday in May each year, the City Manager shall prepare and submit to the Council a budget presenting a financial plan for conducting the affairs of the City for the ensuing fiscal year. The total of proposed expenditures shall not exceed the total of anticipated income.

The budget shall include the following information:

- A detailed statement showing the expenses of conducting each department and office of the City for the current year and last preceding fiscal year.
- A detailed estimate of the expenses of conducting each department and office of the City for the ensuing fiscal year with reasons for the increases and decreases recommended.
- The amount of the debt of the City with a schedule of maturities of bond issues.
- A statement showing the amount required for interest on the City debt and for paying off any bonds maturing during the year and the amount required for the sinking fund.
- An itemized statement of all anticipated income of the City with a comparative statement of the amounts received by the City from each of the same or similar sources for the last preceding and current fiscal years.
- An estimate of the amount of money to be received from taxes.
- Other information as the City Manager may think desirable or as may be required by the Council.

The Council shall, on or before the second Monday in June each year, adopt a budget for the succeeding fiscal year. The Council shall, as far as possible, adhere to the budget so adopted in the making of appropriations.

The preparation of the budget begins with the establishment of goals and parameters through the City Manager's office. In November, a comprehensive budget instruction packet is distributed to department heads.

The City of Dover's method of budgeting has evolved from the concepts of many budgeting methods. A line item form of budgeting is used to account for expenses and revenues. In recent years, the City has incorporated concepts of programmatic budgeting which focuses on programs performed. Programs are examined periodically for their relevance and effectiveness, a concept which comes from zero-based budgeting philosophy.

City Council reviewed the proposed budget on May 18, 19, 20, and 25, 2010, and set the date for the Electric Public Hearing to take place on June 14, 2010. Public comments on the budget were also sought on this date. On June 28, 2010, City Council voted to approve the budget; however, in a letter to the City Clerk on July 2, 2010, the Mayor vetoed the budget. During the Council meeting of July 12, 2010, Council accepted the Mayor's changes to the budget. Another vote was taken and this action provided the final approval of the Fiscal Year 2010-2011 budget. Copies of the City's Annual Operating Budget are made available at the Dover Public Library and at City Hall.

According to the City of Dover Charter, the proposed budget ordinances must go through two readings before they are approved. After the budget's adoption, monthly financial reports are issued to monitor and control the budget during the fiscal year. Revised revenue projections are presented to Council for review on a quarterly basis.

AMENDING THE BUDGET

There are two ways of amending any individual budget. Although the budget is presented as a line-item budget, department heads are permitted to change the breakdown within the materials and supplies and administrative groups of accounts (20 and 30 series) as long as the total budgeted for that department is not exceeded. Department heads are not authorized to re-appropriate salary or capital items.

Through budget ordinances, the City Manager has the authority to make interdepartmental transfers of up to five percent as long as financial policies are adhered.

Any reallocating of available fund balances must have the approval of the City Council.

CITY OF DOVER

2010-2011 INTEGRATED CALENDAR

S t r a t e g i c	JULY				AUGUST				SEPTEMBER											
	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week								
	IT Technology Plan update						Dept. submissions for IT Plan due to TAC		Dept. heads training on Goals and objectives/ CIP formulation	Dept. heads develop new Strategic Objectives, changes to Vision, Major Programs										
									Review Citizen Survey results	Tech. Planning mtg. to review, rank	Dept. heads Strategic Planning meeting with									
C I P																				
	Budget goes into effect 7/1																			
B u d g e t																				
	Employees eligible for increase 7/1								Optional quarterly review to adjust employees' planned goals											
P F P																				
OCTOBER													NOVEMBER				DECEMBER			
S t r a t e g i c	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week								
	New Strategic Perf. Obj.; changes to Vision, Major Prog. to Admin. Svcs.	Budget team review revised Strategic Plan and IT Plan					Final review of Strategic Performance Objectives by budget team		Budget team begin to assemble Strategic plans from departments											
C I P	Departments CIP development						Draft CIP prepared for review		Budget team review CIP			Dept. heads place final CIP into budget								
	Instruction packet to dept. heads					CIP information due to Admin. Services					Draft CIP final review									
B u d g e t									Departments' budget preparation											
					Kick-off meeting		New position proposals/ revised classifications requests due to HR by 11/30		HR returns position requests to depts.; mtg. w/Tony, Terry, Frank re: requests		Salary budget packets distributed									
P F P	Quarterly review due to HR by 10/1				Employees and Supervisor individually review job descriptions				Optional quarterly review to adjust employees' planned goals											
												Quarterly review due to HR by 12/30								

FISCAL 2010-2011 BUDGET CALENDAR

10/5/2009	Budget kick-off meeting
10/6/2009 – 1/1/2010	Departments' budget preparation
10/26/2009	New position proposals/revised classification requests due to HR
10/30 – 11/2/2009	Human Resources returns position requests to depts.; meeting with Tony, Terry, and Kim to discuss and review all requests
11/9 – 11/13/2009	Salary budget packets distributed
12/4/2009	<ul style="list-style-type: none"> – Salary budgets returned to City Manager's Office, including revised classifications and new positions – Estimated PFP scores for non-bargaining employees due to City Manager's Office
1/1/2010	Entry lockout on ALL years
1/18 – 1/22/2010	Revenue review by Revenue Committee
1/18 – 2/19/2010	Work on mid-year review (Terry, Donna)
1/29/2010	Council Retreat/Budget Goals
2/8/2010	Review Council Retreat budget revisions with departments
2/1 – 2/12/2010	Draft budget adjusted as per Council Retreat
2/15 – 3/31/2010	Review draft budget with departments; assemble final draft budget
3/8/2010	Present mid-year review, revenue forecasts, Retreat and budget input review to Council and LF&A.
3/9 – 4/2/2010	Budget team balances budget; makes adjustments w/dept. heads as needed
4/5 – 4/30/2010	Printing of draft budget
5/3 – 5/7/2010	Final draft budget and CD to Council; news conference
5/17 – 6/4/2010	Budget review meetings as needed (members of LF&A Committee invited).
6/14/2010	Electric public hearing; first reading of draft budget
6/28/2010	Second reading of draft budget
7/1/2010	Fiscal Year 2010-2011 budget goes into effect
9/9/2010	Budget Post-Mortem meeting

FISCAL 2010-2011 CIP CALENDAR

9/15/2009	CIP instruction packet to department heads
9/15/ - 10/30/2009	Departments' CIP development
11/2/2009	Departments' CIP information due to City Manager's Office
11/3 – 11/30/2009	Draft CIP prepared for review
12/1 – 12/11/2009	Budget team reviews CIP
12/14 – 12/24/2009	Draft CIP final review
1/4 – 1/14/2010	Department heads place final CIP into budget
2/1 – 2/19/2010	CIP adjusted as per Council Retreat

FISCAL 2010-2011 STRATEGIC PLANNING CALENDAR

7/6 – 7/10/2009	I/T Technology Plan Update
8/10 – 8/14/2009	Dept. submissions for I/T Plan due to TAC
9/9 – 9/25/2009	Department heads training on objectives/CIP formulation
9/7 – 9/11/2009	Tech. Planning meeting to review, rank
9/9 – 9/18/2009	– Department heads develop new strategic objectives
9/10 – 9/28/2009	– Make changes to department Vision, Major Programs if needed
	Department heads strategic planning meeting with Terry
10/30/2009	NEW strategic performance objectives and changes to Vision, Major Programs due to City Manager's Office
11/2 – 11/13/2009	Budget Team reviews revised strategic plan and I/T plan
11/16 – 11/27/2009	Final review of strategic performance objectives by Budget Team
12/1 – 12/12/2009	Budget Team assembles strategic plans from departments
1/29/2010	Council Retreat
1/25 – 2/5/2010	Strategic plan adjusted as per Council Retreat
4/19 – 4/28/2010	New Council members orientation (strategic planning, CIP, budget, PFP)
7/6 – 7/10/2009	I/T Technology Plan Update

FISCAL 2010-2011

PERFORMANCE REVIEW CALENDAR

9/7 – 9/11/2009	Optional quarterly review to adjust employees' planned goals
10/2/2009	Quarterly review due to Human Resources
10/30/2009	New position proposals, revised classification requests due to Human Resources
11/9 – 11/20/2009	Employees and supervisor individually review job descriptions
11/30 – 12/4/2009	Human Resources returns position requests to department heads.; meeting with Tony, Terry, and Kim re: requests
12/4/2009	Estimated scores due to City Manager's Office, including revised classifications and new positions
12/7 – 12/24/2009	Optional quarterly review to adjust employees' planned goals
12/28/2009	Quarterly review due to Human Resources
3/1 – 3/19/2010	Optional quarterly review to adjust employees' planned goals
3/8 – 3/19/2010	Performance Review Training
3/26/2010	Quarterly review due to Human Resources
4/26 – 5/26/2010	Departments conduct annual evaluations
5/28/2010	Performance reviews due to Human Resources

FINANCIAL POLICIES

As of JULY 1, 2010

The purpose of these policies is to present a standardized set of principles that the City follows in managing its financial and budgetary affairs. These are general statements of policies, which represent long-standing principles, traditions, and practices that will be used to guide the City in maintaining financial stability. It will be the responsibility of the Finance Department to ensure the financial objectives of these policies are maintained.

REVENUE POLICY

1. The City will strive to maintain a broad and diversified revenue base that will equitably distribute the burden of supporting City services and will protect the City from short-term fluctuations in any one revenue source.
2. The City will actively support economic and industrial development recruitment and retention efforts to provide for a solid revenue base.
3. The City will maintain timely collection systems and implement necessary enforcement strategies to collect revenues from available sources.
4. The City will establish user fees and charges for services, when feasible, at levels related to the cost of providing the services. The City will review the fees and charges every three to five years to determine modifications needed to keep pace with the cost of providing the services. Property Tax Rates are set annually.
5. The City will review its incentive programs every three years and provide City Council with the amount of foregone revenues and any recommended changes.
6. The City will establish, when feasible, self-supporting enterprise funds and intergovernmental service funds in which a relationship between revenues and expenditures clearly exists.
7. The City will project current revenues on a conservative basis so the actual revenues will consistently meet or exceed budgeted revenues.
8. The City will maintain a budgetary control system and will prepare reports, which compare actual revenues to budgeted amounts.
9. The City will limit the designation of General Fund revenues for specified purposes to maximize flexibility in budgeting and revenue utilization.
10. The City will review annually and revise, where necessary, its cost allocation formulas, i.e., internal service departments.
11. Upon satisfying all rate covenants, the City will provide operating transfers to the General Fund from the Water/Wastewater Utility no greater than 4.5 percent or \$750,000, and from the Electric Utility no greater than 6.5 percent or \$7,250,000 of the utility operating revenues. Both transfer calculations will exclude the carry forward budget balance, County Sewer Fees, and State Utility Tax. The Utility transfers will not exceed 25 percent of the General Fund Revenues.

EXPENDITURE POLICY

1. Basic and essential services provided by the City will receive first priority for funding, i.e., Public Safety & Health, Utilities, Streets, and Sanitation. The City will establish performance measurements for all program areas, when feasible. These measures will reflect the demand, workload capability, and projected outcomes for the program to accomplish its objectives.
2. The City will adopt a balanced budget, by fund, for all funds maintained by the City; in which total anticipated revenues must equal or exceed the budgeted expenditures for each fund. The Beginning Budget Balance will not be considered a revenue source.
3. The City will maintain a budgetary control system to ensure adherence to the adopted budget and will prepare reports, which compare actual expenditures to budgeted amounts.
4. The City will refrain from budgeting revenues derived from infrequent and unanticipated transactions for ongoing expenses. These revenues will be set aside for asset replacement or as otherwise directed by Mayor and Council.
5. The City will provide access to medical, dental, vision, life, AD & D, and short-term disability insurance for its employees. The cost for these benefits will be a shared responsibility between the City and its employees as outlined in the City Personnel Handbook or collective bargaining agreements.
6. The City will provide access to medical and dental insurance for its retirees and their families. The cost for these benefits will be a shared responsibility between the City and its retirees as outlined in the City Personnel Handbook or collective bargaining agreements.
7. The City will provide access to appropriate retirement plans for its employees. The City will make contributions for eligible employees at the actuarial determined percentage defined for each of the respective retirement plans.
8. The City will establish an Other Post-Employment Benefit Fund (OPEB) and provide available funding for early implementation of a new accounting standard promulgated by the Government Accounting Standards Board. When the standard officially takes effect, the City will make contributions for eligible employees and retirees at the actuarial determined rates or percentages to fund future retiree medical benefits.

DEBT POLICY

1. The City will maintain a debt management policy and full disclosure on financial reports.
2. The City will maintain communications with bond rating agencies and continue to strive for improvements in the City's bond rating.
3. The City will adhere to its debt covenants.
4. The City will review its debt capacity every three years.
5. The City will pay for all capital projects and capital improvements on a pay-as-you-go basis using current revenues whenever possible. If a project or improvement cannot be financed with current revenues, long-term debt or use of reserves will be recommended.
6. The City will refrain from issuing long-term debt for a period in excess of the expected useful life of the capital project.
7. The City will use special assessment revenue or other self-supporting bonds instead of general obligation bonds, when practical.
8. The City will seek refinancing of outstanding debt if it is determined that the City will benefit by reduced interest expense over the remaining life of the bonds.

BUDGET BALANCE/RESERVE POLICY – GENERAL FUND

1. The City will strive to maintain a minimum Budget Balance, of at least eight percent and no greater than 12 percent of the current year operating revenues for the General Fund, excluding the carry forward balance. The purpose of the budget balance is to meet temporary fluctuations in cash flows and to provide a cushion for loss of revenues until operating changes can be implemented. If the existing Budget Balance exceeds the required level, such funds may be used to provide for nonrecurring expenditures when the purchases cannot be accommodated through current year savings or as otherwise designated by City Council. The City may use monies in the Budget Balance only in times of fiscal and economic hardship.
2. Once achieved, at no time should the City's budget balances fall below their specified percentages. If a shortfall occurs in the budget balance and immediately restoring the balances to the specified percentage would cause an extreme burden on the taxpayers, the budget balance may, with the Mayor's and City Council's approval, be restored to the specified percentage within one year, but in any case, no longer than three years.
3. The City will maintain a minimum reserve, in a contingency account, of at least two percent of the current year operating revenues for the General Fund. The City may only use monies in the contingency accounts to cover emergencies of a nonrecurring nature that are over and above the normal course of operations. Examples are uninsured losses, storms, or hurricane damages. The Contingency Reserve will not be used to balance the operating budget.
4. The total of the General Fund budget and contingency balances shall not exceed 17 percent (two months) of Budgeted Operating Revenues.
5. The City will create a Capital Asset Replacement account for Governmental Fund asset procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. The City will appropriate excess (amounts greater than budgeted) revenues to fund this account, or if the balance is less than the \$500,000 minimum, \$200,000 per annum until such time the minimum balance is replenished.
6. The City will create a General Capital Project Fund to account for all General Government asset procurements and projects. The City will provide operating fund transfers and/or debt proceeds for each fiscal year's Capital Investment Plan. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay-as-you-go basis.

BUDGET BALANCE/RESERVE POLICY – WATER/WASTEWATER FUND

1. The City will strive to maintain a minimum Budget Balance, of at least eight percent and no greater than 17 percent (two months) of the current year operating revenues for each of the Water & Wastewater Utility Funds, excluding the carry forward balance. The purpose of the budget balance is to meet temporary fluctuations in cash flows and to provide a cushion for loss of revenues until operating changes can be implemented. If the existing Budget Balance exceeds the required level, such funds may be used to provide for nonrecurring expenditures when purchases cannot be accommodated through current year savings or as otherwise designated by City Council. The City may use monies in the Budget Balance only in times of fiscal and economic hardship.
2. Once achieved, at no time should the City's budget balances fall below their specified percentages. If a shortfall occurs in the budget balance and immediately restoring the balances to the specified percentage would cause an extreme burden on the ratepayers, the budget balance may, with the Mayor's and City Council's approval, be restored to the specified percentage within one year, but in any case, no longer than three years.
3. The City will maintain a minimum reserve, in a contingency account, of at least two percent of the current year operating revenues for each of the Water & Wastewater Funds. The City may only use monies in the contingency accounts to cover emergencies of a nonrecurring nature that are over and above the normal course of operations. Examples are uninsured losses, storms, or hurricane damages. The Contingency Reserve will not be used to balance the operating budget.
4. The total of the combined Water & Wastewater Fund budget and contingency balances shall not exceed 25 percent (three months) of Budgeted Operating Revenues.

5. The City will maintain a Capital Asset Replacement account to cover replacement or procurement of assets of the utility. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. The City will maintain a minimum balance of \$500,000 for each utility for Capital Asset Replacements. The City will appropriate excess revenues to fund this account, or if the balance is less than the minimum \$100,000 per annum for each utility until such time the minimum balance is achieved.
6. The City established by ordinance on December 17, 1996, the Wastewater Impact Fee Reserve to provide for future expansion of the City's wastewater system due to increased demand. The ordinance further provides for debt service payments attributed to wastewater expansion projects to be funded by the current year's collection of Impact Fees and the remainder to be deposited into the reserve account. The City shall maintain a minimum of 20 percent of wastewater revenues in the Impact Fee Reserve account. Amounts used to finance projects shall be replenished by the operating revenues of the Wastewater Fund over the succeeding seven years of any project completion.
7. The City established by ordinance on February 1, 2008, the Water Impact Fee Reserve to provide for future expansion of the City's water system due to increased demand. The ordinance further provides for debt service payments attributed to water expansion projects to be funded by the current year's collection of Impact Fees and the remainder to be deposited into the reserve account. The City shall maintain a minimum of 20 percent of water revenues in the Impact Fee Reserve account. Amounts used to finance projects shall be replenished by the operating revenues of the Water Fund over the succeeding seven years of any project completion.
8. The Water & Wastewater Improvement & Extension Fund budget balance shall be no less than \$200,000 of the current fiscal year's appropriation for water and wastewater projects to allow for project variances and change orders; a ten percent contingency shall be included in project budgets greater than \$250,000 if the Department Head determines it to be appropriate. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay-as-you-go-basis. The City Manager shall make the necessary budget amendments in accordance with the City of Dover Purchasing & Budget Amendment Policies.

BUDGET BALANCE/RESERVE POLICY – ELECTRIC REVENUE FUND

1. The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 12 percent (45 days) of the current year operating revenues for the Electric Revenue Fund, excluding the carry forward balance. The purpose of the budget balance is to meet temporary fluctuations in cash flows and to provide a cushion for loss of revenues until operating changes can be implemented. If the existing Budget Balance exceeds the required level, such funds may be used to provide for nonrecurring expenditures when purchases cannot be accommodated through current year savings or as otherwise designated by City Council. The City may use monies in the Budget Balance only in times of fiscal and economic hardship.
2. Once achieved, at no time should the City's budget balances fall below their specified percentages. If a shortfall occurs in the budget balance and immediately restoring the balances to the specified percentage would cause an extreme burden on the taxpayers, the budget balance may, with the Mayor's and City Council's approval, be restored to the specified percentage within one year, but in any case, no longer than three years.
3. The City will maintain a minimum reserve, in a contingency account, of at least one percent of the current year operating revenues for the Electric Revenue Fund. The City may only use monies in the contingency accounts to cover emergencies of a nonrecurring nature that are over and above the normal course of operations. Examples are uninsured losses, storms or hurricane damages. The Contingency Reserve will not be used to balance the operating budget.
4. The total of the combined Electric Revenue Fund budget and contingency balances shall not exceed 25 percent (three months) of Budgeted Operating Revenues.
5. The City has established by bond covenant an account to cover insurance deductibles on the electric transmission and distribution system or the generating plants. The City shall maintain a minimum balance of \$350,000 to cover various deductibles.

6. Recognizing price fluctuations in the wholesale power markets, the City has established a rate stabilization reserve. The purpose of using such a reserve is to level off the fluctuations in the wholesale power supply market and, in turn, provide stable rates to our customers. In those instances where the actual cost of power supply and generation are less/more than the budgeted cost of power supply and generation, the City will transfer the difference to/from the Rate Stabilization Reserve. The balance shall be maintained at a minimum of three percent not to exceed ten percent of the purchase power cost in any given year. If the reserve balance exceeds the ten percent maximum, a credit will be applied to the power cost adjustment.
7. The Electric Improvement & Extension Fund budget balance shall be no less than \$200,000 of the current fiscal year's appropriation for electric system projects to allow for project variances and change orders; a ten percent contingency shall be included in project budgets greater than \$250,000 if the Department Head determines it to be appropriate. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay-as-you-go basis. The City Manager shall make the necessary budget amendments in accordance with the City of Dover Purchasing & Budget Amendment Policies.
8. The City has established an account to provide for capital financing of Future Capacity or system expansion. The City shall maintain a balance equivalent to the value of ten percent growth in capacity at any given time, or no less than \$10,000,000. Amounts used to finance projects shall be replenished by the operating revenues of the Electric Revenue Fund over the succeeding seven years of any project completion.
9. The City has established an account to provide for replacement or procurement of utility system assets, otherwise known as Depreciation Reserve. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. The City will maintain a minimum balance of \$10,000,000. The primary purpose of this account is to provide partial or all financing of major capital projects and minimize debt service payments. The account is also intended to cover unforeseen capital replacements due to equipment breakdowns, storms or hurricane damages. Amounts used to finance projects shall be replenished by the operating revenues of the Electric Revenue Fund over the succeeding seven years of any project completion.
10. The total of the combined Electric Revenue and Electric Improvement & Extension Fund budget and reserve balances shall be benchmarked at 50 percent Budgeted Operating Revenues. Operating Fund Budget Balance and Reserves shall be adjusted to appropriate levels through adjustments in the operating budget. Improvement & Extension Fund Budget Balance and Reserves shall be adjusted in accordance with the Capital Improvement Plan.

INVESTMENT AND CASH MANAGEMENT POLICY

1. The City will deposit all receipts on a timely basis in interest bearing accounts.
2. The City will strive to maximize the return on its investment portfolio without jeopardizing principal amounts.
3. The City will limit its investments to the types of securities provided for by Delaware statutes.
4. The City will diversify its investments by maturity date to protect against market fluctuations.
5. The City will purchase securities from qualified institutions based on competitive bids in an effort to obtain the highest available rates.
6. The City will maintain an Investment Policy based on prudent investment practices and will monitor all investment managers' compliance with policy objectives.

CAPITAL IMPROVEMENT POLICY

1. The City will prepare and update, as needed a five-year Capital Improvements Program (CIP) which will provide for the orderly maintenance, replacement, and expansion of capital assets.
2. The CIP will identify long-range capital projects and capital improvements of all types, which will be coordinated with the annual operating budget to maintain full utilization of available revenue sources.

3. When preparing the CIP, the City will seek to identify all viable capital projects and capital improvements required during the subsequent five-year period. These projects and improvements will be prioritized by year and by funding source.
4. Every attempt will be made to match projects and improvements with available funding sources. Future operating costs and savings associated with a project or an improvement will also be given consideration in the establishment of priorities.
5. The City will seek Federal, State, and other funding to assist in financing capital projects and capital improvements.
6. The City will incorporate the reasonable findings and recommendations of other cities' Boards, Commissions, Committees, and Citizen Task Forces, as they relate to capital projects and improvements.
7. The City will seek input from the public by holding public hearings in relation to the establishment of projects and project priorities.

FINANCIAL REPORTING POLICY

1. The City's accounting system will maintain records in accordance with accounting standards and principles outlined by the Governmental Accounting Standards Board (GASB), Financial Accounting Standards Board (FASB), and the State of Delaware.
2. The City will employ an independent accounting firm to perform an annual audit of the City's finances and make the annual audit available to all required and interested parties.
3. The City will produce monthly and quarterly financial statements reporting the current periods' activity for all funds maintained by the City.
4. The City will prepare an annual budget document that provides a basic understanding of the City's planned financial operations for the coming fiscal year. Copies of the proposed and final budget will be made available to all interested parties and opportunities will be provided for citizen input prior to final decisions on the budget.
5. The City will place continued emphasis on review and maintenance of an accounting system which provides strong internal budgetary and accounting controls designed to provide reasonable assurance, but not absolute, assurance regarding:
 - (a) the safeguarding of assets against loss from unauthorized use or disposition and,
 - (b) the reliability of financial records for preparing financial statements and reports, and the maintaining accountability for assets.
6. The City will seek annual renewal of the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.

ADOPTION:

1. Approval by City Council: January 28, 2002
2. Approved by City Council: November 25, 2002
3. Amended by City Council: May 10, 2004
4. Amended by City Council: February 26, 2007
5. Amended by City Council July 28, 2008

BUDGET PROCEDURES

Budgets are prepared for the General Fund, Governmental Capital Projects Fund, Water/Wastewater Fund, Water/Wastewater Improvement and Extension Fund, Electric Revenue Fund, Electric Improvement and Extension Fund, Municipal Street Aid Fund, Housing Grant Funds, Workers Compensation Fund, Community Transportation Improvement, and DPN.

The Governmental Capital Projects Fund is a section of the General Fund. This section is required by our financial policy. The separate budget for this fund covers the planning and control of only capital items for the General Fund. The Electric Capital Projects Fund and the Water/Wastewater Capital Projects Fund are sections of each utility enterprise. These sections are required by bond resolutions. Separate budgets for these funds cover the planning and control of only capital items of the utilities.

It should be noted that the City's Financial Policy was revised after July 1, 2008, and budget balances are no longer considered revenue sources. While this is the policy, economic conditions have made the policy impractical to implement at the current time. To avoid rate increases, the City has chosen to use the fund balance as a resource. It is the City's intention to adhere to the policy as soon as it is feasible. The General Fund should maintain a minimum reserve in the budget balance of at least eight percent and no greater than 12 percent of the current year operating revenues for the General Fund, excluding the carry forward balance. Water/Wastewater should maintain a minimum reserve in the budget balance of at least eight percent and no greater than 17 percent of the current year operating revenues for each of the Water and Wastewater Funds, excluding the carry forward balance. Electric Revenue Fund should maintain a minimum budget balance of at least eight percent and no greater than 12 percent of the current year operating revenues for the Electric Revenue Fund, excluding the carry forward balance.

The City follows the practice of encumbrance accounting for the Governmental Fund types. Encumbrances represent commitments related to unperformed contracts for goods or services. The encumbrances outstanding at year-ends are reported as reservations of fund balances and do not constitute expenditures or liabilities. The commitments will be honored during the subsequent year.

The City Council adopts the budget. The City Council also adopts revisions for major items throughout the year. The City Charter requires the City to adhere to the budget appropriations as adopted by City Council. Department managers may not amend the total department budget amounts. Budget ordinances give the City Council the authority to revise budget appropriations. Budget ordinances give the City Manager the authority to transfer amounts not exceeding five percent of the total departmental budget within departments and between departments within funds. This is the legal level of budgetary control. If expenditures exceed appropriations by less than five percent of the total department budget, no formal Council approval procedure is required by the City budget ordinance. However, the City Council reviews all departmental budget activity on a regular basis and must approve all over expenditures of appropriations or transfer of appropriated amounts. All unencumbered appropriations become lapsed at the end of the fiscal year.

BUDGET POLICY GUIDELINES

The City of Dover follows numerous policy guidelines when preparing the budget. The most significant guidelines follow:

The budget should be balanced with current revenues being equal to or greater than current expenditures/expenses. The following approaches are employed to balance the budget in order of priority: improve productivity, create new service fees, raise existing service fees based on the cost of services, eliminate programs, increase property taxes, and lastly, reduce or eliminate services.

The tax rate should be competitive with nearby cities and cities of comparable size. The rate should produce revenue adequate to pay for approved City services. Qualified senior citizens receive a \$50,000 exemption from assessed value.

The General Fund shall realize returns from the Enterprise Funds. The returns should not sacrifice improvements to the utilities. The budget includes transfers of \$3,374,945 from the Electric Fund and \$1,272,331 from the Water/Wastewater Fund. A guideline of not more than eight percent of fund revenues is used for these transfers.

Contingency Funds shall be maintained in the General, Water/Wastewater, and Electric Funds. These contingencies should be adequate to handle unexpected expenditures/expenses. The General and Water/Wastewater Funds should maintain an amount equal to at least two percent of the current year operating revenues. The Electric Revenue Fund should maintain an amount equal to at least one percent of the current year operating revenues. The City may only use monies in the contingency funds in times of unforeseen emergency expenditures.

Investments made by the City will address safety, liquidity, and yield. Interest earned from investment of available funds will be distributed to funds according to ownership of the invested funds. The City's investment policy authorizes investment of City funds in U.S. Government Securities, fully-insured or fully-collateralized Certificates of Deposit with federally insured institutions, the State investment pool, and Repurchase Agreements.

Utility rates are reviewed annually to ensure that they will generate revenues adequate to cover operating expenses, meet the legal requirements of bond covenants, and allow adequate capital replacement.

CAPITAL INVESTMENTS PLAN AND BUDGET

The Capital Investments Plan is a five-year plan for the purchase of property, equipment, and public improvements that are of a permanent nature. The City proposes a five-year Capital Investments Plan annually. The capital investments budget is a one-year appropriation of expenditures from the Capital Investments Plan and is normally funded from bond proceeds, grants, and operating funds. Capital expenditures are those which are not a current expense and have a period of usefulness of at least five years. Such items include projects requiring debt obligation, acquisitions or lease of land, purchase of major equipment or vehicles, construction of buildings or facilities, and major improvements.

EXPLANATION OF FUNDS

The accounting policies of the City conform to generally accepted accounting principles as applicable to governments. The following is a summary of the more significant policies:

BASIS OF PRESENTATION - FUND ACCOUNTING

The accounts of the City are organized based on funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped into eight generic fund types and four broad fund categories as follows:

The City reports the following major governmental fund:

General Fund: The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

The City reports the following major proprietary funds:

Electric Revenue Fund: This fund incorporates all transactions related to the generation transmission and distribution of electricity. PACE Global Asset Management group is contracted to manage the City's power procurement, and North American Energy Services (NAES) is contracted to operate and maintain Dover's power plant.

Water/Wastewater Fund: This fund accounts for transactions related to water and wastewater services, including the payment of fees to Kent County for the treatment of sewage. The City also holds lease agreements with cell phone companies for equipment placed on City water towers.

The City reports the following non major funds:

Internal Service Fund: The City has created one internal service fund to account for the activities related to self-insured Workers Compensation. Receipts are provided from contributions by the City's three major funds. Expenses are related to payment of claims, premiums, and administration costs. Actuarial analyses are completed triennially to insure sufficient reserves for claims for the Workers Compensation Fund.

Special Revenue Funds: These funds account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Fiduciary Funds: Fiduciary funds consist of trust and agency funds and are used to report assets held by the City in a trustee or agency capacity for others. These funds are, therefore, not available to support City programs.

The City is the trustee for the City's two pension plans, the Police Pension Fund, and the Employee Pension Fund.

Agency funds are used to account for assets held by the City as an agent for individuals, private organizations, or other governments. The City has six agency funds: Dover Parking Authority, Library Consortium, Dover Arts Council, Downtown Dover Development Corporation, Main Street Dover, Inc., and Fourth of July Celebration Committee.

The City allocates the costs of certain governmental services to the costs of business-type activities (indirect expense allocation). These costs include allocated amounts of City management, centralized budgetary formulation and oversight, accounting financial reporting, payroll, procurement, contracting and oversight, investing and cash management, and personnel services, etc. The allocations are charged to the business-type activities based on the use of these services. As a matter of policy, the costs of certain governmental functions are not allocated to the business-type activities such as public safety, library, recreation, community, and economic development.

BASIS OF ACCOUNTING

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made regardless of the measurement focus applied.

All Governmental Funds, Expendable Trusts, and Agency Funds are accounted for using the modified accrual basis of accounting. Their revenues are recognized when they become measurable and available as net current assets.

Revenues that are susceptible to accrual include property taxes and billable service charges. All other revenues are accounted for when they are received.

Property taxes are recognized in the fiscal period for which they are levied provided they are "available" – i.e., they are collected in the current period or are expected to be collected soon enough thereafter to be used to pay liabilities of the current period. The City considers all revenues reported in the government funds to be available if the revenues are collected within 60 days after year-end, except for trash collection, which has a 30-day collection period.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. The exception to this general rule is principal and interest on general long-term debt which is recognized when due. Also, claims and judgments and compensated absences are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

The government-wide financial statements as well as all proprietary and fiduciary trust funds are accounted for using the accrual basis of accounting and the economic resources measurement focus. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.

BUDGETARY BASIS OF ACCOUNTING

The City prepares the budget for Governmental Fund types in which the expenditures are estimated based on liabilities for goods and services to be incurred during the fiscal year. Revenues for the General Fund are budgeted on a cash basis except for property taxes and billable services, which are on a modified accrual basis. Under the cash basis of budgeting, transactions are recognized only when cash is actually received. Under modified accrual basis, revenues are recorded when they are earned (whether or not cash is received at the time). The expenditures are accounted for when the purchase orders are issued. Encumbrances are established when purchase orders are issued and accounted for as a designation of fund balance at year-end. The budget is amended in the subsequent year for the outstanding encumbrances of the prior year.

Budgets for the Electric Revenue Fund, Water/Wastewater Fund, and Internal Service Fund are prepared on an accrual basis. Revenues are recorded when they are earned, and expenditures are recorded when goods and services are received whether cash disbursements are made at the time or not. Budgets are prepared under the assumption that the principal redemption of long-term debt must be assumed by Enterprise Fund activity in conformity with the bond ordinance.

The budget is presented in the legal budget format (non-GAAP) adopted by the City. Under this method: Capital outlays are considered expenditures; grants are considered as revenues and not contributions to capital; depreciation is not budgeted; debt service proceeds are considered to be revenues, not an increase in liabilities; debt payments are shown as expenditures rather than reductions of liabilities; proceeds from the sale of assets are considered revenue, however, the gain or loss is not.

RECENT CHANGES TO THE BUDGETARY BASIS OF ACCOUNTING

Due to the implementation of GASB Statement 45, the City of Dover created the Other Post Employment Trust (OPEB) Fund in Fiscal Year 2009. The OPEB Trust Fund will account for all activities related to fund investments, contributions for retiree medical insurance, payment of retiree medical insurance premiums, Medicare B premium reimbursements and actuary/benefit consultants.

In previous fiscal years, retiree health care premiums have been budgeted as a fund expense in each major fund. Effective July 1, 2010, the amounts needed for retiree health care premiums will be shown as a transfer out to the OPEB Trust Fund. Each year the City will budget, by major fund, an appropriation to the OPEB Trust for the estimated amount of the retiree health care premiums. For CAFR reporting purposes, the transfers to the OPEB Trust will be included in Financial Administration Expenses. For Budgetary Reporting these items will be shown as Transfers Out.

The City of Dover has in the past calculated their contribution to the pension plan based on the percentage of payroll as determined by the City's actuary. This percentage included the City's normal cost and the amortization of the unfunded liability, otherwise known as the Annual Required Cost (ARC).

The General Employees Defined Benefit Pension Plan was closed to all new hires effective September 2009. In light of the Plan closure, it had been decided to only include the normal cost as the benefit rate for the employees' payroll and treat the unfunded liability as a fund expense (Transfer out). For CAFR reporting purposes, the transfers to the Pension Trust will be included in Financial Administration Expenses, similar to Other Post Employment Benefits. For Budgetary Reporting these items will be shown as Transfers Out.

COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES - ALL GOVERNMENTAL FUND TYPES

Fiscal Year 2011 Budget with Comparison to Fiscal Year 2010 Estimate
(For Budgetary Purposes Only)

	GOVERNMENTAL FUND TYPES		TOTAL GOVERNMENTAL FUNDS	
	GENERAL FUND	SPECIAL REVENUE	2011 BUDGET	2010 ESTIMATE
REVENUES:				
FINES AND POLICE REVENUE	\$ 1,766,502	\$ -	\$ 1,766,502	\$ 1,570,000
LIBRARY REVENUES	524,189	-	524,189	526,508
BUSINESS LICENSES/PERMITS	2,457,675	-	2,457,675	2,399,000
MISCELLANEOUS CHARGES	3,846,261	-	3,846,261	2,803,485
PROPERTY TAXES	11,035,326	-	11,035,326	10,207,938
TRANSFER TAX	1,000,000	-	1,000,000	830,000
INTEREST EARNED	234,900	159,700	394,600	403,025
INTRAFUND SERVICE RECEIPTS	4,347,834	-	4,347,834	4,348,974
GRANTS RECEIVED	5,720,213	2,071,119	7,791,332	3,743,937
TRANSFERS FROM OTHER FUNDS	12,647,358	981,530	13,628,888	8,563,977
TOTAL REVENUES	43,580,258	3,212,349	46,792,607	35,396,844
EXPENDITURES:				
GENERAL ADMINISTRATION	5,834,499	-	5,834,499	6,227,694
PARKS, RECREATION & LIBRARY	1,904,696	-	1,904,696	1,882,621
PUBLIC SAFETY	14,396,067	-	14,396,067	14,342,524
PUBLIC WORKS	6,997,345	-	6,997,345	6,856,276
DEBT SERVICE	331,800	-	331,800	328,410
TRANSFER TO CONTINGENCY	-	-	-	-
TRANSFER TO PARKLAND RESERVE	-	-	-	-
TRANSFER TO LIBRARY RESERVE	-	-	-	-
TRANSFER TO OPEB	-	-	-	-
TRANSFER TO PENSION UNFUNDED LIABILITY	995,000	-	995,000	-
TRANSFER TO POLICE PENSION UNFUNDED LIABILITY	95,000	-	95,000	-
TRANSFER TO PENSION COLA	-	-	-	-
TRANSFER TO POLICE PENSION FUND	620,000	-	620,000	620,000
TRANSFER TO CAPITAL FUND	1,307,839	-	1,307,839	44,802
TRANSFER TO CAPITAL FUND - RESERVE	-	-	-	-
TRANSFER TO CDBG FUND	6,000	-	6,000	5,500
DSWA RECYCLING PROGRAM	-	-	-	-
CAPITAL ITEMS	8,136,934	-	8,136,934	2,074,496
RETIREES HEALTH CARE	1,297,509	-	1,297,509	1,014,820
RETIREES PAYMENTS	-	-	-	-
LOSS ON SALE OF ASSET	-	-	-	42,993
STORM EMERGENCY	-	-	-	350,000
UNCOLLECTIBLES	10,000	-	10,000	10,000
PROGRAM EXPENDITURES	-	5,338,038	5,338,038	2,583,124
STREET LIGHTS	985,000	-	985,000	985,000
TOTAL EXPENDITURES	42,917,689	5,338,038	48,255,727	37,368,260
NET INCREASE (DECREASE) IN FUND BALANCE	662,569	(2,125,689)	(1,463,120)	(1,971,416)
FUND BALANCE - BEGINNING	2,343,054	5,115,614	7,458,668	9,430,084
FUND BALANCE - ENDING	\$ 3,005,623	\$ 2,989,925	\$ 5,995,548	\$ 7,458,668

The fund balance of the General Fund for June 2011 is projected to be \$3,005,623 and is eight percent of the General Fund operating revenues excluding the carry forward balance. This amount is in compliance with the established financial policies in effect at the adoption of the budget. We believe these guidelines will assist us in our efforts to be fiscally responsible. The increase in fund balance can be attributed to slight improvement to our existing revenues as the economy begins to improve as reflected by the increases in business license fees, property taxes, trash fees, and a larger transfer from the Electric Revenue Fund. Minimal capital projects and continued efforts to curb expenditures are also factors in the increased fund balance.

Special revenue fund balances are anticipated to decrease by \$2.1 million. This is due to the transfer of funds from the Library Reserve to the Governmental Capital Projects fund and less grant revenues in general, which can be attributed to the current state of the economy.

COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES - ALL PROPRIETARY FUND TYPES

Fiscal Year 2011 Budget with Comparison to Fiscal Year 2010 Estimate

(For Budgetary Purposes Only)

	PROPRIETARY FUND TYPE		TOTALS	
	WATER/ WASTEWATER	ELECTRIC REVENUE	2011 BUDGET	2010 ESTIMATE
REVENUES:				
CHARGES FOR SERVICES	\$ 11,790,600	\$ 96,460,100	\$ 108,250,700	\$ 107,510,100
MISCELLANEOUS SERVICES/INCOME	1,292,440	1,206,616	2,499,056	3,929,957
INTRAFUND SERVICE RECEIPTS		299,442	299,442	281,828
BOND ISSUE PROCEEDS	3,302,700	-	3,302,700	-
STATE LOAN FUND - WATER	-	-	-	2,404,017
STATE LOAN FUND - WASTEWATER	-	-	-	5,942,481
TRANS FR WATER/WASTEWATER FOR WATER	500,000	-	500,000	500,000
TRANS FR WATER/WASTEWATER FOR WASTEWATER	500,000	-	500,000	200,000
TRANSFER FROM RESERVE	-	-	-	-
TRANSFER FROM ELECTRIC	-	3,500,000	3,500,000	2,500,000
INTEREST EARNED	1,515	106,400	107,915	86,599
TOTAL REVENUES	17,387,255	101,572,558	118,959,813	123,354,982
EXPENDITURES:				
WATER/WASTEWATER SERVICES	3,917,646	-	3,917,646	4,021,742
GENERAL ADMINISTRATION	-	609,169	609,169	1,136,808
PURCHASED POWER	-	67,591,351	67,591,351	72,758,578
TRANSMISSION/DISTRIBUTION	-	3,206,515	3,206,515	3,215,601
ENGINEERING	-	1,842,903	1,842,903	1,359,569
METERING	-	222,908	222,908	281,614
SYSTEM OPERATIONS	-	518,053	518,053	488,131
UTILITY TAX	-	1,864,800	1,864,800	1,850,000
ALLOWANCE FOR UNCOLLECTIBLES	-	135,000	135,000	135,000
RETIREE'S HEALTH CARE	177,427	639,110	816,537	702,110
INTERFUND SERVICE FEES	1,272,331	3,374,945	4,647,276	4,630,802
INVENTORY RESERVE	-	175,000	175,000	175,000
PENSION FUND	-	-	-	-
TRANSFER TO CONTINGENCY	-	-	-	83,500
TRANSFER TO PENSION UNFUNDED LIABILITY	372,000	833,000	1,205,000	-
TRANSFER TO PENSION COLA	-	-	-	-
TRANSFER TO GENERAL FUND	-	8,856,000	8,856,000	7,306,120
GREEN ENERGY PAYMENT TO DEMEC	-	128,600	128,600	128,600
TRANSFER TO WATER IMP AND EXT	500,000	-	500,000	500,000
TRANSFER TO WASTEWATER IMP AND EXT	500,000	-	500,000	200,000
TRANSFER TO ELECTRIC IMPROVEMENT & EXTENSION	-	3,500,000	3,500,000	2,500,000
CAPITAL ITEMS	2,180,700	3,609,497	5,790,197	19,235,599
IMPACT FEE RESERVE	117,399	-	117,399	110,000
KENT COUNTY SEWER ADJUSTMENT	4,235,403	-	4,235,403	4,235,403
TRANSFER TO CAPITAL ASSET RESERVE	200,000	-	200,000	-
TRANSFER TO OPEB	-	1,200,000	1,200,000	-
TRANSFER TO DEPRECIATION RESERVE	-	1,250,000	1,250,000	-
FUTURE CAPACITY RESERVE	-	-	-	-
RATE STABILIZATION FUND	-	1,300,000	1,300,000	-
INTEREST ON DEPOSITS	-	54,500	54,500	54,500
DEBT SERVICE	562,601	4,058,700	4,621,301	4,416,600
TOTAL EXPENDITURES	14,035,507	104,970,051	119,005,558	129,525,277
NET INCREASE (DECREASE) IN FUND BALANCE	3,351,748	(3,397,493)	(45,745)	(6,170,295)
FUND BALANCE - BEGINNING	1,182,821	13,775,136	14,957,957	21,128,252
FUND BALANCE - ENDING	\$ 4,534,569	\$ 10,377,643	\$ 14,912,212	\$ 14,957,957

The projected fund balance in the Water/Wastewater Fund for June 30, 2011, of \$4.5 million, is not in compliance with the established financial policies in effect at the adoption of the budget. The Water and Wastewater fund balances do meet the guideline of eight percent. The fund balance for the Wastewater Adjustment does not comply with the eight percent requirement. This portion of the fund balance is related to inflow and infiltration issues. The inflow/infiltration issue was thought to be improving until substantial rain water increased the groundwater table to historic highs. The City is addressing this issue by replacing wastewater lines. More importantly, this year the City established a new charge called Groundwater Inflow Adjustment. This charge, 1.05/Tgal, should gradually eliminate the deficit in the fund balance and allow the City to pay the treatment charges. Fund balance is also increased because of the rate increases for Water and Wastewater.

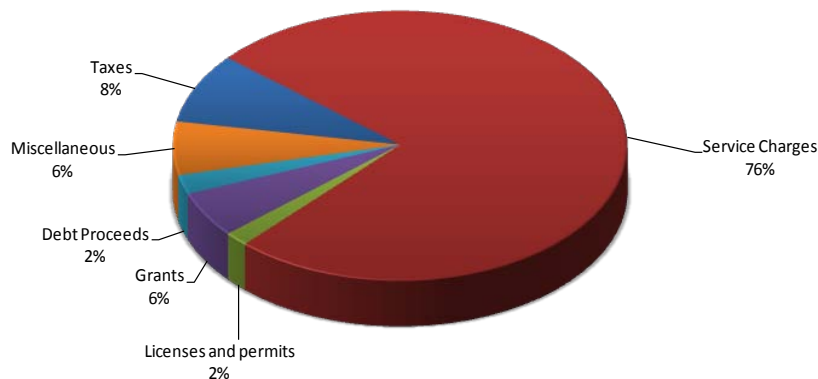
The projected fund balance for the Electric Revenue fund for June 30, 2011, of \$10.4 million, is in compliance with the established financial policies in effect at the adoption of the budget. The decrease in fund balance can be attributed to the increased transfer to the General Fund and a purchase power adjustment credit to customers.

COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES ALL FUND SUMMARY - REVENUES

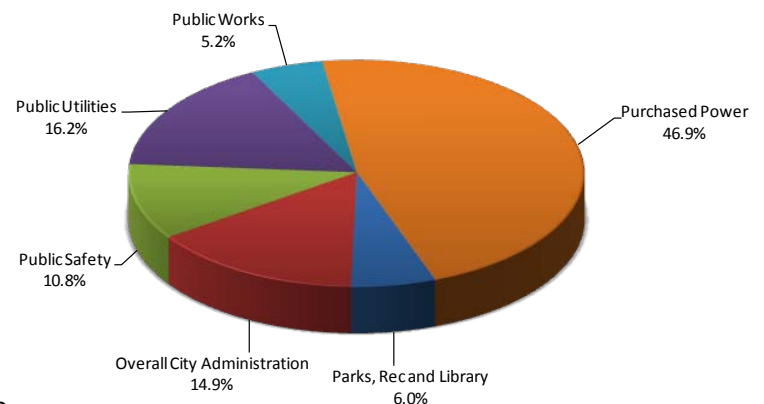
Fiscal Year 2011 Budget with Comparison to Fiscal Year 2010 Estimate
(For Budgetary Purposes Only)

	FUND SUMMARY TYPES		TOTALS	
	GOVERNMENTAL FUND TYPES	PROPRIETARY FUND TYPES	2011 BUDGET	2010 ESTIMATE
REVENUES:				
FINES AND POLICE REVENUE	\$ 1,766,502	\$ -	\$ 1,766,502	\$ 1,570,000
LIBRARY REVENUES	524,189	-	524,189	526,508
BUSINESS LICENSES/PERMITS	2,457,675	-	2,457,675	2,399,000
MISCELLANEOUS CHARGES	3,846,261	2,499,056	6,345,317	6,733,442
PROPERTY TAXES	11,035,326	-	11,035,326	10,207,938
TRANSFER TAX	1,000,000	-	1,000,000	830,000
INTEREST EARNED	394,600	107,915	502,515	489,624
INTRAFUND SERVICE RECEIPTS	4,347,834	299,442	4,647,276	4,630,802
GRANTS RECEIVED	7,791,332	-	7,791,332	3,743,937
TRANSFERS FROM OTHER FUNDS	13,628,888	-	13,628,888	8,563,977
TRANS FR WATER/WASTEWATER FOR WATER	-	500,000	500,000	500,000
TRANS FR WATER/WASTEWATER FOR WASTEWATER	-	500,000	500,000	200,000
TRANSFER FROM RESERVE	-	-	-	-
TRANSFER FROM ELECTRIC	-	3,500,000	3,500,000	2,500,000
BOND ISSUE PROCEEDS	-	3,302,700	3,302,700	-
STATE LOAN FUND - WATER	-	-	-	2,404,017
STATE LOAN FUND - WASTEWATER	-	-	-	5,942,481
CHARGES FOR SERVICES	-	108,250,700	108,250,700	107,510,100
TOTAL REVENUES	\$ 46,792,607	\$ 118,959,813	\$ 165,752,420	\$ 158,751,826

Distribution of Revenues - All Funds



Distribution of Expenditures - All Funds



2011 Annual Operating Budget

COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES ALL FUND SUMMARY - EXPENSES

Fiscal Year 2011 Budget with Comparison to Fiscal Year 2010 Estimate
(For Budgetary Purposes Only)

	FUND SUMMARY TYPES		TOTALS	
	GOVERNMENTAL FUND TYPES	PROPRIETARY FUND TYPES	2011 BUDGET	2010 ESTIMATE
EXPENDITURES:				
GENERAL ADMINISTRATION	\$ 5,834,499	\$ 609,169	\$ 6,443,668	\$ 7,364,502
PARKS, RECREATION & LIBRARY	1,904,696	-	1,904,696	1,882,621
PUBLIC SAFETY	14,396,067	-	14,396,067	14,342,524
PUBLIC WORKS	6,997,345	-	6,997,345	6,856,276
DEBT SERVICE	331,800	4,621,301	4,953,101	4,745,010
TRANSFER TO INVENTORY RESERVE	-	175,000	175,000	175,000
TRANSFER TO CAPITAL FUND	1,307,839	200,000	1,507,839	44,802
TRANSFER TO CONTINGENCY	-	-	-	83,500
TRANSFER TO POLICE PENSION FUND	620,000	-	620,000	620,000
TRANSFER TO PENSION UNFUNDED LIABILITY	995,000	1,205,000	2,200,000	-
TRANSFER TO POLICE PENSION UNFUNDED LIABILITY	95,000	-	95,000	-
TRANSFER TO CDBG FUND	6,000	-	6,000	5,500
TRANSFER TO WATER IMP AND EXT	-	500,000	500,000	500,000
TRANSFER TO WASTEWATER IMP AND EXT	-	500,000	500,000	200,000
TRANSFER TO ELECTRIC IMPROVEMENT & EXTENSION	-	3,500,000	3,500,000	2,500,000
TRANSFER TO CAPITAL FUND - RESERVE	-	-	-	-
RETIREEES HEALTH CARE	1,297,509	816,537	2,114,046	1,716,930
RETIREEES PAYMENTS	-	-	-	-
INTERFUND SERVICE FEES	-	4,647,276	4,647,276	4,630,802
PROGRAM EXPENDITURES	5,338,038	-	5,338,038	2,583,124
STREET LIGHTS	985,000	-	985,000	985,000
WATER/WASTEWATER SERVICES	-	3,917,646	3,917,646	4,021,742
PURCHASED POWER	-	67,591,351	67,591,351	72,758,578
TRANSMISSION AND DISTRIBUTION	-	3,206,515	3,206,515	3,215,601
ENGINEERING	-	1,842,903	1,842,903	1,359,569
METERING	-	222,908	222,908	281,614
SYSTEMS OPERATIONS	-	518,053	518,053	488,131
UTILITY TAX	-	1,864,800	1,864,800	1,850,000
ALLOWANCE FOR UNCOLLECTIBLES	10,000	135,000	145,000	145,000
TRANSFER TO GENERAL FUND	-	8,856,000	8,856,000	7,306,120
TRANSFER TO GREEN ENERGY	-	128,600	128,600	128,600
CAPITAL ITEMS	8,136,934	5,790,197	13,927,131	21,310,095
IMPACT FEE RESERVE	-	117,399	117,399	110,000
KENT COUNTY SEWER ADJUSTMENT	-	4,235,403	4,235,403	4,235,403
TRANSFER TO OPEB	-	1,200,000	1,200,000	-
TRANSFER TO DEPRECIATION RESERVE	-	1,250,000	1,250,000	-
FUTURE CAPACITY RESERVE	-	-	-	-
RATE STABILIZATION FUND	-	1,300,000	1,300,000	-
STREET LIGHT CONTRIBUTION	-	-	-	-
LOSS ON SALE OF ASSET	-	-	-	42,993
STORM EMERGENCY	-	-	-	350,000
INTEREST ON DEPOSITS	-	54,500	54,500	54,500
TOTAL EXPENDITURES	48,255,727	119,005,558	167,261,285	166,893,537
NET INCREASE (DECREASE) IN FUND BALANCE	(1,463,120)	(45,745)	(1,508,865)	(8,141,711)
FUND BALANCE - BEGINNING	7,458,668	14,957,957	22,416,625	30,558,336
FUND BALANCE - ENDING	\$ 5,995,548	\$ 14,912,212	\$ 20,907,760	\$ 22,416,625

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FUND SUMMARIES

CONTAINS THE FOLLOWING
SUBSECTIONS:

GENERAL FUND

PROPERTY TAX REVENUES

WATER/WASTEWATER FUND

ELECTRIC FUND

GENERAL FUND

ORIGIN, PURPOSE, AND ISSUES

The General Fund is the primary operating fund of the City. This fund contains those City departments that provide traditional municipal services but do not generate sufficient fee-for-service revenues to be self-supporting and are, therefore, financed principally by various tax liens and nonspecific fund transfers. The variety and diversity of the departments included in the fund results in the title – General. The General Fund receives fees under Intrafund Service Receipts. Allocations are based on documented calculations for services rendered.

REVENUE HIGHLIGHTS

Existing General Fund revenues, as a whole, are projected to increase (\$2.8 million) from the same revenues in the Fiscal Year 2010 original budget. Fiscal Year 2011 projected increases in taxes, fees, and revenues are projected to improve revenues 8.7 percent.

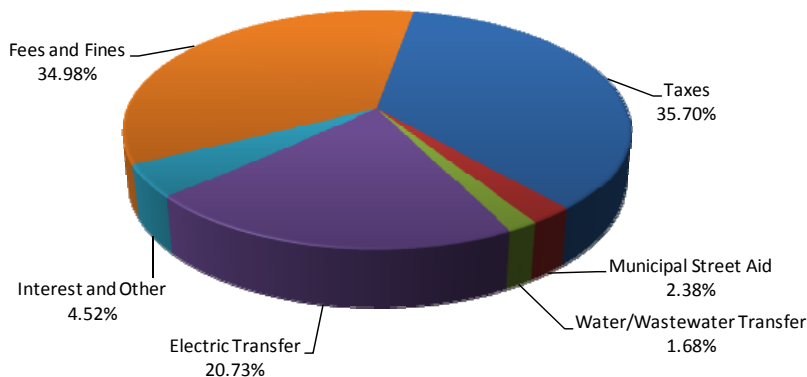
- Property taxes are valued at 100 percent of appraised value. The tax rate used for Fiscal Year 2011 is \$.3378 per \$100 of assessed value. Property values were re-evaluated over Fiscal Years 2009 and 2010. Delaware State Law: 22 Delaware Code Section 1105 (b) requires municipalities to calculate a “rolled-back” tax rate so as to provide the same tax revenue as was levied during the prior fiscal year and to state that the percent, if any, by which the property tax rate to be levied exceeds the “rolled-back” property tax rate. The City of Dover “rolled-back” tax rate is \$.3108 per \$100 of assessed value, and the Fiscal Year 2011 tax rate is set at \$.3378 per \$100 of assessed value. The increase over the rolled-back tax rate being 8.68 percent.
- Transfer tax revenues for Fiscal Year 2010 have been revised downward by \$570,000. Fiscal Year 2011 revenue has been estimated at \$1 million with anticipation of increased activities in home sales over Fiscal Year 2010.
- Fines and Police revenue will increase slightly by \$16,502 from revised Fiscal Year 2010 revenue to \$581,500.
- Business license revenue is projected to increase by four percent (\$48,675) to \$1,523,675. This increase can be attributed to an increase in business license fees of 3.3 percent. Permits and other licenses are projected to remain unchanged from the revised budget. Revenue for Fiscal Year 2011 is higher than the original Fiscal Year 2010 budget.
- Trash fees are increasing for Dover residents from \$5.85 monthly to \$11.70. This increase covers the cost of increased landfill and recycling fees. For the first time, fees are set to recover most of the operational costs of the Sanitation Division versus previously only covering landfill fees.
- An increase in the rent revenue is projected for Garrison Farm in the amount of \$45,465. This is due to the Dover Sun Park project.
- Civil traffic penalties have been revised upward \$50,000 to \$750,000 for Fiscal Year 2010. We are projecting an increase of \$180,000 for Fiscal Year 2011, due to the installation of an additional traffic camera on Scarborough Road.
- Police related grants are increasing due to the Community Oriented Policing Services (COPS) grant for one additional officer. This grant began in October 2009; therefore, Fiscal Year 2010 revenue only reflects part of a year.
- Transfers were not made from the Water/Wastewater Fund this year. In order to keep necessary rate increases in water and wastewater low, no transfers were approved. City Council did approve transferring additional funds from the Electric Fund. The Electric transfer, \$8,856,000, represents approximately 9.21 percent of Electric Fund revenues. The maximum transfer that current policy allows is \$7,250,000; however, Council approved the exception due to the economic recession. These transfers are viewed as returns on our taxpayers’ investment in the utilities and serve to keep taxes low.

- The Fiscal Year 2010 revised carry forward balance does not meet the 8 percent minimum balance requirement by \$231,171. In the Fiscal Year 2011 proposed budget, the carry forward balance meets the necessary eight percent fund balance minimum.
- The Contingency Fund balance equals \$417,971. This does not meet the requirement of \$708,315. The projected balance is 1.2 percent of revenues. Funds from this balance were transferred to the General Fund to cover \$350,000 of expenses related to this year's snowstorms. Reimbursement from FEMA is forthcoming; however, final figures for reimbursement were not known at budget review time and were not budgeted.

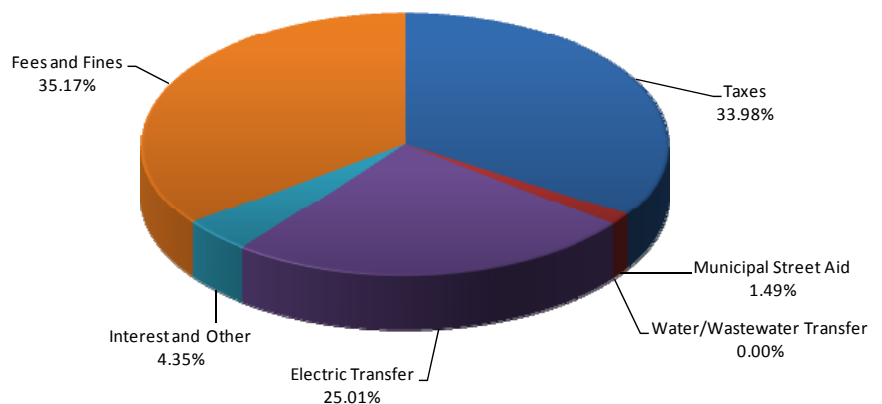
The General Fund is financed principally by various tax liens, franchise taxes, license and permit fees, fines, fund transfers, and miscellaneous revenue sources. Taxes are the largest single source of revenue for the General Fund. Property taxes and transfer taxes are 34 percent of the General Fund's revenue. Fees and fines make up 35 percent of the revenue in the General Fund. Fees and fines consist of police fines, business licenses and permits, and the Intrafund Service Fees. Transfers from other funds contribute 25 percent of the General Fund's revenue. These transfers are from the Electric Revenue Fund, the Water/Wastewater Fund, Municipal Street Aid, and Civil Traffic Penalties.

Total operating revenues equal \$34.8 million. This represents a 6.3 percent increase from Fiscal Year 2010 revised estimates. Revenues, including prior year balances, are projected to increase 7.7 percent over Fiscal Year 2010 revenues. We propose to carry \$2.3 million into Fiscal Year 2011 as a beginning balance. The Fiscal Year 2011 Fund Balance meets the required eight percent.

**General Fund Revenue
Fiscal Year 2009-2010**



**General Fund Revenue
Fiscal Year 2010-2011**



OPERATING EXPENSE HIGHLIGHTS

- Increased costs are budgeted Citywide for health care. Base rates for health care rose approximately ten percent.
- This is the second year the City will not fund Other Post Retirement Benefits (OPEB) in the General and Water/Wastewater Funds due to the current downturn in revenue. Only the Electric Fund is funding OPEB at \$1.2 million.
- This is the first year our pension unfunded liability is not shown as part of each division's expense. It is now shown in the direct expense of each fund. General Fund expense for unfunded liability is \$995,000; Water/Wastewater is \$372,000; and Electric Fund is \$833,000. Our lump sum contribution to the police pension plan remains at \$95,000. The total obligation budgeted is \$2.295 million.
- Furloughs have not been budgeted in Fiscal Year 2011 for City employees. FOP (Fraternal Order of Police) union employees are budgeted for a three percent increase, per their contract. Non-bargaining employees are budgeted for two percent plus one percent, for Pay for Performance, in accordance with the new Pay for Performance guidelines. Contract negotiations continue with the IUE-CWA and IBEW bargaining units.
- Attrition has been budgeted in larger departments. This was accomplished by reducing salaries by one – two percent.
- There were three requests to fill positions left vacant due to the hiring freeze. The two positions that are recommended to be filled are described below.
 - The Library has requested that the Assistant Library Director position be filled. As the process for the New Library continues, it is pulling the Director away from the day to day operations. This position will assist with those day-to-day operations. In addition, it will assume the supervisory responsibilities of the vacant Library Clerk II position. The personnel services for this position are budgeted at \$65,878.
 - Information Technology has requested that the Programmer Analyst position be filled. A cost-benefit analysis is currently being conducted for the contracting out of this function. If there is a benefit to contracting web services, then the salary and benefits budget will be revised and used for contractual services. The personnel services for this position are budgeted at \$75,174.
- Requests were received to upgrade five currently filled positions. One position is included in the budget. The Finance Department requested that the position of Accountant I be upgraded to an Accountant II. The cost associated with this upgrade is budgeted at \$4,464. The employee has been performing duties typically assigned to an Accountant II. This upgrade will enable the department to operate more efficiently as advanced accounting duties can be equally distributed.
- The Police Department requested that the 911 supervisor position be upgraded. The evaluation and recommendation of this position was not completed in time to be presented to Council during the budget process.
- The final three positions were reviewed and upgrades were denied. A description of those positions is provided below:
 - The Finance Department requested that an Account Clerk II be upgraded to an Account Clerk III. The initial decision was not to approve the request because duties do not appear to be equivalent with duties of other incumbents. However, the Controller asked that additional consideration be given. After a desk audit, the upgrade was denied by the Human Resources Director.
 - The position of Library Clerk II, which is currently vacant, was denied because the supervisory duties performed by this position can be absorbed by the Assistant Library Director. In addition, this position is not deemed essential to the operations of the library.

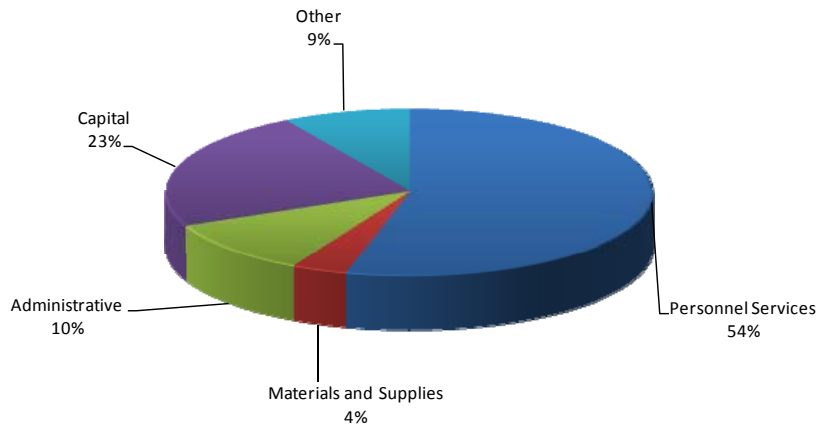
- An upgrade to the Fire Dispatcher position was also denied. This decision was reached after performing an extensive internal investigation, which included desk audits with the Communication Operators, reviewing daily tasks of Fire Dispatchers, and listening to major 911 fire calls.
- Approval was granted for Customer Service Staff temporarily assigned to the Billing Supervisor and the Billing Clerk positions, to be made permanent in those positions. This change occurred one year ago due to a vacancy within the department and as a result of the hiring freeze. Since that time, staff has done an outstanding job. The utility billing function is a specialized field that requires constant monitoring of the billing system and precision in analyzing data. The billing supervisor and billing clerk work together as a team to support the utility billing system. Therefore, we need to keep the billing clerk position staffed to maintain the high standards already in place. There is no monetary adjustment needed; as policy required, they received temporary upgrades after 30 days in the new positions. Approval is only needed to change “acting” to a permanent status. This is a unique situation that was directly affected by the hiring freeze and does not fit any existing policy or practice.
- A request was received for the development of a career ladder for engineers in Public Utilities. The ladder acknowledges the education, experience, and professional certifications of engineers and can be utilized for recruitment and retention purposes. This career field has been very difficult to recruit and the career ladder will help with recruitment of qualified engineers. The potential for the first implementation of the career ladder in Public Utilities would occur in Fiscal Year 2012. Usually promotions equate to five percent of existing salary.
- All departments were held to Fiscal Year 2010 budget levels for materials and supplies and administrative expenses, with the exception of computer equipment and items deemed strategic or necessary.

All budgets were reviewed and the following Capital projects totaling \$1,158,700 were deferred or eliminated:

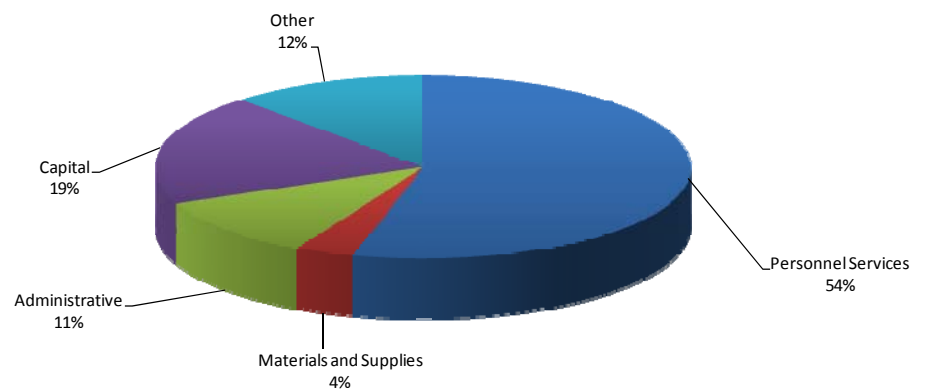
- IT Long Range Plan (Information Technology) - \$65,000
- I Series Backup Replacement (Information Technology) - \$30,000
- Skate Board Park (Parks and Recreation) - \$30,000
- Splash Pad at Schutte Park (Parks and Recreation) - \$310,000
- Repave Police Parking Lot (Police Department) - \$95,200
- Replace Law Enforcement Servers (Police Department) - \$53,500
- Streets Program (Public Services) - \$500,000
- Silver Lake Revitalization (Public Services) - \$50,000
- Concrete Program (Public Services) - \$25,000
- Hiring Freeze Continues (All Departments)
- Other Post Employment Benefits (OPEB) contributions were deferred for the second year - \$407,540 of the \$4 million annual required cost is deferred.
- Four vehicle purchases have been deferred totaling \$423,128: Mayor’s vehicle - \$20,323; Public Services Manager vehicle- \$25,675; a Sanitation trash truck - \$246,075; and Streets dump truck - \$131,055.

The annual payment to Robbins Hose, the Streets Program, and the new Library Project are the only substantial capital projects for Fiscal Year 2010-2011. The replacement of Police vehicles, one Sanitation trash truck, and one Streets dump truck have been included in the Fiscal 2010-2011 budget.

General Fund Expenses Fiscal Year 2009 – 2010



General Fund Expenses Fiscal Year 2010 – 2011



MAJOR GENERAL FUND CAPITAL PROJECTS FOR FISCAL YEAR 2011

In Fiscal Year 2007, Council approved the creation of the Governmental Capital Projects Fund. This fund was established for the purpose of Governmental Fund asset, construction, and procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. All capital projects for the General Fund will be budgeted in this fund.

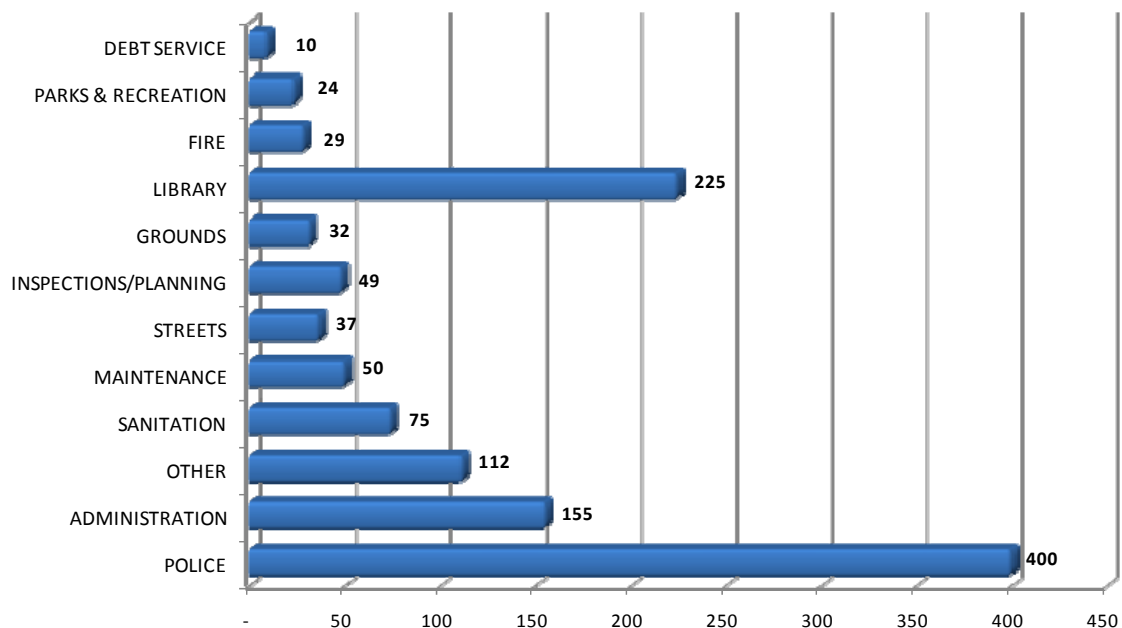
Appropriations for projects included in this fund are received from the General Fund and/or debt proceeds for each fiscal year's Capital Investment Plan, grants, donations, and reserves. The City will also appropriate nonrecurring revenues, project savings, and project reimbursements to fund this account, or if the balance is less than the \$500,000 minimum, \$200,000 per annum until such time the minimum is replenished. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay-as-you-go basis. It should be noted that a \$200,000 transfer was made for Fiscal Year 2011.

Major projects in the General Fund for Fiscal Year 2011 include:

- Implementation of the new library project - \$6.7 million includes \$3.3 million from a State Grant, \$2.3 million from Library Reserve and \$1 million from a Library bond issue and contributions. No current General Fund monies are budgeted for use in this project.
- The Fiscal Year 2011 contribution to Robbins Hose Company includes the following payment for capital equipment; \$92,910 and \$195,300 for the purchase of Engine 2.
- The Street and Alley Program for Fiscal Year 2011 will rehabilitate a portion of the City's street and alley network at an estimated cost of \$1.3 million. The City's contribution from the General Fund is budgeted at \$300,000 with \$1 million from the Community Transportation Fund.
- Vehicular purchases for the General Fund are budgeted at \$694,085.
- Equipment purchases for the General Fund are budgeted at \$9,100.

The following chart displays cost per capita for City services. These costs are based on an estimated population of 34,735.

**Projected Cost Per Capita by Function
Fiscal Year 2010-2011**



THE VALUE OF CITY SERVICES

Based on an average assessed home value of \$161,600, it is estimated that each household will pay \$545.88 in City taxes for the year, or \$45.49 per month, to support these City services:

- ▶ 24-hour police protection
- ▶ 24-hour 911 service
- ▶ Library facilities
- ▶ 26 park facilities
- ▶ Recreational programming for all age groups
- ▶ Building inspection and permit services
- ▶ Code enforcement services
- ▶ Customer information and assistance
- ▶ Comprehensive land-use planning
- ▶ Housing assistance for targeted populations



In comparison, the cost of cable TV with digital starter service is \$61.95 per month or \$743.40 per year.

Your tax-supported City services are a great value!

For less than the comparable monthly cable television bill, City residents receive all their tax-supported services at an average cost of \$45.49 per month!

GENERAL FUND CASH RECEIPT SUMMARY

	2008-09 ACTUAL	2009-10 BUDGET	2009-10 REVISED	2010-11 BUDGET	%CHANGE 2010-11
RECEIPTS					
PRIOR YEAR BALANCE	\$ 4,227,059	\$ 2,816,763	\$ 3,628,890	\$ 2,277,575	-37.2%
FINES AND POLICE REVENUE	561,918	620,000	520,000	536,502	3.2%
911 FEE	67,010	45,000	45,000	45,000	0.0%
INVESTMENT INCOME	239,185	253,000	253,000	224,000	-11.5%
LIBRARY REVENUES	59,535	66,508	66,508	64,189	-3.5%
KENT COUNTY BOOK REIMBURSEMENT	454,923	460,000	460,000	460,000	0.0%
BUSINESS LICENSES	1,436,715	1,430,000	1,465,000	1,523,675	4.0%
PERMITS AND OTHER LICENSES	1,163,233	904,000	934,000	934,000	0.0%
DEMOLITION REVENUE	-	-	-	-	0.0%
MISCELLANEOUS CHARGES	113,092	54,250	54,250	54,250	0.0%
POLICE EXTRA DUTY	386,770	300,000	300,000	300,000	0.0%
PROPERTY TAXES	10,022,288	10,185,246	10,155,246	10,982,634	8.1%
BID REVENUE	53,113	52,692	52,692	52,692	0.0%
RECREATION REVENUE	153,867	141,500	141,500	141,500	0.0%
FRANCHISE FEE	507,135	486,000	486,000	486,000	0.0%
TRASH FEES	1,224,416	1,260,000	1,201,000	2,244,511	86.9%
DSWA TRASH FEE REBATE	172,385	160,000	160,000	143,000	-10.6%
RENT REVENUE - GARRISON FARM	41,536	41,535	41,535	87,000	109.5%
COURT OF CHANCERY FEES	738,240	745,000	645,000	645,000	0.0%
RECEIPTS SUBTOTAL	21,622,420	20,021,494	20,609,621	21,201,528	2.9%
INTERFUND SERVICE RECEIPTS					
INTRAFUND SERVICE RECEIPTS WATER/WASTEWATER	965,917	991,830	968,999	972,889	0.4%
INTRAFUND SERVICE RECEIPTS ELECTRIC	3,417,682	3,483,884	3,379,975	3,374,945	-0.1%
INTERFUND SERVICE RECEIPTS SUBTOTAL	4,383,599	4,475,714	4,348,974	4,347,834	0.0%
GRANTS					
POLICE RELATED	118,973	40,000	100,000	138,350	38.4%
CAPITAL SCHOOL DISTRICT REVENUE	-	74,000	73,500	73,500	0.0%
POLICE PENSION GRANT	-	620,000	620,000	620,000	
RECREATION GRANTS	-	-	-	-	0.0%
MISC GRANT REVENUE	10,000	-	-	-	0.0%
HOMELAND SECURITY GRANT	4,891	-	-	-	0.0%
SALE OF ASSETS	-	-	-	-	0.0%
GRANTS SUBTOTAL	133,864	734,000	793,500	831,850	4.8%
TRANSFERS FROM					
TRANSFER TAX	1,198,064	1,400,000	830,000	1,000,000	20.5%
MUNICIPAL STREET AID	791,306	775,200	-	526,843	0.0%
CIVIL TRAFFIC PENALTIES	694,220	700,000	750,000	930,000	24.0%
WATER/WASTEWATER	564,810	548,020	548,020	-	-100.0%
ELECTRIC	6,758,100	6,758,100	6,758,100	8,856,000	31.0%
PARKLAND RESERVE	-	-	-	-	0.0%
LIBRARY RESERVE	-	-	-	-	0.0%
CAPITAL ASSET RESERVE	-	-	-	-	0.0%
WORKER'S COMP FUND	-	-	-	-	0.0%
CONTINGENCY FUND	-	-	350,000	-	-100.0%
TRANSFERS FROM SUBTOTAL	10,006,500	10,181,320	9,236,120	11,312,843	22.5%
TOTALS	\$ 36,146,383	\$ 35,412,528	\$ 34,988,215	\$ 37,694,055	7.7%

GENERAL FUND EXPENSE SUMMARY

	2008-09 ACTUAL	2009-10 BUDGET	2009-10 REVISED	2010-11 BUDGET	%CHANGE 2010-11
DEPARTMENT EXPENSES					
CITY CLERK	\$ 274,582	\$ 290,580	\$ 278,229	\$ 287,403	3.3%
COUNCIL	107,598	112,684	113,934	130,769	14.8%
TAX ASSESSOR	594,518	572,526	565,924	197,249	-65.1%
FIRE	700,497	750,445	718,058	709,862	-1.1%
GROUNDS MAINTENANCE	1,111,605	1,119,611	1,104,457	1,055,557	-4.4%
LIBRARY	1,159,352	1,148,716	1,128,481	1,126,227	-0.2%
RECREATION	730,353	757,467	754,140	778,469	3.2%
LIFE SAFETY	286,012	422,029	508,320	501,835	-1.3%
CODE ENFORCEMENT	327,365	378,092	359,064	276,481	-23.0%
PLANNING	415,933	409,335	400,895	423,193	5.6%
INSPECTIONS	500,109	517,316	509,371	494,807	-2.9%
ECONOMIC DEVELOPMENT	208,420	243,854	223,350	247,488	10.8%
POLICE	12,255,264	11,739,470	12,307,566	12,458,373	1.2%
POLICE EXTRA DUTY	455,031	449,516	449,516	449,516	0.0%
STREETS	837,726	857,422	895,084	802,029	-10.4%
SANITATION	2,020,732	2,200,285	2,078,770	2,347,344	12.9%
CITY MANAGER	550,883	553,130	566,474	561,572	-0.9%
INFORMATION TECHNOLOGY	840,936	883,075	797,071	748,214	-6.1%
FINANCE	791,349	781,791	781,791	827,169	5.8%
PUBLIC SERVICES - ADMINISTRATION	347,605	355,159	354,640	369,752	4.3%
FACILITIES MANAGEMENT	1,038,610	1,042,498	996,515	990,757	-0.6%
CENTRAL SERVICES	731,981	778,095	714,165	669,977	-6.2%
FLEET MAINTENANCE	688,979	699,676	712,645	761,929	6.9%
CUSTOMER SERVICES	929,245	893,054	889,919	869,404	-2.3%
HUMAN RESOURCES	440,196	451,960	430,037	358,890	-16.5%
MAYOR	91,782	69,899	70,699	88,341	25.0%
DEPARTMENT SUBTOTALS	28,436,663	28,477,685	28,709,115	28,532,607	-0.6%
OTHER EXPENSES					
DEBT SERVICE	442,319	328,410	328,410	331,800	1.0%
TRANSFER TO CONTINGENCY	-	-	-	-	0.0%
DSWA RECYCLING PROGRAM	-	-	-	-	0.0%
INSURANCE	519,904	600,000	600,000	600,000	0.0%
RETIREES HEALTH CARE	920,713	1,014,820	1,014,820	1,297,509	27.9%
RETIREES PAYMENTS	-	-	-	-	0.0%
PENSION UNFUNDED LIABILITY	-	-	-	995,000	0.0%
POLICE PENSION UNFUNDED LIABILITY	-	-	-	95,000	0.0%
POLICE PENSION FUND	-	620,000	620,000	620,000	0.0%
OPEB	-	-	-	-	0.0%
UNCOLLECTIBLES - TRASH AND OTHER	10,000	10,000	10,000	10,000	0.0%
LOSS ON SALE OF ASSET	-	-	42,993	-	-100.0%
STORM EMERGENCY	-	-	350,000	-	0.0%
STREET LIGHTS	937,013	985,000	985,000	985,000	0.0%
OTHER EXPENSE SUBTOTAL	2,829,949	3,558,230	3,951,223	4,934,309	24.9%
GRANTS					
IT EMERGENCY PREPAREDNESS PLAN	-	-	-	-	0.0%
GRANTS SUBTOTAL	-	-	-	-	0.0%
TRANSFERS					
TRANSFER TO PENSION COLA	-	-	-	-	0.0%
TRANSFER TO CAPITAL ASSET RESERVE	200,000	-	-	-	0.0%
TRANSFER TO CAPITAL FUND - PROJECTS	1,044,184	344,802	44,802	1,307,839	2819.2%
TRANSFER TO CAPITAL FUND - RESERVE	-	-	-	-	0.0%
TRANSFER TO STREET PROGRAM	-	-	-	-	0.0%
TRANSFER TO PARKLAND/RECREATION RESERVE	-	-	-	-	0.0%
TRANSFER TO LIBRARY RESERVE	-	-	-	-	0.0%
TRANSFER TO CDBG FUND	6,697	11,000	5,500	6,000	9.1%
TRANSFER TO VERIZON RESERVE	-	-	-	-	0.0%
INVENTORY WRITE OFFS	-	-	-	-	0.0%
TRANSFERS SUBTOTAL	1,250,881	355,802	50,302	1,313,839	2511.9%
CURRENT YEAR BALANCE	3,628,890	3,020,811	2,277,575	2,913,300	27.9%
TOTALS	\$ 36,146,383	\$ 35,412,528	\$ 34,988,215	\$ 37,694,055	7.7%

* See detail explanations of expenditures in each department for further information.

GOVERNMENTAL CAPITAL PROJECTS FUND

ORIGIN AND PURPOSE

This fund was established in 2007 for the purpose of Governmental Fund asset procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. Prior to Fiscal Year 2008, all Governmental Project activity was included in the General Fund Summary with each division budget.

SOURCE OF FUNDS

Appropriations for projects included in the fund are received from the General Fund and/or debt proceeds for each fiscal year's Capital Investment Plan. The City will also appropriate nonrecurring revenues, project savings, and project reimbursements to fund this account, or if the balance is less than the \$500,000 minimum, \$200,000 per annum until such time the minimum is replenished. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay-as-you-go basis.

CASH RECEIPTS ESTIMATE

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
BEGINNING BALANCE - PROJECTS	\$ 811,017	\$ 375,408	\$ 462,693	\$ 65,479	-85.8%
STATE GRANTS	368,065	4,000,000	780,290	3,343,520	
INTEREST EARNINGS	7,105	2,700	2,700	10,900	303.7%
INCOME FROM SALE OF ASSETS	70,197		29,200	-	
RECREATION GRANTS	67,262	-	-	-	
POLICE GRANTS	-	-	-	18,000	
HOMELAND SECURITY GRANTS	-	-	-	-	
LIBRARY BOND ISSUE/CONTRIBUTIONS	-	1,912,433	602,384	1,000,000	66.0%
TRANSFER FROM GENERAL FUND FOR PROJECTS	1,044,184	344,802	44,802	1,307,839	2819.2%
TRANSFER FROM PARKLAND RESERVE (JWP CNTR)	17,074		40,000	-	
TRANSFER FROM LIBRARY RESERVE	369,002	3,000,000	177,906	2,343,519	
GIFTS/DONATIONS (RECREATION)	1,770	-	-	-	
PARKLAND RESERVE RECEIPT	-	-	-	-	
TRANSFER FROM CAPITAL ASSET RESERVE	-	-	-	140,000	0.0%
TOTALS	\$ 2,755,676	\$ 9,635,343	\$ 2,139,975	\$ 8,229,257	284.5%

GOVERNMENTAL CAPITAL PROJECTS FUND

EXPENSE SUMMARY

	2008-2009	2009-2010	2009-2010	2010-2011	% CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2010-2011
DEPARTMENT EXPENSES:					
CITY CLERK	\$ -	\$ -	\$ -	\$ -	0.0%
COUNCIL	-	-	-	-	0.0%
TAX ASSESSOR	-	-	-	-	0.0%
FIRE	310,092	292,210	292,210	288,210	-1.4%
GROUNDS MAINTENANCE	200,205	-	-	63,675	0.0%
LIBRARY	737,066	8,912,433	1,560,580	6,687,039	328.5%
RECREATION	142,085	-	70,000	45,000	-35.7%
LIFE SAFETY	4,041	-	-	-	0.0%
PLANNING	-	-	-	-	0.0%
INSPECTIONS	-	-	-	-	0.0%
ECONOMIC DEVELOPMENT	-	-	-	-	0.0%
POLICE	89,425	73,700	94,706	282,380	198.2%
STREETS	295,751	350,000	50,000	481,055	862.1%
SANITATION	324,978	-	-	246,075	0.0%
CITY MANAGER	-	-	-	-	0.0%
INFORMATION TECHNOLOGY	73,545	7,000	7,000	12,000	71.4%
FINANCE	-	-	-	-	0.0%
PUBLIC SERVICES - ADMINISTRATION	36,390	-	-	-	0.0%
FACILITIES MANAGEMENT	52,525	-	-	-	0.0%
CENTRAL SERVICES	25,110	-	-	-	0.0%
FLEET MAINTENANCE	-	-	-	-	0.0%
CUSTOMER SERVICES	-	-	-	-	0.0%
HUMAN RESOURCES	-	-	-	-	0.0%
MAYOR	-	-	-	31,500	0.0%
DEPARTMENT SUBTOTAL	2,291,213	9,635,343	2,074,496	8,136,934	292.2%
TRANSFERS					
TRANSFER TO CAPITAL ASSET RESERVE	-	-	-	-	
TRANSFER TO PARKLAND RESERVE	80	-	-	-	
TRANSFER TO LIBRARY RESERVE	1,690	-	-	-	
TRANSFER TO GENERAL FUND	-	-	-	-	0.0%
TRANSFER SUBTOTAL	1,770	-	-	-	
CURRENT YEAR BALANCE	462,693	-	65,479	92,323	41.0%
TOTALS	\$ 2,755,676	\$ 9,635,343	\$ 2,139,975	\$ 8,229,257	284.5%

GENERAL CAPITAL ASSET REPLACEMENT FUND

ORIGIN AND PURPOSE

This fund was established in 2002 for the purpose of providing funds for the replacement and expansion of the City's long-term assets (i.e., infrastructure, buildings).

SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the General Fund.

CASH RECEIPTS ESTIMATE

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
BEGINNING BALANCE	\$ 35,074	\$ 235,074	\$ 241,965	\$ 248,965	2.9%
INTEREST EARNINGS	6,891	7,000	7,000	7,500	7.1%
TRANSFER FROM GOVERNMENTAL CAPITAL FUND	-	-	-	-	0.0%
TRANSFER FROM GENERAL FUND	200,000	-	-	-	0.0%
TOTALS	\$ 241,965	\$ 242,074	\$ 248,965	\$ 256,465	3.0%

EXPENSE SUMMARY

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
TRANSFER TO GENERAL FUND	\$ -	\$ -	\$ -	\$ -	0.0%
FOR CAPITAL ITEMS	-	-	-	-	0.0%
TRANSFER TO GOVERNMENTAL CAPITAL FUND	-	-	-	140,000	0.0%
CARRY FORWARD TO NEXT YEAR	327,369	242,074	248,965	116,465	-53.2%
TOTALS	\$ 327,369	\$ 242,074	\$ 248,965	\$ 256,465	3.0%

GENERAL CONTINGENCY FUND

ORIGIN AND PURPOSE

This fund was established by Council action to serve as a "rainy day" source of funds in case of a General Fund emergency.

SOURCE OF FUNDS

Transfer from the General Fund.

COMMENTS

The General Contingency Fund must equal two percent of the current year operating revenues for the General Fund. The interest is retained in the fund. Only City Council can authorize expenditures from the fund.

CASH RECEIPTS ESTIMATE

	2008-2009		2009-2010		2009-2010		2010-2011		% CHANGE
	ACTUAL		BUDGET		REVISED		BUDGET		
BEGINNING BALANCE	\$ 823,254	\$	645,254	\$	744,871	\$	394,871		-47.0%
INTEREST EARNINGS	31,000		-		-		23,100		0.0%
TRANSFER FROM GENERAL FUND	-		-		-		-		0.0%
TOTALS	\$ 854,254	\$	645,254	\$	744,871	\$	417,971		-43.9%

EXPENSE SUMMARY

	2008-2009		2009-2010		2009-2010		2010-2011		% CHANGE
	ACTUAL		BUDGET		REVISED		BUDGET		2010-2011
TRANSFER TO GENERAL FUND	\$ -	\$	-	\$	350,000	\$	-		-100.0%
TRANSFER TO OPEB	100,000		-		-		-		0.0%
TRANSFER TO LIBRARY FUND	100,000		-		-		-		0.0%
CARRY FORWARD TO NEXT YEAR	645,254		645,254		394,871		417,971		5.9%
TOTALS	\$ 845,254	\$	645,254	\$	744,871	\$	417,971		-43.9%

DEPARTMENT ALLOCATIONS

Beginning in Fiscal Year 2004, all previously classified Intergovernmental Service Fund divisions except Construction (classified as a Water/Wastewater division) are budgeted in the General Fund. This eliminated the Intergovernmental Service Fund.

In Fiscal Year 2008, organizational changes occurred in the Public Utilities department, and two divisions were classified as allocated. The Electric Administration division and the System Operations divisions were allocated to reflect the services they supply to the Water/Wastewater Fund. Also, due to the reorganization, the Public Services (formerly Public Works) Administration division and the Public Utilities Water/Wastewater Engineering and Inspections (formerly Public Works Engineering) divisions are no longer allocated. Public Services Administration is fully funded from the General Fund, and Public Utilities/Wastewater Engineering and Inspections is fully funded from the Water/Wastewater Fund.

These allocations were derived from detailed calculations and are a truer representation of services rendered and reimbursed.

FUND 110 ALLOCATIONS

Fiscal Year 2010 REVISED

	GENERAL	WATER/SEWER	ELECTRIC
CITY CLERK	19.6%	14.2%	66.2%
COUNCIL	19.6%	14.2%	66.2%
MAYOR	19.6%	14.2%	66.2%
GROUNDS	82.0%	4.0%	14.0%
CITY MANAGER	36.0%	13.6%	50.4%
INFORMATION TECHNOLOGY	55.6%	13.4%	31.0%
TREASURER/FINANCE	39.0%	12.4%	48.6%
ECONOMIC DEVELOPMENT	55.6%	13.4%	31.0%
FACILITIES MANAGEMENT	62.4%	6.2%	31.4%
CENTRAL SERVICES - WHSE	10.3%	8.3%	81.4%
FLEET MAINTENANCE	59.2%	18.9%	21.9%
CUSTOMER SERVICES	20.7%	20.0%	59.3%
HUMAN RESOURCES	76.5%	9.0%	14.5%
INSURANCE	38.4%	12.5%	49.1%
ELECTRIC ADMIN	0.0%	24.7%	75.3%
SYSTEMS OPERATIONS	0.0%	18.0%	82.0%
METER READING	0.0%	25.0%	75.0%

FUND 110 ALLOCATIONS

Fiscal Year 2011

	GENERAL	WATER/SEWER	ELECTRIC
CITY CLERK	19.6%	14.2%	66.2%
COUNCIL	19.6%	14.2%	66.2%
MAYOR	19.6%	14.2%	66.2%
GROUNDS	82.0%	4.0%	14.0%
CITY MANAGER	36.0%	13.6%	50.4%
INFORMATION TECHNOLOGY	55.6%	13.4%	31.0%
TREASURER/FINANCE	39.0%	12.4%	48.6%
ECONOMIC DEVELOPMENT	55.6%	13.4%	31.0%
FACILITIES MANAGEMENT	62.4%	6.2%	31.4%
CENTRAL SERVICES - WAREHOUSE	10.3%	8.3%	81.4%
FLEET MAINTENANCE	59.2%	18.9%	21.9%
CUSTOMER SERVICES	20.7%	20.0%	59.3%
HUMAN RESOURCES	76.5%	9.0%	14.5%
INSURANCE	38.4%	12.5%	49.1%
ELECTRIC ADMIN	0.0%	24.7%	75.3%
SYSTEMS OPERATIONS	0.0%	18.0%	82.0%

GENERAL FUND REVENUES FISCAL YEAR 2010-2011

REVENUE TYPE: PROPERTY TAX (31.16 percent of General Fund Revenue)

CRITICAL ASSUMPTION: Property taxes are valued at 100 percent of appraised value. The tax rate is \$.3378 for every \$100 of assessed value. Property values were reevaluated over Fiscal Years 2009 and 2010. Delaware State Law: 22 Delaware Code Section 1105 (b) requires municipalities to calculate a “rolled-back” tax rate so as to provide the same tax revenue as was levied during the prior fiscal year and to state that the percent, if any, by which the property tax rate to be levied exceeds the “rolled-back” property tax rate. The City of Dover “rolled-back” tax rate is \$.3108 per \$100 of assessed value, and 2010/2011 tax rate is to be set at \$.3378 per \$100 of assessed value. The increase over the “rolled-back” tax rate is 8.68 percent.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 10,075,401	\$ 10,237,938	\$ 10,207,938	\$ 11,035,326	\$ 827,388	8.11%

REVENUE TYPE: TRANSFER TAX (2.82 percent of General Fund Revenue)

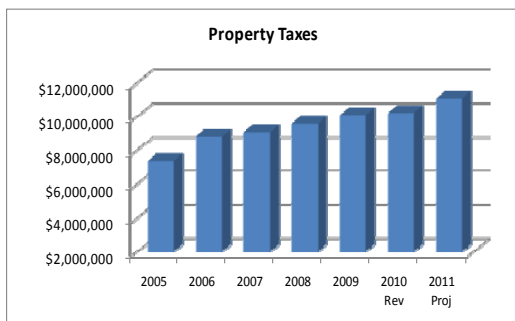
CRITICAL ASSUMPTION: Real estate transfer taxes are one and a half percent of real estate transfer prices. They fluctuate with the real estate market. Revenue for Fiscal Year 2010 has been decreased to reflect the current economic recession. Revenues for Fiscal Year 2011 are projected to improve over the revised Fiscal Year 2010 revenue projection.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 1,198,064	\$ 1,400,000	\$ 830,000	\$ 1,000,000	\$ 170,000	20.48%

REVENUE TYPE: INTEREST (0.63 percent of General Fund Revenue)

CRITICAL ASSUMPTION: This revenue is dependent upon working capital availability and interest rates.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 239,185	\$ 253,000	\$ 253,000	\$ 224,000	\$ (29,000)	-11.46%



REVENUE TYPE: LICENSE, PERMIT, AND FINES (6.94 percent of General Fund Revenue)

CRITICAL ASSUMPTION: Business licenses are cyclical with the economy and specifically with construction activity. Revenue in Fiscal Year 2010 has been revised upward over original estimates. This adjustment was made to reflect current revenue experience. In Fiscal Year 2011, revenue is projected to increase four percent over Fiscal Year 2010 estimates. These estimates include a proposal for escalator tied to the CPI rate of inflation. Rates are projected to increase 3.3 percent or \$48,675 based on this escalator.

Permit fees are sensitive to the economy with respect to the construction industry and individual property owners' disposable income. Also, collection is a function of enforcement. Revenue in Fiscal Year 2010 is expected to increase from original estimates. Fiscal Year 2011 revenue is expected to remain unchanged from revised Fiscal Year 2010 revenue estimates and reflects current economic conditions.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 2,599,948	\$ 2,334,000	\$ 2,399,000	\$ 2,457,675	\$ 58,675	2.45%

REVENUE TYPE: USER FEES AND OTHER (15.96 percent of General Fund Revenue)

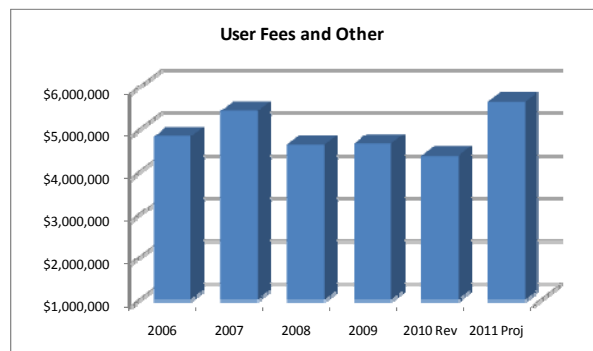
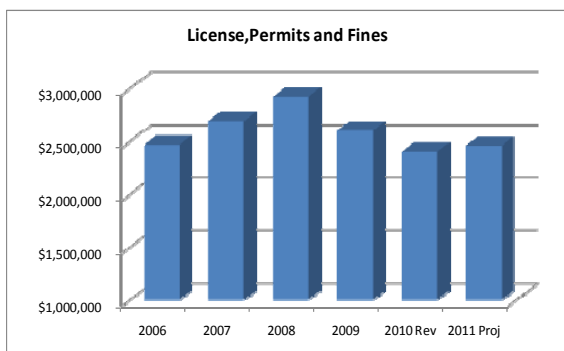
CRITICAL ASSUMPTION: These revenues are directly proportional to usage. Fiscal Year 2010 revenues are expected to decrease over original estimates by \$209,000. This decrease reflects revised revenue adjustments down for Police Fines, Trash Fees, and Court of Chancery Fees. Revenues for Fiscal Year 2011 are expected to increase due to increasing the trash fee from \$5.85 per month to \$11.70 per month (\$1 million) and the addition of a red light photo enforcement camera on Scarborough Road (\$180,000).

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 4,667,912	\$ 4,593,793	\$ 4,384,793	\$ 5,650,952	\$ 1,266,159	28.88%

REVENUE TYPE: GRANTS (2.35 percent of General Fund Revenue)

CRITICAL ASSUMPTION: Revised revenue estimates for Fiscal Year 2010 are projected to increase from original estimates due to the COPS grant which began in October 2009. In Fiscal Year 2010, grant revenue is expected to increase \$38,350 as it includes an entire year of the COPS grant.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 133,864	\$ 734,000	\$ 793,500	\$ 831,850	\$ 38,350	4.83%



REVENUE TYPE: TRANSFERS (26.49 percent of General Fund Revenue)

CRITICAL ASSUMPTION: Transfers for Fiscal Year 2010 were decreased because Municipal Street Aid from the State of Delaware, in the amount of \$775,200, was not received. Transfers were not made from the Water/Wastewater Fund for Fiscal Year 2011. In order to keep necessary rate increases in water and wastewater low, no transfers were approved. Council did approve transferring additional funds from the Electric Fund. The Electric transfer (\$8,856,000) represents approximately 9.21 percent of Electric Fund revenues. The maximum transfer that current policy allows is \$7,250,000 or 7.25 percent; however, Council approved the exception due to the economic recession. These transfers are viewed as returns on our taxpayer's investment in the utilities and serve to keep taxes low.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 8,114,216	\$ 8,081,320	\$ 7,656,120	\$ 9,382,843	\$ 1,726,723	22.55%

REVENUE TYPE: FRANCHISE FEES (1.37 percent of General Fund Revenue)

CRITICAL ASSUMPTION: The City collects a franchise fee from Comcast Cablevision, Verizon, and Cavalier each year. Revenues are projected to remain the same for Fiscal Year 2010 and Fiscal Year 2011.

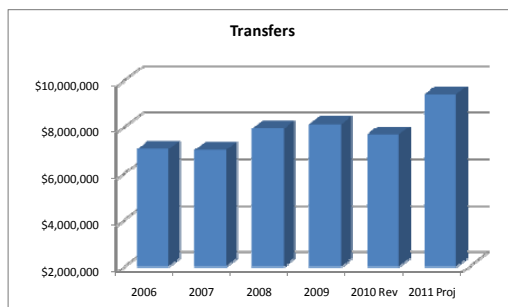
2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 507,135	\$ 486,000	\$ 486,000	\$ 486,000	\$ -	0.00%

REVENUE TYPE: INTRAFUND SERVICE RECEIPTS (12.28 percent of General Fund Revenue)

CRITICAL ASSUMPTION: Beginning in Fiscal Year 2004, all previously classified Intergovernmental Service Fund divisions except Construction (classified as a Water/Wastewater division) were moved to the General Fund.

Services provided by these divisions to the Electric Fund and Water Fund will be billed monthly based on pre-determined allocation percentages. Intrafund Service Receipts is added to each account for the billed allocations. It is estimated that \$968,999 will be billed to the Water/Wastewater Fund for services and that \$3,379,975 will be billed to the Electric Fund in Fiscal Year 2010. It is estimated that in Fiscal Year 2011, \$972,889 will be billed to the Water/Wastewater Fund for services and that \$3,374,945 will be billed to the Electric Fund. This change reflects the decreased expenses in personnel services in the General Fund.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 4,383,599	\$ 4,475,714	\$ 4,348,974	\$ 4,347,834	\$ (1,140)	-0.03%



GENERAL FUND REVENUES AND OTHER FINANCING TREND DATA

LAST TEN FISCAL YEARS

REVENUES:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Beginning Balance	\$2,810,398	\$2,827,370	\$380,166	\$2,266,936	\$2,890,843	\$2,865,516	\$3,223,548	\$ 5,437,696	\$ 4,051,979	\$ 5,038,076
Fines and Other Police Revenue	593,272	635,711	658,868	650,004	619,493	658,804	823,439	773,680	747,458	628,928
Franchise fees	-	-	-	331,515	462,859	395,821	416,595	440,745	462,149	507,135
Right-of-Way Revenue	57,763	169,262	56,339	-	-	-	-	-	-	-
Court of Chancery Fees	-	-	-	-	559,260	710,380	792,280	929,120	883,880	738,240
Internet Revenue	-	-	10,613	17,903	20,779	17,205	12,951	7,483	1,894	-
Interest Earnings & Transfers	346,200	336,533	217,917	146,113	164,686	139,444	263,223	307,698	442,095	246,290
Library Revenue - General	36,330	34,801	33,636	42,261	37,357	50,852	58,905	53,634	53,634	50,635
Library Revenue - County Reimbursement	285,745	286,090	290,807	292,451	295,800	295,800	392,800	935,371	464,083	454,923
Library Trust Receipt	-	-	105,410	-	-	-	-	-	-	-
Licenses and Permits	1,514,171	2,141,937	1,888,673	1,834,820	2,017,287	2,251,092	2,465,845	2,689,348	2,916,748	2,599,948
Miscellaneous Service Charges	128,740	215,268	49,091	77,276	83,572	55,310	120,433	236,646	103,462	114,882
Police Extra Duty Fees	194,381	345,324	389,503	393,601	307,426	303,195	250,985	358,756	370,379	386,770
Property Taxes	6,081,831	6,021,821	6,190,783	7,076,050	7,183,124	7,370,318	8,792,652	9,032,995	9,557,982	10,075,401
Recreation Revenue & Donations	94,181	88,460	88,865	92,699	102,483	101,296	98,254	98,613	320,767	153,887
Rent Revenue	-	65,610	15,260	28,214	28,214	28,213	35,633	35,633	35,633	41,636
Electric Fund Appropriation	3,975,000	3,975,000	3,975,000	4,525,000	4,701,864	5,463,008	5,716,956	4,700,000	6,601,269	6,758,100
Electric Improvement & Extension Fund Approp.	-	-	1,687,950	-	-	-	-	-	-	-
Water/Sewer Fund Appropriation	225,000	-	900,000	450,000	831,000	848,016	535,785	535,000	565,000	564,810
Transfer Tax	1,205,779	907,753	1,207,241	2,863,983	1,627,172	2,379,540	3,040,084	3,009,539	3,528,107	1,190,084
Curbside Recycling	-	-	-	-	-	-	8,869	10,041	-	-
Sanitation Fees	207,084	920,115	1,059,007	1,080,356	1,083,894	1,081,064	1,244,444	1,283,358	1,333,437	1,396,801
Transfer from Reserves	-	-	-	-	859,816	1,040	124,504	1,106,362	2,319,759	386,076
Sale of Capital Assets	-	-	-	21,371	2,800	13,000	98,850	109,900	52,051	70,197
Interfund Service Receipts- Water/Wastewater	-	-	-	-	846,864	932,708	1,045,326	1,092,328	993,869	965,917
Interfund Service Receipts- Electric	-	-	-	-	3,151,045	3,536,040	3,652,063	3,679,042	3,462,974	3,417,682
Grants:										
Emergency Related	-	-	-	60,203	48,655	-	-	-	-	-
Homeland Security	-	-	-	-	-	-	164,872	87,351	30,000	4,891
Municipal Street Aid	848,294	845,221	822,385	803,446	794,301	792,242	659,910	657,474	710,744	791,308
Police Related	369,219	114,270	96,611	124,360	248,070	611,801	1,279,116	681,399	613,198	813,193
Recreation Related	-	14,885	3,007	-	20,000	25,000	300,000	332,607	61,911	67,262
State Revenue Sharing/Other	337,964	-	-	21,203	-	-	-	-	-	-
Misc Grant Revenue	-	-	-	-	1,258	9,900	19,700	22,100	58,220	10,000
State Grant for Library Reimbursement	-	-	-	-	-	-	-	-	-	368,085
Downtown Amenities	-	253,983	-	-	-	-	-	-	-	-
De/IDot Enhancements	-	-	57,056	-	-	-	-	-	-	-
TOTAL REVENUES	\$19,311,363	\$20,339,192	\$20,384,759	\$23,105,795	\$28,989,722	\$31,136,413	\$35,606,902	\$38,703,819	\$40,741,232	\$37,857,875

Source: City of Dover Financial Reports.

GENERAL FUND EXPENDITURES, OTHER USES TREND DATA

LAST TEN FISCAL YEARS

EXPENDITURES:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Customer Services/Admin Services	\$ 38,139	\$ 39,744	\$ 41,327	\$ 38,759	\$ 849,620	\$ 1,072,083	\$ 951,557	1,048,692	\$ 1,165,649	\$ 929,245
Central Services	37,271	37,061	48,152	38,109	659,788	755,866	678,110	733,291	706,065	757,091
City Clerk	80,840	96,664	104,074	103,961	343,843	301,179	333,612	336,371	347,672	374,587
City Manager	117,662	111,332	91,399	101,439	310,272	358,401	563,970	629,503	623,141	550,883
Code Enforcement	-	-	-	-	-	-	-	-	-	327,365
Construction	112,622	138,867	78,830	85,304	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-	208,420
Engineering	44,359	48,286	47,030	56,703	225,658	253,299	289,208	314,729	-	-
Facilities Management	249,224	251,784	338,644	388,957	871,691	958,764	824,260	1,330,499	1,060,048	1,091,135
Finance	140,523	181,055	157,872	172,862	526,973	598,639	645,802	654,883	726,153	791,349
Fire	631,868	765,747	582,435	775,129	858,193	911,534	948,785	1,188,173	923,706	1,010,589
Grounds Maintenance	229,654	246,111	267,376	295,385	952,009	989,042	1,054,767	1,105,432	1,082,558	1,311,810
Human Resources	67,628	68,297	88,830	102,472	236,487	271,823	306,782	343,809	385,420	440,186
Information Technology	128,127	132,062	135,569	180,100	675,002	741,812	859,120	892,449	955,270	914,481
Insurance	123,649	113,220	105,400	128,127	523,069	431,871	429,139	452,414	460,800	519,904
Library	747,708	779,666	754,169	791,736	908,666	909,006	953,761	1,004,737	1,141,634	1,846,468
Life Safety	-	-	-	-	-	-	-	-	-	290,053
Mayor & Council	69,261	79,580	87,893	111,910	223,890	221,958	225,071	217,312	235,916	199,380
Parks and Recreation	380,175	394,915	413,409	482,936	486,789	617,624	705,241	1,452,987	2,699,725	872,438
Planning Commission	105,011	123,374	96,863	123,716	196,907	202,516	201,563	295,426	408,984	415,933
Police	7,504,239	8,082,681	8,646,777	9,016,043	9,952,938	10,472,023	11,205,497	11,695,791	12,169,372	12,799,720
Public Inspections	562,472	752,168	729,450	769,831	811,805	898,687	957,385	1,167,072	1,083,251	500,109
Public Services - Admin.	71,091	74,125	81,657	78,312	273,982	306,773	318,900	235,183	397,699	383,995
Sanitation	1,602,953	1,807,335	1,657,753	2,025,888	2,202,051	1,940,866	2,257,821	2,163,486	2,722,626	2,345,710
Streets	983,226	1,293,463	1,020,123	1,046,294	1,122,311	1,237,428	1,081,869	868,910	1,302,657	1,133,477
Tax Assessor	161,057	114,960	164,012	120,745	134,754	503,445	195,585	224,895	284,989	594,518
Vehicle Maintenance	492,592	667,421	449,159	502,044	533,699	581,689	672,608	649,012	688,553	688,979
Other Charges:										
Other Appropriations	76,012	126,282	79,362	192,921	1,166	-	600,000	669,130	-	10,000
Park Construction	73,895	-	-	-	-	-	1,193,323	361,375	-	-
Approp. to Street Lights	-	-	-	-	470,110	534,682	545,426	624,242	917,439	937,013
Approp. to Capital Outlays	60,000	60,000	20,000	-	-	-	150,000	169,810	-	-
Internet Service	-	10,493	7,622	-	-	-	-	-	-	-
Copier Expense	-	-	-	-	-	4,863	-	-	-	-
N. Dover Athletic Complex	-	40,000	-	-	-	-	-	-	-	-
Transfer to Contingency Fund	50,000	50,000	-	250,000	-	-	-	-	34,500	-
Transfers to Reserves	-	-	105,410	796,372	634,774	974,970	-	-	283,027	201,770
Transfer to Grant Funds	-	-	-	-	867	-	-	-	2,778	6,697
Appropriations to Other Funds	243,810	329,234	-	6,515	-	-	-	-	-	-
Environmental Related Expense	35,568	61,227	30,000	-	-	-	-	-	-	-
IT Emergency Preparedness Plan	-	-	-	-	-	-	-	87,351	-	-
Accounts Receivable Uncollectibles	-	-	-	-	-	10,000	10,000	10,000	10,000	-
Inventory Write Offs	-	-	-	-	14,636	7,114	12,176	13,010	11,197	-
Retiree Benefits	243,187	306,106	375,173	456,025	541,715	590,587	645,457	736,286	758,185	920,713
Employee Pension	-	-	-	-	-	-	-	402,204	134,775	-
Police Pension	-	226,863	-	-	-	-	-	-	-	-
Workers Compensation Fund	-	-	616,449	296,914	-	16,000	-	-	-	-
Library Escrow	-	-	-	-	-	-	-	2,226,932	1,649,109	-
DGWA Recycling Program	-	-	-	-	-	-	9,894	9,622	-	-
Trash Container Expense	-	-	-	-	-	-	-	-	-	-
Consulting	51,561	150,000	-	-	-	-	-	-	-	-
Debt Service: Principal	405,000	425,000	445,000	465,000	485,000	330,000	335,000	345,000	350,000	365,000
Debt Service: Interest	282,905	301,625	244,813	223,543	198,509	110,372	103,719	96,232	87,468	77,319
Debt Service: Bond Issue Costs	-	-	-	-	122,387	-	-	-	-	-
Debt Service: Bond Proceeds	-	-	-	-	(3,430,000)	-	-	-	-	-
Debt Service: Payment to Bond Agent	-	-	-	-	3,244,281	-	-	-	-	-
TOTAL EXPENDITURES	\$ 18,188,869	\$ 18,488,067	\$ 18,117,893	\$ 20,314,869	\$ 26,084,168	\$ 27,819,886	\$ 30,188,708	\$ 34,851,840	\$ 35,708,168	\$ 33,788,799

Source: City of Dover Financial Reports.

PROPERTY TAX REVENUES

The City Council levies and collects taxes according to the City Charter. The City's property tax is levied each year in June. If additional monies are required during the year, a public meeting of the electors of the City is held. At this meeting, resolutions are prepared stating explicitly any necessary additional sums. Resolutions must be put to a citywide vote and can only be approved through a majority vote.

All taxes are due to the City on or before July 31 of each year. For taxes not paid on or before July 31, a penalty of 1.5 percent (18 percent per annum) is charged for every month or fraction of a month after July 31.

In the months of February, May, August, and November, a quarterly tax billing is issued on new construction within the City that was not taxed in the annual assessment. These taxes must be paid within 30 days of billing. Unpaid taxes accrue a penalty of 1.5 percent per month.

The following table provides important dates with reference to property taxes.

Beginning of fiscal year for taxes	July 1
Tax rate levied	June
Taxes billed	July 1
Taxes due and payable at par	July 31
Penalty of one and one half percent starts	August 1
Lien established on property for property taxes	July 1
Tax sales of property with unpaid taxes	Two years from date of billing

CITY OF DOVER PROPERTY ASSESSMENT PROJECT

ASSESSED VALUE AS OF DECEMBER 31, 2009	\$ 2,911,319,620
Additional assessed valuation for new construction (April)	\$ 2,219,200
Increase Value from 2010 Revaluation Project	\$ 269,948,740
Appeals (includes pending)	\$ (56,784,398)
TOTAL ASSESSED VALUE	\$ 3,126,703,162

PROJECTED PROPERTY TAX RECEIPTS ACCRUAL METHOD OF ACCOUNTING 7/01/10 - 6/30/11

Using a tax of \$0.33 per \$100 of assessment, the estimated gross 7/01/10 billing will be	\$ 10,562,003
Penalties	\$ 70,000
Estimated Quarterly Billing	\$ 35,400
PROJECTED PROPERTY TAX RECEIPT SUBTOTAL	\$ 10,667,403
<u>Pay In Lieu of Taxes</u>	
Luther Towers-\$15,024; State of Delaware-\$353,759; Dover Housing-\$58,169; St. Andrews-\$400	\$ 427,352
Farmland Roll Back Taxes	\$ -
PROJECTED PROPERTY TAX RECEIPTS FOR FY 2009	\$ 11,094,755
\$0.01 of tax rate equates to \$313,349	
PROJECTED DOVER REALTY TRANSFER TAX RECEIPTS	\$ 1,000,000

PROPERTY TAX LEVIES AND COLLECTIONS

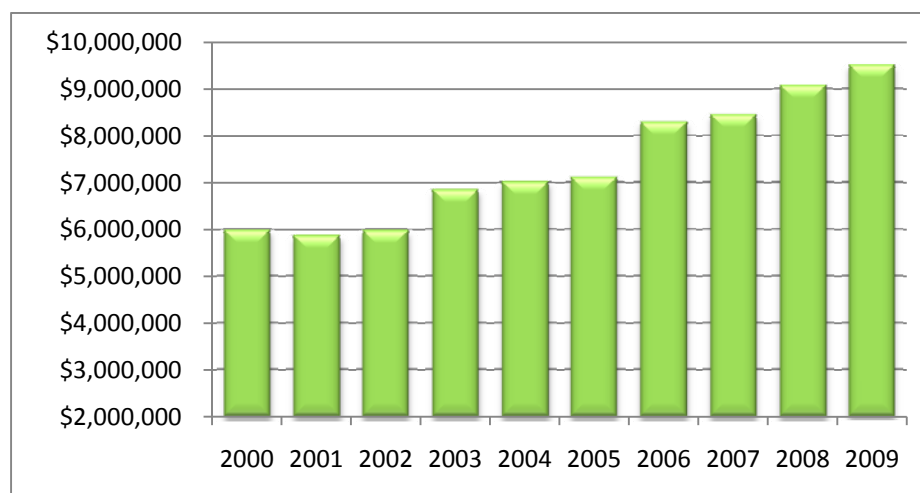
LAST TEN FISCAL YEARS

YEAR	FISCAL LEVY	TOTAL TAX COLLECTION
2000	\$5,894,545	\$5,891,917
2001	5,866,188	5,863,538
2002	5,974,417	5,971,767
2003	6,842,874	6,839,708
2004	7,011,906	7,001,887
2005	7,109,977	7,036,210
2006	8,287,539	8,258,461
2007	8,448,462	8,274,237
2008	9,074,777	8,937,384
2009	9,512,522	9,206,158
<i>Source: City of Dover, Comprehensive Annual Financial Report for the Fiscal Year ending June 30, 2009</i>		

NOTES

1. Section 48 of the City of Dover Charter provides that the amount of money to be raised through property taxes shall not exceed two percent of the total taxable assessment.
2. Total Tax Levy represents the annual tax billings, quarterly billings and adjustments from tax appeals
2. The table at right includes receipt of property taxes and penalties. It excludes payments in lieu of taxes and farmland roll back taxes.

PROPERTY TAXES LEVIED LAST TEN FISCAL YEARS



**ASSESSED AND ESTIMATED ACTUAL VALUE OF
TAXABLE PROPERTY
LAST TEN FISCAL YEARS**

<u>REAL PROPERTY</u>		
FISCAL YEAR	Total Taxable Assessed Value	Estimated Actual Value
2000	\$859,585,100	\$2,638,419,000
2001	876,493,100	2,236,706,000
2002	903,205,600	2,812,786,833
2003	1,705,751,800	2,209,978,500
2004	1,734,815,100	2,576,251,900
2005	1,764,347,700	2,605,638,000
2006	2,527,308,500	3,146,043,800
2007	2,898,147,375	3,516,580,775
2008	2,790,485,215	3,406,762,915
2009	2,899,293,320	4,124,562,920
<i>Source: City of Dover, Tax Assessor's Office</i>		

NOTES

1. There is no tax on personal properties. Therefore, no figures are presented.
2. In 2003, the City changed assessed values to 100 percent of estimated actual values from 60 percent. In doing so, the tax rate was lowered from \$.685 to \$.411 to stay revenue neutral.
3. In 2005, the City property values were reassessed, effective for tax year 2006. The tax rate was lowered from \$.411 to \$.330.

PROPERTY TAX RATES - ALL DIRECT AND OVERLAPPING GOVERNMENTS
WITH THE CAPITAL SCHOOL DISTRICT
 (PER \$100 OF ASSESSED VALUE)
 LAST TEN FISCAL YEARS

FISCAL YEAR	CITY OF DOVER GENERAL FUND	KENT COUNTY	CAPITAL SCHOOL DISTRICT	VO-TECH SCHOOL DISTRICT	TOTAL
2000	0.685	0.250	0.936	0.0730	1.944
2001	0.685	0.250	0.936	0.0730	1.944
2002	0.685	0.250	1.022	0.0950	2.052
2003	0.411	0.250	1.120	0.0870	1.868
2004	0.411	0.250	1.173	0.0870	1.921
2005	0.411	0.250	1.403	0.0887	2.153*
2006	0.330	0.250	1.459	0.1180	2.157*
2007	0.330	0.250	1.534	0.1160	2.230*
2008	0.330	0.250	1.480	0.1219	2.182
2009	0.330	0.250	1.480	0.1219	2.182

* Corrected Caesar Rodney School District and Vo-Tech Tax Rates

Sources: City of Dover, Tax Assessor's Office; Kent County, Receiver of Taxes Office

NOTES

1. The City of Dover Charter provides that the amount of money to be raised through property taxes shall not exceed two percent of the total taxable assessment.
2. Kent County property tax rates reflect the 1987 reappraisal of properties in Kent County.
3. The City of Dover changed from 60 percent of assessed value to 100 percent and accordingly lowered the tax rate in 2003.
4. The City of Dover reassessed property values and "rolled back" the tax rate in 2006.

PROPERTY TAX RATES - ALL DIRECT AND OVERLAPPING GOVERNMENTS
WITH THE CAESAR RODNEY SCHOOL DISTRICT
 (PER \$100 OF ASSESSED VALUE)
 LAST TEN FISCAL YEARS

FISCAL YEAR	CITY OF DOVER GENERAL FUND	KENT COUNTY	CAESAR RODNEY SCHOOL DISTRICT	VO-TECH SCHOOL DISTRICT	TOTAL
2000	0.685	0.250	0.884	0.0730	1.892
2001	0.685	0.250	0.986	0.0730	1.994
2002	0.685	0.250	1.030	0.0950	2.060
2003	0.411	0.250	1.030	0.0870	1.778
2004	0.411	0.250	1.161	0.0870	1.909
2005	0.411	0.250	1.161	0.0887	1.911
2006	0.330	0.250	1.075	0.1180	1.773*
2007	0.330	0.250	1.125	0.1160	1.821*
2008	0.330	0.250	1.125	0.1219	1.827
2009	0.330	0.250	1.125	0.1219	1.827

* Corrected Caesar Rodney School District and Vo-Tech Tax Rates

Source: City of Dover, Tax Assessor's Office; Kent County, Receiver of Taxes Office

NOTES

1. The City of Dover Charter provides that the amount of money to be raised through property taxes shall not exceed two percent of the total taxable assessment.
2. Kent County property tax rates reflect the 1987 reappraisal of properties in Kent County.
3. The City of Dover changed from 60 percent of assessed value to 100 percent and accordingly lowered the tax rate in 2003.
4. The City of Dover reassessed property values and "rolled back" the tax rate in 2006.

PRINCIPAL TAX PAYERS

2009 vs. 2000

TAX PAYMENT	2009 ASSESSED VALUATION	PERCENTAGE OF TOTAL TAXABLE ASSESSED VALUATION	2000 ASSESSED VALUATION	PERCENTAGE OF TOTAL TAXABLE ASSESSED VALUATION
Dover Downs Prop., Inc.	\$168,411,200	5.81%	\$29,776,400	3.46%
Dover Mall, LP	75,714,000	2.61%	29,865,800	3.47%
Dover Medical Center	24,887,8000	0.86%	-	-
Kraft-General Foods Corp.	20,624,800	0.71%	13,920,000	1.62%
Robino Bay Court Plaza	19,107,300	0.66%	2,746,600	-
Berks City Real Estate Assoc.	18,034,400	0.62%	5,004,800	0.58%
Millers Dover Downs	14,837,900	0.51%	2,557,700	-
Dover South Coast Partnership	14,470,300	0.50%	5,626,300	0.65%
Robino-Cannon Mill Apts	11,650,000	0.40%	-	-
Dover East Estates, LP	11,647,200	0.40%	599,600	-
Dover Wipes Company	-	-	11,510,900	1.34%
KW Lands/Sheraton/Hampton	-	-	5,861,600	0.68%
McKee Business Park, LLC	-	-	4,032,500	0.47%
Playtex Apparel, Inc.	-	-	6,503,200	0.76%
Playtex Products, Inc.	-	-	10,491,800	1.22%

Source: City of Dover, Tax Assessor's Office

NOTES

1. Total taxable assessed valuation for the current year: \$2,899,293,320
2. Total taxable assessed valuation (60 percent of appraised value) for 2000: \$859,585,100

**RATIO OF NET GENERAL OBLIGATION BONDED DEBT
TO ASSESSED VALUE AND NET BONDED DEBT PER CAPITA
LAST TEN FISCAL YEARS**

FISCAL YEAR	POPULATION	ASSESSED VALUE	GROSS BONDED DEBT	DEBT PAYABLE FROM ENTERPRISE REVENUES	NET BONDED DEBT	RATIO OF NET BONDED DEBT TO ASSESSED VALUE	NET BONDED DEBT PER CAPITA
2000	27,630	859,585,100	5,885,000	450,000	5,435,000	0.63%	196.71
2001	32,135	876,493,100	5,310,000	300,000	5,010,000	0.57%	155.90
2002	32,135	903,205,600	4,715,000	150,000	4,565,000	0.51%	142.06
2003	⁽²⁾ 32,043	1,705,751,800	4,100,000	-	4,100,000	0.24%	138.95
2004	⁽²⁾ 32,043	1,734,815,100	3,805,000	-	3,805,000	0.22%	118.75
2005	⁽²⁾ 32,043	1,764,347,700	3,475,000	-	3,475,000	0.20%	108.45
2006	⁽²⁾ 32,043	2,527,308,500	3,140,000	-	3,140,000	0.12%	97.99
2007	⁽²⁾ 32,043	2,898,147,375	2,795,000	-	2,795,000	0.10%	87.23
2008	^(2,3) 32,043	2,790,485,215	2,445,000	-	2,445,000	0.09%	76.30
2009	^(2,3) 32,043	2,879,943,320	2,080,000	-	2,080,000	0.07%	64.91

Source: City of Dover Financial Records and Tax Assessor's Office

NOTES

1. This table includes all long-term general obligation bonded debt only.
2. As a result of Count Question Resolution Process, the Census Bureau revised the 2000 population for the City of Dover to 32,043 people.
3. Assessed value reflects the net billable tax base and does not include the exempt value of \$1,225,269,600; exemption for senior citizens of \$18,400,000; and exemption for disabled citizens of \$950,000.
4. In 2003, the City changed assessed values to 100 percent of estimated actual value from 60 percent. In doing so, the tax rate was lowered from \$.685 to \$.411 to stay revenue neutral.
5. In 2005, the City property values were reassessed, effective for tax year 2006. The tax rate was lowered from \$0.411 to \$0.330.

WATER/WASTEWATER FUND

ORIGIN, PURPOSE, AND ISSUES

This fund was established to provide production and distribution of potable water and the transmission of wastewater.

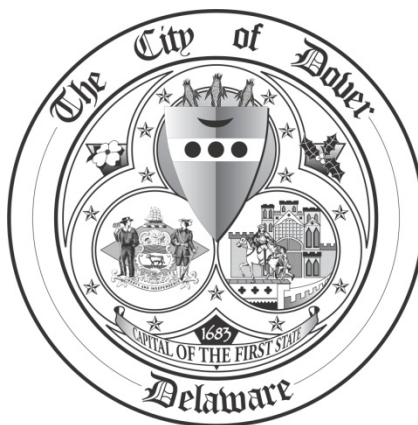
During Fiscal Year 2011, the Water/Wastewater Fund will continue to face two major issues. The first issue, and the one of which most are aware, is brown water. The City began experiencing brown water shortly after chlorination was instituted due to a mandate by the State of Delaware. The City began receiving brown water complaints in December 2002. In Fiscal Year 2005, the Water Department retained the services of Black and Veatch, a consulting firm, to conduct a water quality evaluation of the water system to 'make recommendations to resolve discolored water complaints resulting from the chlorination of the City of Dover's water distribution system'. The results of this study were available in June 2006 and assisted the Department in continuing to make operational improvements as well as improving long-term planning for the system. In Fiscal Year 2011, \$1 million is budgeted for water quality work. Fiscal Year 2011 projects include Phase I construction on Walker Road, Columbia Avenue Design, William Street Design, Ross Street Design, and West Street Alley Design. Eliminating brown water has been recognized by the Water Department as its highest priority.

The second major issue, inflow/infiltration, has resulted in higher volumes of wastewater being transported to Kent County for treatment. Wet weather in 2003 highlighted the fact that the City's wastewater system is aging and requires increased rehabilitation efforts as well as monitoring of illicit connections to the system such as sump pumps and roof drains. All customers are impacted by inflow/infiltration since these are costs that are not assigned to an individual customer. This higher volume is unmetered and, therefore, the City cannot recover the costs through direct billing of our customers.

In 2006, the City contracted with a video pipe inspection company to clean, video inspect, smoke test, and provide digital reports of any problems detected within a predetermined section of the sanitary sewer system. Testing began in the Fairview area of Dover and continued to include Division Street, Loockerman Street, and the St. Jones River interceptor. An action plan based upon this investigation is being developed by staff.

Moving forward, it is proposed that the continued inspection of the sanitary sewer system be performed by staff. Staff would be provided with pipe assessment certification training and reliable, up-to-date technology to video inspect the system to meet operational needs as well as inflow/infiltration inspections. In addition, it is planned that sanitary sewer mains will be inspected in conjunction with proposed water main rehabilitation areas. This is to ensure that necessary repairs to both utilities are completed systematically in the most cost efficient manner. Inflow/infiltration projects planned for Fiscal Year 2011 are estimated to cost \$900,000.

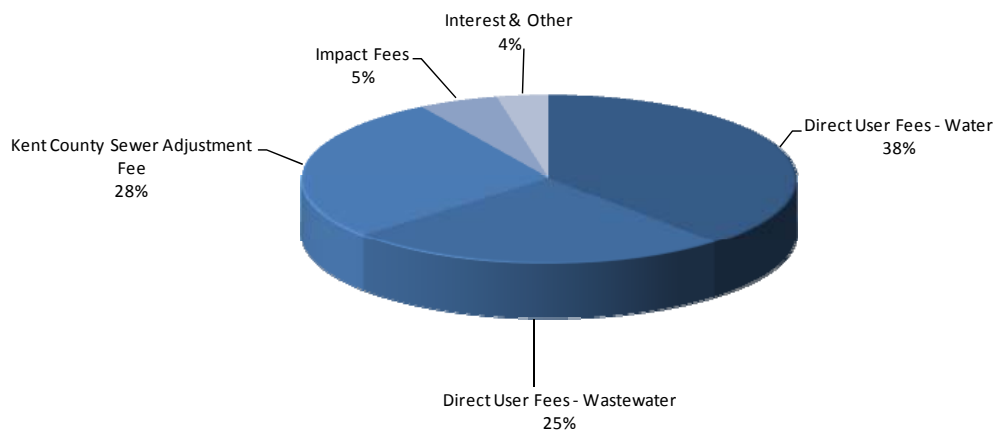
Inflow/Infiltration has resulted in a projected deficit for Kent County Sewer Adjustment charges. Efforts made to date to remedy inflow/infiltration, as well as historically high water table levels, have resulted in an increased deficit. Due to the situation, an additional \$1.05 per thousand gallon charge, called Groundwater Inflow Charge, will be added to our fee schedule. This additional charge, along with our current efforts, should decrease the deficit. By the end of Fiscal Year 2011, the deficit is projected to be \$1.6 million.



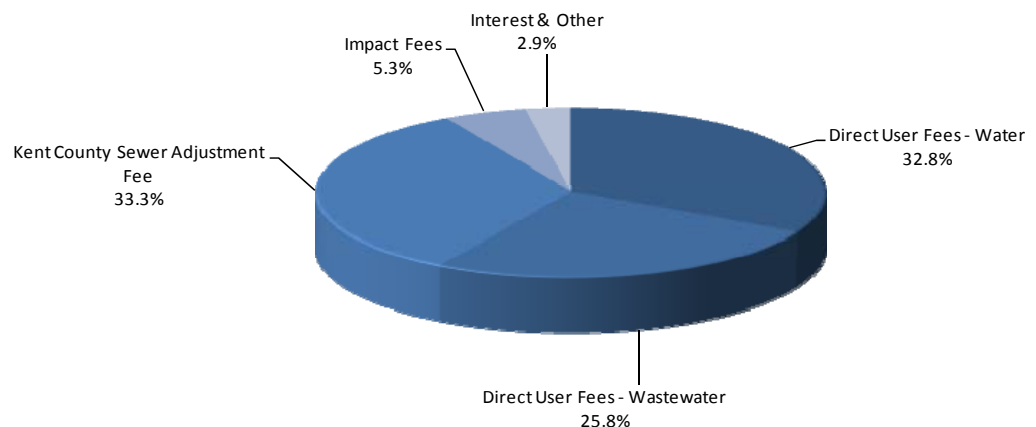
REVENUE HIGHLIGHTS

Fiscal Year 2011 Water revenues are projected to be \$4.2 million, due to a rate increase of 11.1 percent. The rate increase is needed in order to pay debt service on water quality improvement projects. Wastewater revenues are expected to be \$3.3 million. This is due to a rate increase of 26.2 percent. This increase is needed to pay debt service on inflow infiltration projects. There is negative growth expected in Water or Wastewater sales. Wastewater Adjustments fees are projected to be \$2.9 million. There are no rate increases planned for the Kent County Wastewater Adjustment charge in Fiscal Year 2011. As stated above, due to the increasing deficit in the Wastewater Adjustment account and the historically high levels of the water table, a Groundwater Inflow Charge of \$1.05 is added to customers' bills and is expected to generate \$1.35 million.

**Water/Wastewater Revenue
Fiscal Year 2009-2010**



**Water/Wastewater Revenue
Fiscal Year 2010-2011**



OPERATING EXPENSE HIGHLIGHTS

The Water/Wastewater operating budget totals \$11.9 million. Operating highlights include:

- In the aggregate, the carry forward balance for this fund is \$(-104,278). This deficit is due to the negative balance of the Wastewater Adjustment account. The deficit is estimated to be \$1.6 million going into Fiscal Year 2011. The aggregate ending fund balance for Fiscal Year 2011 is projected to be \$883,430. The Water and Wastewater Utility individually exceed the eight percent minimum fund balance policy requirement; however, the deficit of \$1.6 million in the Wastewater Adjustment negates those balances and the fund does not meet the requirement of eight percent. Aggregate fund balance is 6.9 percent.
- There was one request to fill a position left vacant due to the hiring freeze. The position of MEO (Motor Equipment Operator) II was requested for the Water Division. This position has been recommended to be filled due to retirements, water quality concerns, and to ensure the efficiency of the water system.
- The Contingency Fund balance equals \$268,182 and does meet the required two percent of revenue.

The Water/Wastewater Fund Budget includes the following:

- Transfers were not made from the Water/Wastewater Fund for Fiscal Year 2011. In order to keep necessary rate increases in water and wastewater low, no transfers were approved.
- An appropriation of \$500,000 is made to the Water/Wastewater Improvement and Extension Fund for Water capital improvements.
- An appropriation of \$500,000 is made to the Water/Wastewater Improvement and Extension Fund for Wastewater capital improvements.
- Fiscal Year 2010 bond issues of approximately \$12 million have increased our debt service liability. The debt is necessary to complete the major capital improvement projects planned for our Water/Wastewater system. It is projected that the debt will require rate increases for Water and Wastewater as outlined below.

FISCAL YEAR	WATER	WASTEWATER
2011	11.1 %	26.2%
2012	4%	12.8%
2013	12.5%	10%
2014	4.8%	4%
2015	5.2%	2%

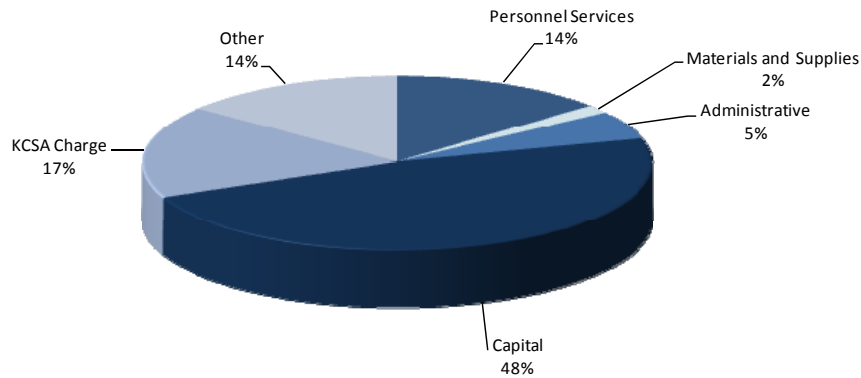
MAJOR WASTEWATER FUND PROJECTS FOR FISCAL YEAR 2011

- The Inflow/Infiltration Removal Project will identify and correct areas in the sanitary sewer collection system that are deteriorating and allowing groundwater to enter the sanitary sewer system through cracked pipes and/or joints. In addition, video investigation will help identify sump pump connections to the system which will have to be removed by individual property owners. The project is expected to span the next five years and cost approximately \$5 million with \$.5 million being spent in Fiscal Year 2011.
- The Del. State/Del. Tech Force Main Rerouting was identified in the 2009 Wastewater Master Plan and the Kent County Central Transmission Bypass planning. It will reroute approximately 2,750 linear feet of eight-inch force main exiting from the Delaware State University Pump Station. The new force main will discharge into the upstream end of the new Rt. 13 Sanitary Sewer Interceptor at the end of West Rustic Lane. This project will entail the installation of approximately 750 feet of new eight-inch force main. Due to the requirements of this project, it will also include the rerouting of the Delaware Tech force main through reverse flow utilizing the existing force main. This project is budgeted at completion for \$313,300. The budget is \$286,500 for Fiscal Year 2011.
- The Fox Hall Pump Station Replacement project will completely rehabilitate the wet well side of the pump station using the poly-triplex system liner. In addition, it will include the replacement of the pump station to a wet well mounted package pump station. This station was constructed in 1971 and has exceeded its life expectancy of 20-25 years. Delaying or eliminating this project will result in the continued deterioration of the station and increased costs of Kent County treatment charges due to groundwater infiltration. Pump failure resulting in a sewage spill into waterways or backup in a residence is another consequence of delaying or eliminating this project. Due to the age of the pump station, certain parts are no longer obtainable and replacement of equipment is costly. This project is budgeted at \$375,900 and is due to be completed in Fiscal Year 2011. Total costs for this project are estimated at \$427,900.
- The Heatherfield Force Main Upgrade calls for replacement of approximately 1,200 linear feet of existing four-inch force main with six-inch force main and modifying the pump station components to increase the capacity of the station to over 200 gallons per minute. Pump station overload may result in a sewage spill into waterways or backup in a residence. The capacity of the pumping station was exceeded with the connection of the Heatherfield East, Cranberry Run, and a portion of Fox Hall West subdivisions. The current capacity utilization is 125 percent. The force main improvements will lower the utilization to 75 percent. The force main upgrade needs to be completed prior to replacement of the aged station in the upcoming out years. The budget for this project is \$229,200 in Fiscal Year 2011. Prior year's cost is \$40,000, bringing the entire estimated project cost to \$269,200.

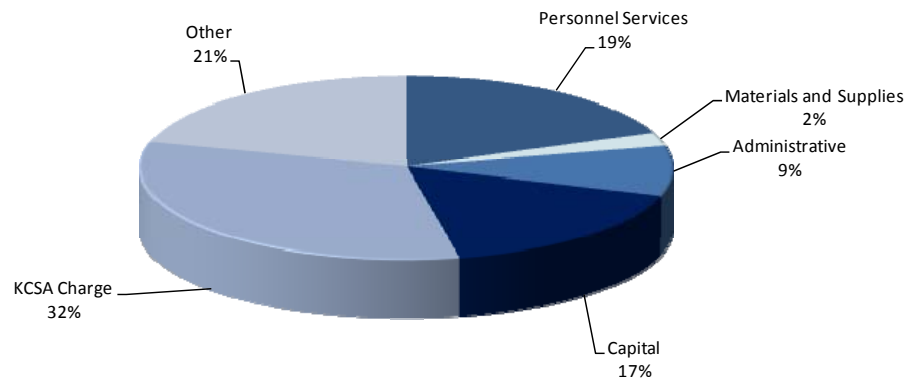
MAJOR WATER FUND PROJECTS FOR FISCAL YEAR 2011

- The Water Quality Improvement projects were first identified by staff and the 2004 Water Master Plan Update and were further refined with the Fiscal Year 2006 Water Quality Evaluation. Projects to be included under this category primarily consist of additional water system monitoring, replacement or relining of old unlined cast iron water main within the City's water distribution system; design and installation of piping at deep wells to improve contact time; installation of online analyzers to monitor water quality parameters at all source water locations; system upgrades to improve system control; and utilization of a consultant to provide additional design and evaluation services, as needed. Recent research and data collections have produced a Water Line Rehabilitation Priority List, based on several criteria to identify water mains that are in need of replacement or relining. Pipes will be upgraded according to the severity of the pipe condition, as well as coordination with the City of Dover's Public Services Street Rehabilitation Program. Also included in this category are design and installation of piping at deep wells to improve contact time. The project is expected to continue for at least the next five years spending a minimum of approximately \$3.75 million. The Fiscal Year 2011 budget is \$.5 million.

Water/Wastewater Fund Expenses Fiscal Year 2009 – 2010



Water/Wastewater Fund Expenses Fiscal Year 2010-2011



In the graphs above, the increased expense in Kent County Sewer Adjustment Charge from 17 percent of expenses in Fiscal Year 2010 to a projected 32 percent of the total Water/Wastewater Fund expenses in Fiscal Year 2011. This illustrates the major issue inflow/infiltration has become for the City and its impact on our customers.

Capital spending shows a decrease from 48 percent in Fiscal Year 2010 to 17 percent in Fiscal Year 2011. The decreases in capital spending are to minimize rate increases. Due to the increased capital projects in Fiscal Year 2010, debt service is increasing. Debt service is included in the "Other" category above.

WATER/WASTEWATER FUND

REVENUES

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
BASE REVENUE:					
PRIOR YEAR BALANCE - WATER	\$ 782,546	\$ 662,079	\$ 659,584	\$ 943,545	43.1%
PRIOR YEAR BALANCE - WASTEWATER	613,583	307,112	327,614	585,053	78.6%
PRIOR YEAR BALANCE - KCSA	(545,326)	100,194	(397,473)	(1,632,876)	310.8%
WATER FEES	4,070,523	4,499,000	4,130,000	4,206,700	1.9%
WASTEWATER FEES	2,351,885	3,045,560	2,700,000	3,308,300	22.5%
WASTEWATER ADJUSTMENT FEES	3,733,644	3,435,390	3,000,000	4,275,600	42.5%
WATER TANK SPACE LEASING	325,720	293,669	293,669	299,400	2.0%
SEWER IMPACT FEES	609,024	475,000	320,000	323,000	0.9%
WATER IMPACT FEES	126,000	280,000	250,000	357,000	42.8%
INTEREST - WATER	31,857	35,370	900	680	-24.4%
INTEREST - WASTEWATER	31,857	43,230	1,100	835	-24.1%
MISCELLANEOUS SERVICE FEE	67,771	71,000	71,000	71,000	0.0%
REVENUE SUBTOTAL	12,199,084	13,247,604	11,356,394	12,738,237	12.2%
TOTALS	\$ 12,199,084	\$ 13,247,604	\$ 11,356,394	\$ 12,738,237	12.2%

EXPENSE SUMMARY

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
DIRECT EXPENSES:					
ENGINEERING & INSPECTION	\$ 695,374	\$ 697,783	\$ 708,360	\$ 642,878	-9.2%
WATER CONSTRUCTION	437,478	410,338	421,040	392,561	-6.8%
WATER DEPARTMENT	420,257	458,333	421,268	412,588	-2.1%
WATER TREATMENT PLANT	1,471,219	1,517,663	1,519,732	1,499,857	-1.3%
WASTEWATER DEPARTMENT	1,061,402	988,455	879,992	969,762	10.2%
METER READING	70,175	72,533	71,350	-	-100.0%
KENT COUNTY TREATMENT CHARGE	3,585,791	3,435,430	4,235,403	4,235,403	5.9%
DIRECT EXPENDITURE SUBTOTAL	7,741,696	7,580,535	8,257,145	8,153,049	-1.3%
OTHER EXPENSES:					
DEBT SERVICE - WATER	469,077	468,013	244,000	246,403	1.0%
DEBT SERVICE - WASTEWATER	366,246	364,938	216,000	316,198	46.4%
RETIREE'S HEALTH CARE	122,989	134,680	134,680	177,427	31.7%
INTRA FUND SERVICE FEES	1,157,164	1,262,456	1,250,827	1,272,331	1.7%
ARBITRAGE PAYMENT 60/40 Water	71,436	-	-	-	0.0%
OTHER EXPENSES SUBTOTAL	2,186,912	2,230,087	1,845,507	2,012,359	9.0%
TRANSFER TO:					
GENERAL FUND FROM WATER	221,204	231,459	231,459	-	-100.0%
GENERAL FUND FROM WASTEWATER	343,606	316,561	316,561	-	-100.0%
WATER IMP AND EXT	500,000	500,000	500,000	500,000	0.0%
WASTEWATER IMP AND EXT	200,000	200,000	200,000	500,000	150.0%
TRANSFER TO PENSION UNFUNDED LIABILITY	-	-	-	372,000	0.0%
SEWER IMPACT FEE RESERVE	289,941	110,062	104,000	6,802	-93.5%
WATER IMPACT FEE RESERVE	126,000	-	6,000	110,597	1743.3%
CAPITAL ASSET RESERVE WATER	-	-	-	100,000	0.0%
CAPITAL ASSET RESERVE WASTEWATER	-	-	-	100,000	0.0%
TRANSFER TO SUBTOTAL	1,680,751	1,358,082	1,358,020	1,689,399	24.4%
CURRENT YEAR BALANCES					
CURRENT YEAR BALANCE WATER	659,584	1,136,086	943,545	1,348,501	42.9%
CURRENT YEAR BALANCE WASTEWATER	327,614	842,660	585,053	1,127,608	92.7%
CURRENT YEAR BALANCE KCSA	(397,473)	100,154	(1,632,876)	(1,592,679)	-2.5%
CURRENT YEAR BALANCE SUBTOTALS	589,725	2,078,900	(104,278)	883,430	-947.2%
TOTALS	\$ 12,199,084	\$ 13,247,604	\$ 11,356,394	\$ 12,738,237	12.2%

* See detail explanation of expenditures in each department for further information.

WATER/WASTEWATER FUND REVENUES FISCAL YEAR 2011

REVENUE TYPE: DIRECT USER FEES – WATER (32.76 percent of Water/Wastewater Fund Revenue)

CRITICAL ASSUMPTION: Revenues from user fees have been revised for Fiscal Year 2010 to reflect a decrease in Water Sales. Consumption for Fiscal Year 2011 is projected to decrease from revised Fiscal Year 2010 consumption levels. This reflects decreased usage from industrial and commercial customers and no growth in residential service. Revenue is projected upward due to a proposed rate increase to cover the cost of debt issued to support water quality improvements. The water rate is proposed to go from \$2.70/Tgal to 3.00/Tgal.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 4,070,523	\$ 4,499,000	\$ 4,130,000	\$ 4,206,700	\$ 76,700	1.86%

REVENUE TYPE: DIRECT USER FEES – WASTEWATER (25.76 percent of Water/Wastewater Fund Revenue)

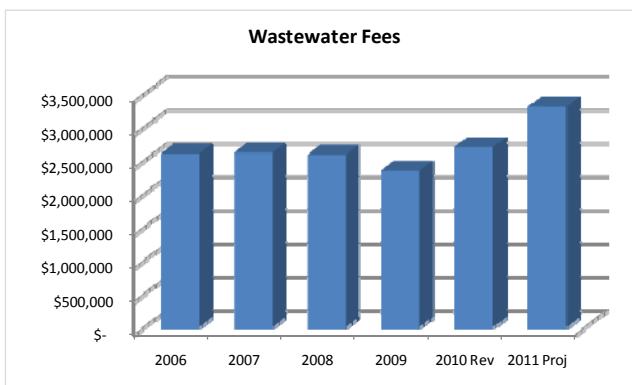
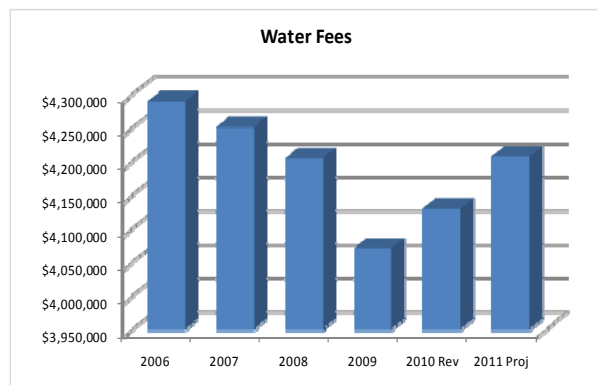
CRITICAL ASSUMPTION: Wastewater sales are based on the water sales. Revenues from user fees have been revised for Fiscal Year 2010 to reflect a decrease in Water consumption. Consumption for Fiscal Year 2011 is projected to decrease from revised Fiscal Year 2010 consumption. This reflects decreased usage from industrial and commercial customers and no growth in residential service. Revenue is projected to increase for Fiscal Year 2011 due to a rate increase from \$2.10/Tgal to @2.65/Tgal.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 2,351,885	\$ 3,045,560	\$ 2,700,000	\$ 3,308,300	\$ 608,300	22.53%

REVENUE TYPE: INTEREST AND OTHER (2.90 percent of Water/Wastewater Fund Revenue)

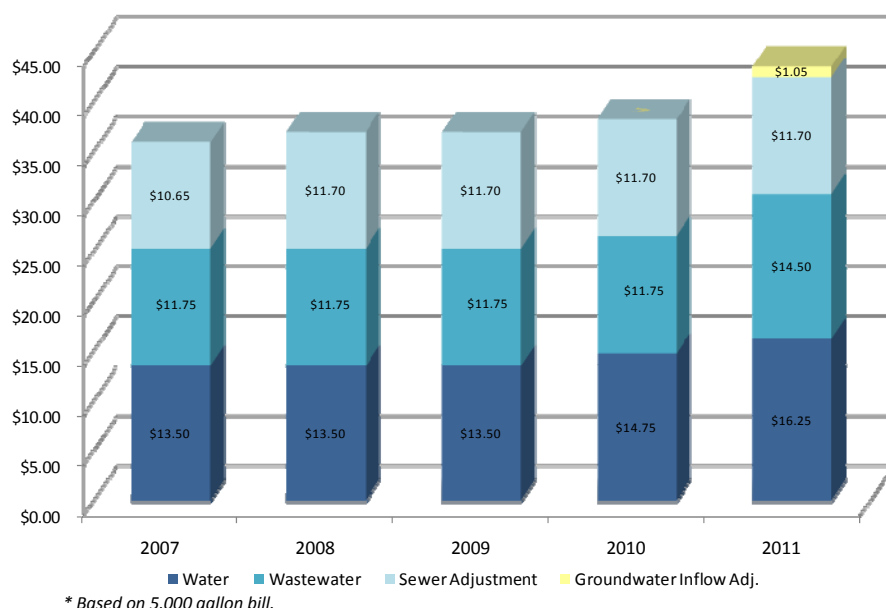
CRITICAL ASSUMPTION: Interest revenue for Fiscal Year 2010 is revised to reflect actual revenue streams. Interest revenue for Fiscal Year 2011 is expected to increase significantly.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 457,205	\$ 443,269	\$ 366,669	\$ 371,915	\$ 5,246	1.43%



AVERAGE RESIDENTIAL WATER BILL

Fiscal Year Comparison 2007-2011



REVENUE TYPE: IMPACT FEES (5.29 percent of Water/Wastewater Fund)

CRITICAL ASSUMPTION: In Fiscal Year 2010, impact fees were decreased to reflect current revenue trend. The cost per EDU for Wastewater remains at \$1,900. In February 2008, Council approved the implementation of Water Impact Fees to cover the cost of expansion projects within Dover's water system. The water impact fees were implemented over three years, February 2008 – 2010. The Water impact fees for Fiscal Year 2011 remains at \$2,100. Impact fee revenue is based on 170 EDU (equivalent dwelling units) for Fiscal Year 2011. This is higher than the Fiscal Year 2010 revised estimate of 168 EDUs. A portion of the increase in Fiscal Year 2011 can be attributed to an entire year at the higher rate of \$2,100 per EDU (the rate increased in February 2010 as part of a three-year implementation). The revenue from impact fees is used to pay debt service first, and the balance not needed is transferred to a reserve where it is used to pay for extensions of water and wastewater service.

2008-2009 <u>Actual</u>	2009-2010 <u>Budget</u>	2009-2010 <u>Revised</u>	2010-2011 City Manager <u>Budget</u>	2010-2011 <u>Difference</u>	<u>% Change</u>
\$ 735,024	\$ 755,000	\$ 570,000	\$ 680,000	\$ 110,000	19.30%

REVENUE TYPE: WASTEWATER ADJUSTMENT FEES (33.29 percent of Water/Wastewater Fund)

CRITICAL ASSUMPTION: In Fiscal Year 2011, the budget proposes a new fee to cover the cost of Inflow/Infiltration – Groundwater Inflow Charge. The fee is proposed at \$1.05/Tgal. It is estimated that \$1.3 million of the revenue in this category will come from the Groundwater Inflow Charge. The Kent County Treatment Charge is a pass-through item and relates to the charge from Kent County and the level of usage at Kent County's treatment plant. The fee for wastewater treatment remains at \$2.34/1,000 gallons in Fiscal Year 2011. Kent County Treatment Charge Fee is estimated to generate \$2.9 million.

2008-2009 <u>Actual</u>	2009-2010 <u>Budget</u>	2009-2010 <u>Revised</u>	2010-2011 City Manager <u>Budget</u>	2010-2011 <u>Difference</u>	<u>% Change</u>
\$ 3,733,644	\$ 3,435,390	\$ 3,000,000	\$ 4,275,600	\$ 1,275,600	42.52%

WATER/WASTEWATER IMPROVEMENT AND EXTENSION FUND

ORIGIN AND PURPOSE

This fund was established in 1991 for the purpose of providing long-term financing of the expansion and improvement of the water/wastewater system.

SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the Water/Wastewater Fund.

COMMENTS

The projects included in this fund are detailed in the Water/Wastewater Fund budget. This fund reflects only projects funded from the Water/Wastewater Operating Fund.

CASH RECEIPTS

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
PRIOR YEAR BALANCE - WATER	\$ 1,446,695	\$ 431,400	\$ 1,631,844	\$ 743,431	-54.4%
PRIOR YEAR BALANCE - WASTEWATER	713,799	219,375	625,152	257,168	-58.9%
PRIOR YEAR BOND PROCEED BALANCE SERIES 2009	-	-	-	-	0.0%
PRIOR YEAR BOND PROCEEDS - WASTEWATER	-	-	-	286,500	0.0%
BOND PROCEEDS - WATER	-	-	-	-	0.0%
BOND PROCEEDS - WASTEWATER	-	-	-	3,016,200	0.0%
STATE LOAN FUND - WATER	-	2,404,017	2,404,017	-	-100.0%
STATE LOAN FUND - WASTEWATER	-	5,942,481	5,942,481	-	-100.0%
TRANS FR WATER/WASTEWATER FOR WATER	500,000	500,000	500,000	500,000	0.0%
TRANS FR WATER/WASTEWATER FOR WASTEWATER	200,000	200,000	200,000	500,000	150.0%
TRANSFER FROM IMPACT FEE RESERVE	211,147	518,230	518,230	242,040	-53.3%
TRANSFER FROM CAPITAL ASSET RESERVE -WATER	1,000,000	-	-	-	0.0%
TRANSFER FROM CAPITAL ASSET RESERVE -WASTEWATER	500,000	-	-	-	0.0%
MISCELLANEOUS RECEIPTS	34,459	-	-	-	0.0%
INCOME FROM SALE OF ASSETS	17,090	-	-	-	0.0%
DEVELOPER CONTRIBUTIONS	-	-	-	-	0.0%
FEDERAL/STATE GRANTS	-	-	45,248	-	-100.0%
INTEREST INCOME	106,446	-	-	-	0.0%
TOTALS	\$ 4,729,636	\$ 10,215,503	\$ 11,866,972	\$ 5,545,339	-53.3%

EXPENSE SUMMARY

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
WATER	\$ 1,341,829	\$ 2,987,317	\$ 3,753,430	\$ 620,000	-83.5%
WASTEWATER	1,087,898	6,539,110	6,787,443	1,560,700	-77.0%
WATER TREATMENT PLANT	-	39,000	39,000	-	-100.0%
WATER CONSTRUCTION	26,666	-	-	-	0.0%
ENGINEERING & INSPECTION	16,247	-	-	-	0.0%
TRANSFER TO IMPACT FEE RESERVE	-	-	-	-	0.0%
CURRENT YEAR BALANCE - WATER BOND	-	-	-	-	0.0%
CURRENT YEAR BALANCE - WASTEWATER BOND	-	-	286,500	2,153,140	651.5%
CURRENT YEAR BALANCE - WATER	1,631,844	309,100	743,431	623,431	-16.1%
CURRENT YEAR BALANCE - WASTEWATER	625,152	340,976	257,168	588,068	128.7%
TOTALS	\$ 4,729,636	\$ 10,215,503	\$ 11,866,972	\$ 5,545,339	-53.3%

WATER/WASTEWATER CAPITAL ASSET RESERVE FUND

ORIGIN AND PURPOSE

This fund was established in 2002 for the purpose of providing funds for the replacement and expansion of the City's long-term assets (i.e., infrastructure, buildings).

SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the Water/Wastewater Fund.

CASH RECEIPTS ESTIMATE

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
BEGINNING BALANCE - WATER	\$ 1,165,361	\$ 178,452	\$ 205,611	\$ 212,603	3.4%
BEGINNING BALANCE - WASTEWATER	544,801	84,403	64,560	66,767	0.0%
INTEREST EARNINGS - WATER	40,250	6,246	6,992	6,400	-8.5%
INTEREST EARNINGS - WASTEWATER	19,759	2,954	2,208	2,000	0.0%
TRANSFER FROM WATER/WASTEWATER FUND	-	-	-	100,000	0.0%
TRANSFER FROM WATER/WASTEWATER CONTINGENCY	-	-	-	100,000	0.0%
TOTALS	\$ 1,770,171	\$ 272,055	\$ 279,371	\$ 487,770	74.6%

EXPENSE SUMMARY

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
TRANSFER TO WATER/WASTEWATER I & E FUND	\$ 1,000,000	\$ -	\$ -	\$ -	0.0%
TRANSFER TO WASTEWATER I & E FUND	500,000	-	-	-	0.0%
TRANSFER TO WATER/WASTEWATER	-	-	-	-	0.0%
CARRY FORWARD TO NEXT YEAR WATER	205,611	184,698	212,603	319,003	0.0%
CARRY FORWARD TO NEXT YEAR WASTEWATER	64,560	87,357	66,767	168,767	152.8%
TOTALS	\$ 1,770,171	\$ 272,055	\$ 279,370	\$ 487,770	74.6%

WATER/WASTEWATER CONTINGENCY FUND

ORIGIN AND PURPOSE

This fund was established in Fiscal Year 1985 to serve as a “rainy day” source of funds in case of a water/ wastewater emergency.

SOURCE OF FUNDS

Transfer from the Water/Wastewater Fund

COMMENTS

The Water/Wastewater Contingency Fund maintains a minimum balance of two percent of the current year operating revenues or \$240,039. Interest is retained in the fund. Only the City Council can authorize expenditures from the fund.

CASH RECEIPTS ESTIMATE

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
PRIOR YEAR BALANCE	\$ 242,258	\$ 237,519	\$ 251,601	\$ 260,371	3.5%
INTEREST EARNINGS	9,343	8,313	8,770	7,811	-10.9%
TRANSFER FROM WATER/WASTEWATER	-	-	-	-	0.0%
TOTALS	\$ 251,601	\$ 245,832	\$ 260,371	\$ 268,182	3.0%

BUDGET SUMMARY

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
TRANSFER TO WATER	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO WASTEWATER	-	-	-	-	0.0%
TRANSFER TO CAPITAL ASSET RESERVE	-	-	-	-	
CURRENT YEAR BALANCE	251,601	245,832	260,371	268,182	3.0%
TOTALS	\$ 251,601	\$ 245,832	\$ 260,371	\$ 268,182	3.0%

Note: Funding of the Contingency Fund exceeds the two percent of the current year operating revenues (4243,564).

ELECTRIC FUND

ORIGIN, PURPOSE, AND ISSUES

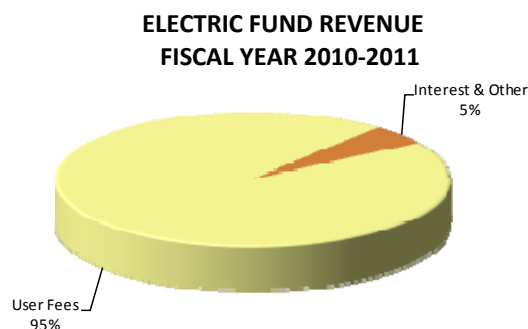
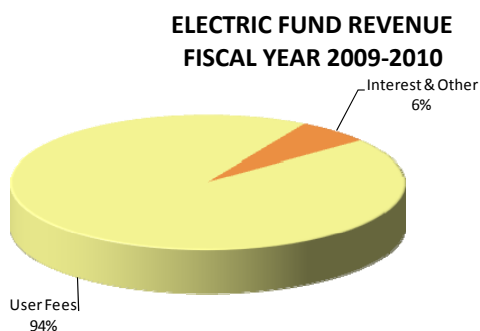
This fund was established to provide electric energy to the greater Dover community. The Electric Revenue Fund accounts for all operating activities necessary to provide electric service. This includes, but is not limited to, administration, energy procurement, transmission and distribution, engineering services, financing, and related debt service. The operations of the Electric Revenue Fund are financed and operated in a manner similar to private business enterprises, where expenses of providing services are recovered primarily through user charges.

On May 4, 2006, the City of Dover entered into three-year agreements for power supply management with PACE "PACE" Global Asset Management LLC and plant operation services with North American Energy Services Company "NAES" effective July 1, 2006.

The agreements are for power supply based on market prices with hedge strategies to mitigate market volatility. The plant operation is a separate and distinct budget and not included in the power supply pricing. Both PACE and NAES have incentive formulas contained in their respective agreements for achieving budgetary targets.

REVENUE HIGHLIGHTS

- The operating budget for the Electric Revenue Fund totals \$100 million representing a 1.2 percent increase from Revised Fiscal Year 2010. This is the result of reduced power supply requirements and costs.
- Revenues are projected to increase approximately one percent. No rate increase is projected for Fiscal Year 2011.
- The remaining budget balance was used to balance the budget in the Electric Fund. The carry forward from Fiscal Year 2010 is projected to exceed the minimum balance requirement by \$4.1 million. Council approved using \$2 million of this for a power cost adjustment credit in the Fiscal Year 2011 budget. The Council approved transferring \$1.6 million over the current policy allowance to the General Fund. This was intended to offset not transferring monies from the Water/Wastewater Fund to the General Fund.

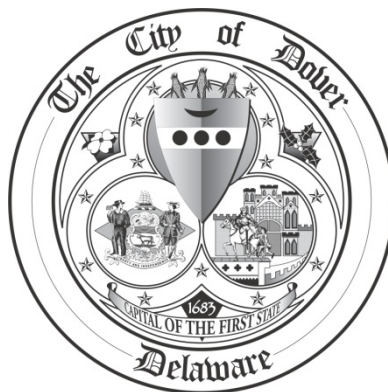


OPERATING EXPENSE HIGHLIGHTS

- Power supply costs and generation costs are expected to decrease 7.1 percent over Fiscal Year 2010 revised costs.
- The transfer to the General Fund is 9.2 percent of revenue and is budgeted at \$8.9 million. The maximum transfer allowed under current financial policy is \$7.25 million; however, Council approved transferring \$1.6 million over the current policy allowance to the General Fund. This was intended to offset not transferring monies from the Water/Wastewater Fund to the General Fund.
- We project to carry \$12 million from the Electric Fund as a beginning balance into Fiscal Year 2011 from Fiscal Year 2010. This carry forward balance equals 12 percent of revenues and meets the requirement of the financial policy. A current year balance of \$8.7 million is projected to be carried forward from the Electric Fund as a beginning balance into Fiscal Year 2012.
- The Contingency Fund balance equals \$1,071,054 and meets the required minimum one percent of operating revenues minus the fund balance.

The Fiscal Year 2011 Electric Fund Budget includes the following:

- The Fiscal Year 2011 budget transfers \$3.5 million to the Electric Capital Projects Fund for capital projects.
- The IBEW bargaining unit is currently in negotiations; therefore, increases have not been determined.
- Two positions are budgeted in the Electric division that had previously been vacant due to the hiring freeze. Two Ground Worker I positions have been requested for the Electric Transmission and Distribution division. These positions are recommended due to succession planning and the necessity to maintain trained staff. Training is a lengthy process that involves years of instruction in the classroom and on-the-job.
- The Transmission Relay and Coordination project is scheduled to begin in Fiscal Year 2011. The City of Dover has recently experienced unnecessary electric outages resulting from issues involving transmission line protection. This project will examine the transmission system model; relay settings, coordination, and wiring. Utilizing a third party to conduct the field verification will ensure existing problems are identified in order to mitigate future outages. The field investigation will test CT ratios, equipment inputs, wiring and trip schemes. The field evaluations will be lead by highly skilled and experienced technical engineers insuring the reliability and safety of the City of Dover's local electric grid. Additionally, Public Utilities will purchase electric system modeling software, enabling City staff to build a distribution model to add to this "corrected" transmission model. This modeling software will allow City staff to conduct system studies, which will decrease dependency of contracted firms. Consequences of delaying or eliminating this project include continual electrical outages due to undiscovered problems. The cost of the project is budgeted at \$500,000.

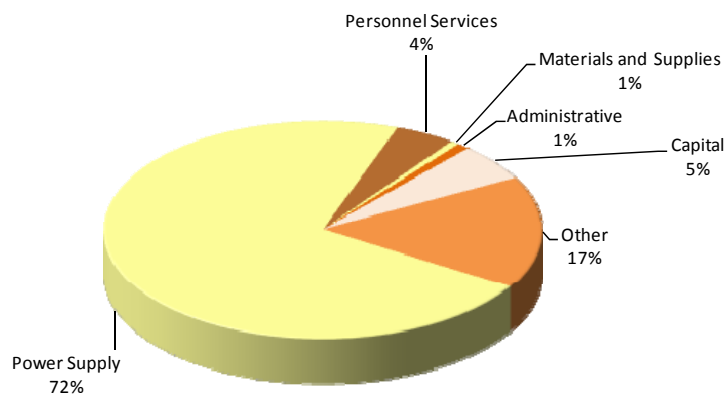


MAJOR ELECTRIC FUND PROJECTS FOR FISCAL YEAR 2011

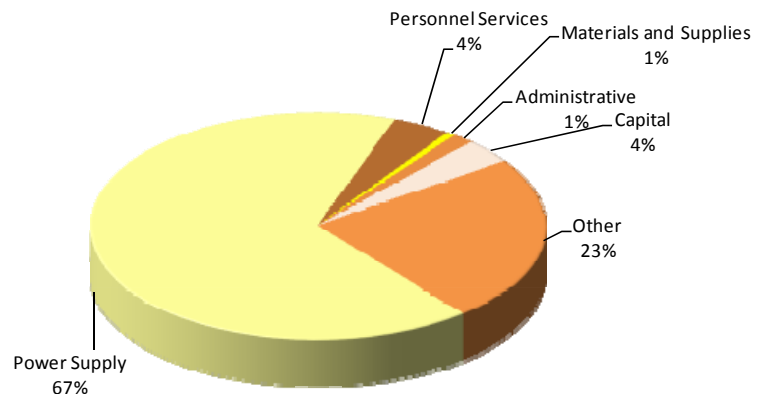
- The Distribution Upgrades project involves the systemic replacement of overhead lines with underground lines whenever services are being moved, wire is damaged, trees cause a high number of outages, or development is in progress, and when it is beneficial to the Utility to convert to underground. This can involve a single line section or an entire residential neighborhood. Annual outage records are reviewed and selected areas are scheduled for upgrade to underground service. Additionally, this program funds the replacement of existing underground conductors and equipment that have reached their useful life and have started failing and require replacement. This project will continue over the entire 12 months of the budget year. This account is used to upgrade any trouble areas during the year. The following developments are scheduled to be upgraded: Crossgates, Buchanan Acres, Greenview, and Blades. A total of \$400,000 has been budgeted.
- The Walker Road Overhead Conversion project will be constructed in conjunction with the water main upgrade planned for this section of Walker Road. The Electric division will install conduit, cable and equipment, and remove the overhead power lines as the Water division installs the new water main. Therefore, if the installation of the water main is delayed, this project will also be delayed. New power lines will increase the power capacity and improve the reliability to the customers by decreasing the exposure of the system to weather events. Additionally, existing overhead requires upgrading to increase the capacity of the electric system. The aging pole line will require the replacement of new poles and overhead wire. Leaving the overhead line in service increases the chances of weather related damages. Total project cost is estimated at \$633,112, with \$350,511 budgeted for Fiscal Year 2011.
- The Substation PT & CT Replacement project replaces aging metering/system protection equipment in the older substations. The equipment to be replaced measures the line voltage and current which is then interpreted by the relays for system protection. Additionally, the lightning arrestors will be replaced which protects the equipment during lightning strikes. This equipment has a normal 30-year life and has exceeded that in all of our substations except the newest substations. By replacing the equipment during normal scheduled maintenance shutdowns, it will prevent larger outages due to equipment failure. Such equipment has caused large outages by faulting due to its age. Additionally, many of the current components have not been tested for PCB's which could result in expensive cleanup charges should they fail. Materials to be bid on in November 2009. Equipment will start arriving in the spring 2010 and be installed during the regular scheduled substation maintenance schedules until the project is completed in Fiscal Year 2012. Total project cost at completion is expected to be \$784,813 with \$256,218 being spent in Fiscal Year 2011 and \$267,715 being spent in Fiscal Year 2012.
- Unit 3 Cooling Tower Life Extension project will repair the cooling tower decking, mechanical and internal structure on the Unit 3 Cooling Tower. The repairs/replacements include a new design on the Unit 3 Cooling Tower to improve heat transfer and assure that the discharge temperature of the cooling tower continues to meet regulatory requirements. This is significantly important to the upcoming discharge limit that is being proposed by the Delaware River Basin Committee (DRBC). Inspection of the tower was completed in 2009. The engineering and bid cycle will be completed in 2010, within the operations budget. The installation work is scheduled to be completed in 2011, 2012, and 2013. This repair/replacement work will extend the service life of the towers five to ten years. Total cost of the project is estimated at \$1.4 million with \$353,338 budgeted for Fiscal Year 2011.
- The McKee Run Unit 3 Turbine Inspection project will inspect the turbine, generator, and auxiliary equipment to determine repairs needed to keep the unit operational and to assess remaining life of the unit. This project will be completed in two phases, an initial limited inspection followed by an extensive detailed inspection and repair planned outage. The first phase will utilize borescope equipment to determine condition of components that can be observed through limited access locations along the turbine casing and through turbine inlet valves. This inspection will provide a general condition assessment of a portion of the highly stress components of the turbine and may provide insight into the extent of replacement parts needed to successfully execute phase two. Phase two will be completed one year later and will include a full disassembly and inspection of the turbine; auxiliary equipment and a limited disassembly of the Generator. Phase one is scheduled for spring 2011, and phase two for spring 2012. This project was previously in the five-year plan as a 2014 project. The project cost is estimated based on vendor pricing and does not include the cost of any major turbine component parts. The total cost of the two-year project is budgeted at \$1 million, with \$350,000 budgeted for Fiscal Year 2011.

- Units 1 & 2 Life Extension project is required to fund the replacement of capital items that are expected to reach the end of their useful life in 2011 to 2014; and will need to be replaced to maintain system and unit reliability. Extended equipment and/or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges. Total project cost is budgeted at \$832,000, with \$276,000 budgeted in Fiscal Year 2011.

**ELECTRIC FUND EXPENSES
FISCAL YEAR 2009-2010**



**ELECTRIC FUND EXPENSES
FISCAL YEAR 2010-2011**



ELECTRIC REVENUE FUND

REVENUES

	2008-2009	2009-2010	2009-2010	2010-2011	% CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2010-2011
BASE REVENUE:					
PRIOR YEAR BALANCE	\$ 10,680,522	\$ 8,219,350	\$ 11,415,737	\$ 12,086,275	5.9%
DIRECT SALES TO CUSTOMER	97,904,431	99,533,042	95,830,100	96,595,300	0.8%
PURCHASE POWER ADJUSTMENT	-	-	-	(2,000,000)	0.0%
UTILITY TAX	1,738,059	1,781,500	1,850,000	1,864,800	0.8%
GREEN ENERGY	133,240	137,600	128,600	128,600	0.0%
MISCELLANEOUS REVENUE	1,202,511	1,051,184	891,200	891,200	0.0%
RENT REVENUE	251,661	186,816	186,816	186,816	0.0%
EMISSION CREDIT SALES	-	274,000	274,000	-	-100.0%
INTRAFUND SERVICE RECEIPTS WATER/WASTEWATER	191,247	270,626	281,828	299,442	6.2%
REIMBURSEMENT OF BOND ISSUANCE COST	222,690	-	-	-	
INTEREST EARNINGS	428,212	158,500	57,000	65,700	15.3%
TOTALS	\$ 112,752,573	\$ 111,612,618	\$ 110,915,281	\$ 110,118,133	-0.7%

EXPENSE SUMMARY

	2008-2009	2009-2010	2009-2010	2010-2011	% CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2010-2011
EXPENSES:					
POWER SUPPLY	\$ 56,924,483	\$ 55,619,481	\$ 55,619,481	\$ 48,059,699	-13.6%
POWER SUPPLY MANAGEMENT	3,000,000	3,000,000	3,000,000	2,280,000	-24.0%
PJM CHARGES - LOAD	6,234,707	13,943,413	7,356,438	11,850,876	61.1%
CAPACITY CHARGES	10,778,420	13,469,528	13,456,389	11,618,223	-13.7%
RATE STABILIZATION CREDIT	-	(3,000,000)	-	-	
SUB-TOTAL POWER SUPPLY	76,937,610	83,032,422	79,432,308	73,808,798	-7.1%
PLANT OPERATIONS	5,961,944	5,798,710	5,768,710	5,694,315	-1.3%
GENERATIONS FUELS	1,494,017	1,275,251	213,529	297,820	39.5%
PJM CREDITS	(1,543,199)	(1,701,066)	(520,842)	(720,797)	38.4%
CAPACITY CREDITS	(9,303,462)	(12,133,285)	(12,135,127)	(11,488,785)	-5.3%
GENERATION SUBTOTAL	(3,390,700)	(6,760,390)	(6,673,730)	(6,217,447)	-6.8%
POWER SUPPLY & GENERATION SUBTOTAL	73,546,910	76,272,032	72,758,578	67,591,351	-7.1%
DIRECT EXPENDITURES					
TRANSMISSION/DISTRIBUTION	3,520,433	3,318,622	3,215,601	3,206,515	-0.3%
ELECTRICAL ENGINEERING	1,450,853	1,500,012	1,359,569	1,842,903	35.6%
ADMINISTRATION	1,063,550	640,535	679,558	609,169	-10.4%
METER READING	285,118	289,103	281,614	222,908	-20.8%
SYSTEMS OPERATIONS	559,743	624,520	488,131	518,053	6.1%
UTILITY TAX	1,738,059	1,781,500	1,850,000	1,864,800	0.8%
DIRECT EXPENDITURE SUBTOTALS	8,617,756	8,154,292	7,874,473	8,264,348	5.0%
OTHER EXPENSES:					
ALLOW FOR UNCOLLECTIBLES	135,000	135,000	135,000	135,000	0.0%
RETIRES HEALTH CARE	498,553	567,430	567,430	639,110	12.6%
GREEN ENERGY PAYMENT TO DEMEC	133,240	137,600	128,600	128,600	0.0%
INTRAFUND SERVICE FEES	3,417,682	3,483,884	3,379,975	3,374,945	-0.1%
INTEREST ON DEPOSITS	62,080	54,500	54,500	54,500	0.0%
INVENTORY WRITE OFFS	175,000	175,000	175,000	175,000	0.0%
BOND ISSUANCE COSTS	222,690	-	-	-	0.0%
POWER SUPPLY STUDY	-	497,250	457,250	-	-100.0%
DEBT SERVICE	4,000,077	3,956,600	3,956,600	4,058,700	2.6%
OTHER EXPENSES SUBTOTAL	8,644,322	9,007,264	8,854,355	8,565,855	-3.3%
TRANSFER TO:					
IMPROVEMENT & EXTENSION	1,684,000	2,500,000	2,500,000	3,500,000	40.0%
GENERAL FUND	6,758,100	6,758,100	6,758,100	8,856,000	31.0%
TRANSFER TO CONTINGENCY	-	83,500	83,500	-	-100.0%
TRANSFER TO PENSION UNFUNDED LIABILITY	-	-	-	833,000	0.0%
TRANSFER TO OPEB	-	-	-	1,200,000	0.0%
TRANSFER TO DEPRECIATION RESERVE	-	-	-	1,250,000	0.0%
RATE STABILIZATION RESERVE	2,085,748	-	-	1,300,000	0.0%
TRANSFER TO SUBTOTAL	10,527,848	9,341,600	9,341,600	16,939,000	81.3%
CURRENT YEAR BALANCE	11,415,737	8,837,430	12,086,275	8,757,579	-27.5%
TOTALS	\$ 112,752,573	\$ 111,612,618	\$ 110,915,281	\$ 110,118,133	-0.7%

ELECTRIC FUND REVENUES FISCAL YEAR 2010

REVENUE TYPE: DIRECT SALES (98.4 percent Electric Fund Revenue)

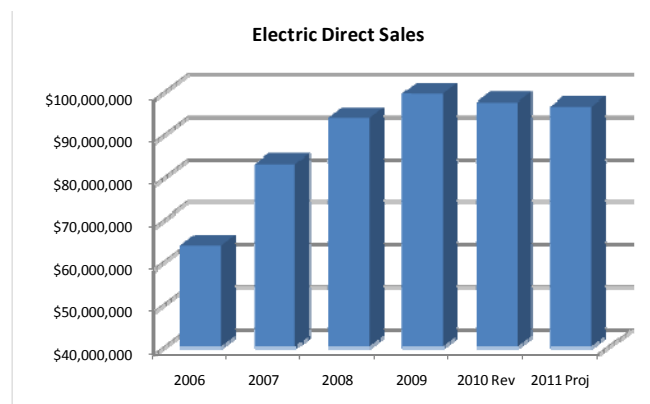
CRITICAL ASSUMPTION System kWh sales are expected to increase by approximately one percent in Fiscal Year 2011 from Fiscal Year 2010 estimates. Revenues are projected upward to adjust for actual revenue streams in Fiscal Year 2011. Purchase Power Adjustment credit of \$2 million accounts for the decrease. Customers will be refunded \$.0028/kWh. Utility tax is included in this revenue source. Utility tax revenue is offset by a utility tax expense. This is a tax collected from commercial entities in the State of Delaware and is paid to the State by utilities.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 99,642,490	\$ 101,314,542	\$ 97,680,100	\$ 96,460,100	\$ (1,220,000)	-1.2%

REVENUE TYPE: INTEREST AND OTHER (1.6 percent of Electric Fund Revenue)

CRITICAL ASSUMPTION: Interest revenue is expected to decrease over original budget estimates for Fiscal Year 2010. Fiscal Year 2011 estimates are projected to be 15.3 percent more than Fiscal Year 2010 revised estimates. This reflects the current interest rates. Rent revenue is budgeted with no change for Fiscal Year 2010. Miscellaneous revenue is revenue received for general work requested by customers, penalties for late payments, and connection fees, etc.

2008-2009 Actual	2009-2010 Budget	2009-2010 Revised	2010-2011 City Manager Budget	2010-2011 Difference	% Change
\$ 2,429,561	\$ 2,078,726	\$ 1,819,444	\$ 1,571,758	\$ (247,686)	-13.6%



ELECTRIC IMPROVEMENT AND EXTENSION FUND

ORIGIN AND PURPOSE

This fund is required by the Electric Bond Covenants for the purpose of providing long-term financing for the expansion and improvement of the electric system.

SOURCE OF FUNDS

Appropriations for this fund are received from the Electric Revenue, Depreciation Reserve, Insurance Stabilization, Future Capacity Funds, and reimbursements from the State of Delaware.

COMMENTS

All projects in this fund are itemized in each fund budget.

CASH RECEIPTS

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
PRIOR YEAR BALANCE	\$ 1,870,644	\$ 1,461,547	\$ 2,625,760	\$ 1,688,861	-35.7%
PRIOR YEAR BALANCE BOND	302,327	1,378,257	4,240,034	-	-100.0%
INTEREST EARNINGS	35,265	33,700	25,000	40,700	62.8%
INTEREST TRUSTEE	-	-	2,599	-	-100.0%
INCOME FROM SALE OF ASSETS	110,825	-	-	-	0.0%
ELECTRIC NEW SERVICE FEES	-	-	-	-	0.0%
RECEIPT FROM DEPRECIATION RESERVE	2,000,000	-	-	-	0.0%
RECEIPT FROM FUTURE CAPACITY RESERVE	-	-	-	-	0.0%
DEMA GRANT	-	-	-	-	0.0%
STATE REIMBURSEMENT FOR SR1 & SR9	-	-	-	-	0.0%
STATE REIMBURSEMENT FOR GOVS AVE	-	-	710,318	-	-100.0%
STATE GRANTS	-	-	105,723	-	-100.0%
FEDERAL GRANTS	-	-	135,153	-	-100.0%
BOND ISSUE 2008	20,356,046	1,958,107	-	-	0.0%
					0.0%
TRANSFER FROM ELECTRIC	1,684,000	2,500,000	2,500,000	3,500,000	40.0%
TOTALS	\$ 26,359,107	\$ 7,331,611	\$ 10,344,587	\$ 5,229,561	-49.4%

EXPENSE SUMMARY

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
ELECTRIC GENERATION	\$ 2,534,766	\$ 1,254,000	\$ 1,576,645	\$ 1,480,068	-6.1%
TRANSMISSION AND DISTRIBUTION	832,340	1,127,147	1,108,147	739,000	-33.3%
ELECTRICAL ENGINEERING	11,126,207	3,525,536	5,865,211	1,390,429	-76.3%
ADMINISTRATION	-	-	105,723	-	-100.0%
METER READING	-	-	-	-	0.0%
SYSTEMS OPERATIONS	-	-	-	-	0.0%
TRANSFER TO DEPRECIATION RESERVE	5,000,000	-	-	-	0.0%
CURRENT YEAR BALANCE	2,625,760	1,424,928	1,688,861	1,620,064	-4.1%
CURRENT YEAR BALANCE -BOND	4,240,034	-	-	-	0.0%
TOTALS	\$ 26,359,107	\$ 7,331,611	\$ 10,344,587	\$ 5,229,561	-49.4%

ELECTRIC CONTINGENCY FUND

ORIGIN AND PURPOSE

This fund was established by Council action to serve as a "rainy day" source of funds in case of an Electric Fund emergency.

SOURCE OF FUNDS

Transfer from the Electric Fund and Depreciation Reserve Fund.

COMMENTS

The Electric Contingency Fund must equal one percent or \$988,489 of Electric Fund operating revenue. Interest is retained in the fund. Only City Council can authorize expenditures from the fund.

The fund was initially established by transferring money from the Depreciation Reserve Fund. Future funds will come from the Electric Fund.

CASH RECEIPTS ESTIMATE

	2008-2009	2009-2010	2009-2010	2010-2011	% CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2010-2011
BEGINNING BALANCE	\$ 894,169	\$ 924,869	\$ 928,654	\$ 1,039,854	12.0%
INTEREST EARNINGS	34,485	27,700	27,700	31,200	12.6%
TRANSFER FROM INSURANCE STABILIZATION	-	-	-	-	0.0%
TRANSFER FROM ELECTRIC REVENUE	-	83,500	83,500	-	-100.0%
TOTALS	\$ 928,654	\$ 1,036,069	\$ 1,039,854	\$ 1,071,054	3.0%

EXPENSE SUMMARY

	2008-2009	2009-2010	2009-2010	2010-2011	% CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2010-2011
TRANSFER TO ELECTRIC FUND	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO RATE STABILIZATION FUND	-	-	-	-	0.0%
CARRY FORWARD TO NEXT YEAR	928,654	1,036,069	1,039,854	1,071,054	3.0%
TOTALS	\$ 928,654	\$ 1,036,069	\$ 1,039,854	\$ 1,071,054	3.0%

ELECTRIC DEPRECIATION RESERVE FUND

ORIGIN AND PURPOSE

This fund was established in 1981 to provide funds for the replenishment of assets that wear out because of time, usage, or technical reasons. The amount of depreciation less the principal paid on the debt service in a given year is the funding level goal.

SOURCE OF FUNDS

This fund receives an appropriation from the Electric Revenue Fund as a transfer. Interest earned is also credited to this fund.

CASH RECEIPTS

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
PRIOR YEAR BALANCE	\$ 9,451,663	\$ 7,701,763	\$ 7,789,990	\$ 8,079,990	3.7%
RECEIPT FROM ELECTRIC REVENUE FUND	-	-	-	1,250,000	0.0%
INTEREST EARNINGS	338,327	290,000	290,000	242,400	-16.4%
TOTALS	\$ 9,789,990	\$ 7,991,763	\$ 8,079,990	\$ 9,572,390	18.5%

BUDGET SUMMARY

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
TRANSFER TO IMPROVEMENT AND EXTENSION	\$ 2,000,000	\$ -	\$ -	\$ -	0.0%
TRANSFER TO INSURANCE STABILIZATION	-	-	-	-	0.0%
FOR CAPITAL ITEMS	-	-	-	-	0.0%
CURRENT YEAR BALANCE	7,789,990	7,991,763	8,079,990	9,572,390	18.5%
TOTALS	\$ 9,789,990	\$ 7,991,763	\$ 8,079,990	\$ 9,572,390	18.5%

FUTURE CAPACITY FUND

ORIGIN AND PURPOSE

This fund was established in 1982 to provide funds for such projects as capacity supply studies, load management programs, the possible purchase of an additional unit, cooperative supply alternatives, and engineering or design work for a possible new unit. The original goal of this fund was to reach \$5 million by 1990.

SOURCE OF FUNDS

Funds are received from the Electric Revenue Fund as a transfer. Interest earnings remain in the fund.

CASH RECEIPTS

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
PRIOR YEAR BALANCE	\$ 8,457,351	\$ 8,640,651	\$ 8,763,863	\$ 9,023,863	3.0%
RECEIPT FROM ELECTRIC REVENUE FUND	-	-	-	-	0.0%
INTEREST EARNINGS	306,512	260,000	260,000	270,700	4.1%
TOTALS	\$ 8,763,863	\$ 8,900,651	\$ 9,023,863	\$ 9,294,563	3.0%

BUDGET SUMMARY

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
TRANSFER TO IMPROVEMENT AND EXTENSION	\$ -	\$ -	\$ -	\$ -	0.0%
CURRENT YEAR BALANCE	8,763,863	8,900,651	9,023,863	9,294,563	3.0%
TOTALS	\$ 8,763,863	\$ 8,900,651	\$ 9,023,863	\$ 9,294,563	3.0%

INSURANCE STABILIZATION FUND

ORIGIN AND PURPOSE

The City of Dover Electric Utility has several specialized insurance policies. These policies are budgeted in the Electric Revenue Budget. To provide the funding of the deductibles in case of a claim, the City established an Insurance Stabilization Fund in June 1981. The goal is to maintain a minimum of \$350,000 in the fund.

SOURCE OF FUNDS

This fund receives an appropriation from the Electric Revenue Fund as needed. Interest earned is kept in the fund.

CASH RECEIPTS

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
PRIOR YEAR BALANCE	\$ 370,802	\$ 383,502	\$ 385,103	\$ 396,603	3.0%
RECEIPT FROM ELECTRIC DEPRECIATION RESERVE FUND	-	-	-	-	0.0%
INTEREST EARNINGS	14,301	11,500	11,500	11,900	3.5%
TOTALS	\$ 385,103	\$ 395,002	\$ 396,603	\$ 408,503	3.0%

BUDGET SUMMARY

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
TRANSFER TO ELECTRIC REVENUE CONTINGENCY	\$ -	\$ -	\$ -	\$ -	0.0%
CURRENT YEAR BALANCE	385,103	395,002	396,603	408,503	3.0%
TOTALS	\$ 385,103	\$ 395,002	\$ 396,603	\$ 408,503	3.0%

ELECTRIC RATE STABILIZATION FUND

ORIGIN AND PURPOSE

Beginning in Fiscal Year 2005, a rate stabilization fund was established to offset the costs of the power cost adjustment to our customers. In 2007, the purpose of the fund was re-established to provide for price fluctuations in the power markets.

SOURCE OF FUNDS

The funding source for this reserve shall consist of the following potential sources: (a) one-time nonrecurring operating revenues, (b) all or some of positive carry forward balance variance, and (c) annual appropriations, if available. The balance shall be maintained at a minimum of three percent not to exceed ten percent of the purchase power cost in any given year.

CASH RECEIPTS

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
PRIOR YEAR BALANCE	\$ 2,471,465	\$ 4,642,013	\$ 4,652,527	\$ 4,729,127	1.6%
RECEIPT FROM ELECTRIC REVENUE FUND	2,085,748	-	-	1,300,000	0.0%
RECEIPT FROM ELECTRIC CONTINGENCY	-	-	-	-	0.0%
INTEREST EARNINGS	95,314	76,600	76,600	141,900	85.2%
TOTALS	\$ 4,652,527	\$ 4,718,613	\$ 4,729,127	\$ 6,171,027	30.5%

BUDGET SUMMARY

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
TRANSFER TO ELECTRIC FUND	\$ -	\$ 3,000,000	\$ -	\$ -	0.0%
CURRENT YEAR BALANCE	4,652,527	1,718,613	4,729,127	6,171,027	30.5%
TOTALS	\$ 4,652,527	\$ 4,718,613	\$ 4,729,127	\$ 6,171,027	30.5%

PERSONNEL INFORMATION

CONTAINS THE FOLLOWING
SUBSECTIONS:

PAY FOR PERFORMANCE PAY PLAN

NEW POSITION RECOMMENDATIONS

RECLASSIFICATIONS/UPGRADES

PERSONNEL INFORMATION

FISCAL YEAR 2010 – 2011

1. Non Bargaining Pay for Performance Pay Plan

Per the Performance Based Pay Policy for Non-Bargaining Employees; the City Manager shall place in the Annual Budget an overall appropriation for non-bargaining salary increases to be approved by City Council.

The amount of the appropriation shall be equal to the total current year base salary for non-bargaining employees' multiplied by the sum of the CPI-U published in January plus one percent. The additional one percent shall be used to compensate employees with commendable and outstanding performance. However, where the CPI-U is less than an increase given to a bargaining unit through a contract, then the higher increase will be used as a basis by the City Manager instead of the CPI-U.

While it is the intent of the City to keep salaries competitive within the marketplace, the City Council reserves the right to set percentage increases based on what it determines the City can afford regardless of changes in the CPI-U or bargaining unit increases. The annual appropriation approved by City Council shall be disbursed to non-bargaining employees in accordance with the appropriate sections of the policy.

The CPI-U as of January 1, 2010 is 2.6 percent. However, due to the economy, Council approved non-bargaining salary increases of two percent plus one percent, as indicated above.

In an attempt to simplify the system a new method to calculate salary increases was approved. Pay increases will now be awarded based upon the midpoint of the salary range of the position the employee occupies and the employee's performance score. The calculation based upon performance score and the location of the employee's salary within the salary range was eliminated. The following table is an example of the midpoint salary range.

Computer Operator and GIS Technician are both grade 113. Each has the same midpoint value (\$36,989). If the performance scores are the same for the Computer Operator and GIS Technician, they would both receive the same dollar value of adjustment.

Position	Salary	Evaluation Score	Increase of Midpoint	Midpoint of Salary Range	Dollar Value of Increase
Computer Operator	\$30,000	33	2.5%	\$36,989	\$924.73
GIS Technician	\$40,000	33	2.5%	\$36,989	\$924.73

2. City of Dover Pay Plans with Performance Score and Percentage Increase of Midpoint

Grade	Beginning of Scale	Top of Scale	Midpoint	20-29 0.00%	30-35 2.50%	36-41 3.30%	42-50 4.00%
101	\$16,016	\$25,178	\$20,597	\$0.00	\$514.93	\$679.70	\$823.88
102	16,816	26,437	21,627	0.00	540.66	713.67	865.06
104	18,540	29,148	23,844	0.00	596.10	786.85	953.76
108	22,535	35,428	28,982	0.00	724.54	956.39	1,159.26
109	23,662	37,199	30,431	0.00	760.76	1,004.21	1,217.22
110	24,845	39,060	31,953	0.00	798.81	1,054.43	1,278.10
111	26,088	41,012	33,550	0.00	838.75	1,107.15	1,342.00
112	27,392	43,062	35,227	0.00	880.68	1,162.49	1,409.08
113	28,762	45,215	36,989	0.00	924.71	1,220.62	1,479.54
114	30,200	47,475	38,838	0.00	970.94	1,281.64	1,553.50
115	31,709	49,850	40,780	0.00	1,019.49	1,345.72	1,631.18
116	33,295	52,342	42,819	0.00	1,070.46	1,413.01	1,712.74
117	34,959	54,960	44,960	0.00	1,123.99	1,483.66	1,798.38
118	36,708	57,706	47,207	0.00	1,180.18	1,557.83	1,888.28
119	38,543	60,592	49,568	0.00	1,239.19	1,635.73	1,982.70
120	40,471	63,621	52,046	0.00	1,301.15	1,717.52	2,081.84
121	42,494	66,802	54,648	0.00	1,366.20	1,803.38	2,185.92
122	44,619	70,143	57,381	0.00	1,434.63	1,893.57	2,295.24
123	46,849	73,651	60,250	0.00	1,506.25	1,988.25	2,410.00
124	49,191	77,332	63,262	0.00	1,581.54	2,087.63	2,530.46
125	51,652	81,199	66,426	0.00	1,660.64	2,192.04	2,657.02
126	54,235	85,258	69,747	0.00	1,743.66	2,301.63	2,789.86
127	56,947	89,521	73,234	0.00	1,830.85	2,416.72	2,929.36
128	59,794	93,997	76,896	0.00	1,922.39	2,537.55	3,075.82
129	62,783	98,697	80,740	0.00	2,018.50	2,664.42	3,229.60
130	65,922	103,631	87,777	0.00	2,119.41	2,797.62	3,391.06
131	69,219	108,814	89,017	0.00	2,225.41	2,937.54	3,560.66
132	72,679	114,254	93,467	0.00	2,336.66	3,084.39	3,738.66
133	76,314	119,967	98,141	0.00	2,453.51	3,238.64	3,925.62
134	80,130	125,966	103,048	0.00	2,576.20	3,400.58	4,121.92
135	84,137	132,264	108,201	0.00	2,705.01	3,570.62	4,328.02
136	88,344	138,877	113,611	0.00	2,840.26	3,749.15	4,544.42
137	92,759	145,819	119,289	0.00	2,982.23	3,936.54	4,771.56
138	97,397	153,110	125,254	0.00	3,131.31	4,133.37	5,010.14
139	102,267	160,766	131,517	0.00	3,287.91	4,340.04	5,260.66

Request for Additional Staff

Department	Position	Grade	FY10 Salary Hiring Range	Justification Provided by Submitting Dept. Head	City Manager's Recommendations
Finance	Accountant II	NB 120	\$40,471 - \$48,187	Enhance the Internal Control and Risk Assessment Program and to supervise Accounts Payable and Payroll	Included in Budget - The City Manager strongly supports using the funds for an alternate proposal being studied by the Finance Department which involves contracting out Payroll services and reorganizing existing staff to cover the enhanced duties and supervision.

Request to Fill Current Vacancies as a result of Hiring Freeze

Department	Position	Grade	FY10 Salary Hiring Range	Justification Provided by Submitting Dept. Head	City Manager's Recommendations
Library	Library Clerk I Part-time	IUE 12	\$12.28	Vacant position since 12/31/2008	Not included in the budget – This position is not deemed critical, at this time, to the operation of the division.
Library	Assistant Library Director	NB 123	\$46,849 - \$55,783	Vacant position since March 2009	Included in Budget - As the process for the New Library continues, it is pulling the Director away from the day-to-day operations. This position will assist with those day-to-day operations. In addition, it will assume the supervisory responsibilities of a vacant Library Clerk II.
Electric	Ground worker I	IBEW 10	\$14.86	Vacant position since 2/19/2009	Included in Budget - It is being recommended due to succession planning and the necessity to maintain trained staff. Training is a lengthy process which involves years of training. Training includes classroom and on-the-job.
Electric	Ground worker I	IBEW 10	\$14.86	Vacant position since 3/7/2009	Included in Budget - It is being recommended due to succession planning and the necessity to maintain trained staff. Training is a lengthy process which involves years of training. Training includes classroom and on-the-job.

Request to Fill Current Vacancies as a result of Hiring Freeze - Continued

Department	Position	Grade	FY10 Salary Hiring Range	Justification Provided by Submitting Dept. Head	City Manager's Recommendations
IT	Programmer Analyst	NB 121	\$42,494 - \$66,802	Vacant position since 7/10/09	Included in Budget – A cost-benefit analysis is currently being conducted for contracting this function out. If there is a benefit to contracting web services, then the salary and benefits budget will be revised for contractual services.
Water	MEO II	IUE 13	\$12.81	Vacant positions since 9/17/09	Included in Budget - Recommended due to retirements, water quality concerns, and the demands to ensure the efficiency of the water system.

Requests for Upgrades of Current Positions

Department	Current Position	Current Grade & Hourly Rate	Proposed Position Title	Justification Provided by Submitting Dept. Head	City Manager's Recommendations
Finance	Account Clerk II - Sharon Daniel	IUE 14 \$18.78 (\$39,062.40)	Account Clerk III NB 114	Increase and change in the responsibilities	Not included in the budget – The initial decision was not to approve the request because duties do not appear to be equivalent with duties of other incumbents. However, the Controller asked that additional consideration be given. A desk audit will be completed.
Finance	Accountant I – Jeff Dill	NB 117 \$21.6639 (\$45,060.91)	Accountant II	To improve the delegation of Accounting duties. Relates to improvement since Ray Cola's retirement and delegation of duties from Controller.	Included in Budget - The employee has been performing duties typically assigned to an Accountant II. With this approval, the department will be able to operate more efficiently as advanced accounting duties can be equally distributed.
Police	911 Supervisor	NB 118 \$25.5699 (\$53,185.39)	No change	MAG downgraded to 118 from 119	Not Included in the budget - The evaluation of this position has not fully been completed. It is anticipated that the grade will be increased and possibly a salary increase.
Library	Library Clerk II (Currently a vacant position. Has been requested to be filled as well.)	IUE 13 \$12.81	NB 116 Hiring Range: \$33,295 - \$39,644	Diane Faircloth began terminal leave on 8/31/09. HR learned that this position is performing supervisory duties or circulation. As a result, HR advised Library the position needs to be reevaluated.	Not included in the budget - The supervisory duties performed by this position can be absorbed by the Assistant Library Director. In addition, this position is not deemed essential at this time for the operations of the library.

Request for Upgrades of Current Positions - Continued

Fire	Fire Dispatcher	IUE 17 Varies	No change	Fire and Police are equivalent; therefore should, be same grade - IUE 18.	Not included in the budget - This decision was reached after performing an extensive internal investigation which included desk audits with the Communication Operators, reviewing daily tasks of Fire Dispatchers, and listening to major 911 fire calls.
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Request for Permanent Placement

Department	Current Position Title	Current Grade and Hourly Rate	Proposed Position Title	Justification Provided by Submitting Dept. Head	City Manager's Recommendations
Customer Service	Acting Billing Supervisor – Denise Roberson	NB 114 (\$47,074)	Account Clerk III	Approval is requested for Customer Service Staff temporarily assigned to Billing Supervisor and Billing Clerk positions. This change occurred one year ago due to a vacancy within the department and as a result of the hiring freeze. Since that time staff has done an outstanding job.	The utility billing function is a specialized field that requires constant monitoring of the billing system and precision in analyzing data. The billing supervisor and billing clerk work together as a team to support the utility billing system. Therefore, we need to keep the billing clerk position staffed to maintain the high standards already in place. There is no monetary adjustment needed, as policy required they received temporary upgrades after 30 days in the new positions. Approval is only needed to change "acting" to a permanent status. This is a unique situation that was directly affected by the hiring freeze and does not fit any existing policy or practice.
Customer Service	Acting Billing Clerk – Jaime Fenske	NB 111 (\$30,077)	Billing Clerk		

Career Ladder Development

Department	Current Position Title	Current Grade and Hourly Rate	Proposed Position Title	Justification Provided by Submitting Dept. Head	City Manager's Recommendations
Public Utilities	Intern, Civil Engineer I, II, & III	122-128	N/A	In Fiscal Year 2009 a career ladder was created for Planning staff. The ladder was developed to acknowledge the education, experience, and professional certifications. The ladder was also created for recruitment and retention purposes.	On January 12, 2009, the suggestion was made that engineers be compensated accordingly for education, experience, and professional licensure the same as Planners. The decision was made to remove the career ladder proposals for the Engineers from the Benefit Parity document and present it separately at a later date. Indicated below is the suggested implementation. The yellow boxes indicate the requirements for each position. The potential for the first implementation of the career ladder would occur in Fiscal Year 2012.
Public Utilities	Intern, Electrical Engineer I, II & III	122-128	N/A		

Civil Engineer Career Ladder

Position	Labor	Service Time at the City of Dover						
	Grade	2 Years	4 Years	6 Years	Bachelors	Masters	EIT	PE
Intern	122	X			X			
Civil Engineer I	124		X		X		X	
Civil Engineer II	126				X			X
Civil Engineer III	128			X	X	X		X

Electrical Engineer Career Ladder

Position	Labor Grade	Service Time at the City of Dover						
		2 Years	4 Years	6 Years	Bachelors in EE	EIT	PE with EE	Related Maters
Intern	122				X			
Electrical Engineer I	124	X			X	X		
Electrical Engineer II	126		X		X		OR	
Electrical Engineer III	128			X	X		AND	

CAPITAL INVESTMENTS PLAN

CONTAINS THE FOLLOWING
SUBSECTIONS:

INTRODUCTION

IMPACT ON OPERATING BUDGET

REVENUE SOURCES AND FUNDS

TOTAL CITY SUMMARY

GENERAL

WATER/WASTEWATER

ELECTRIC

VEHICLE REPLACEMENTS

CAPITAL INVESTMENTS PLAN

INTRODUCTION

The Capital Investments Plan (CIP) plays a key role in the City of Dover where an aging infrastructure and a growing community demanding expansion exist. The 2011-2015 CIP reflects the City's commitment to orderly expansion, staying current with technology, improving infrastructure, and planning for the future in the midst of the worst recession since the Great Depression. Due to the current economic conditions, the Fiscal Year 2010-2011 CIP includes only basic maintenance projects. The Fiscal Year 2010-2011 CIP proposes spending \$15.3 million and the five-year CIP proposes spending \$80.2 million.

The City's vision is to be 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. We believe this CIP supports that by providing improvements to our parks and recreational facilities; supporting our police and fire services; and maintaining our streets and infrastructure.

The Fiscal Year 2010-2011 CIP totals \$15.3 million, of which the Dover Library Project is \$6.7 million. This project is funded from grants and reserves and does not issue any debt. CIP spending without the Library would be \$8.6 million, a decrease of approximately \$8.2 million over the Fiscal Year 2009-2010 CIP. The decrease is due to deferring numerous projects due to current economic conditions. Included in The Fiscal Year 2010-2011 CIP are vehicle and equipment purchases of \$803,385.

Electric capital projects total \$3.9 million in Fiscal Year 2010-2011 versus \$5.6 million in Fiscal Year 2009-2010, a \$1.7 million difference. Major projects such as the Mid City Substation and the VanSant CT Mark IV Upgrades were completed in Fiscal Year 2010 and account for most of the difference.

Water/Wastewater capital projects total \$2.2 million for Fiscal Year 2010-2011. Capital projects were curtailed as much as possible to avoid higher rate increases than necessary during the current recession. This amount is \$4.3 million less than spending in Fiscal Year 2009-2010. The City does continue to focus on water quality improvements - \$500,000 and Inflow and infiltration removal projects - \$500,000. The pump station replacement program also continues.

General Fund projects in the CIP include the annual Street and Alley Program; new regional library project; and the annual contribution to Robbins Hose (Fire Department).

Major vehicular purchases were held to minimum replacement levels. The City is replacing Police vehicles (\$262,380); Grounds mower and truck (\$63,675); one automated trash truck (\$246,075); one Streets dump truck needed for snow removal (\$131,055); two Electric utility trucks (\$61,200), and a plow/trencher (\$39,000) for Electric.

DEFINITION

The Capital Investments Plan (CIP) is strictly a planning document designed to coordinate and communicate the City's capital requirements for the next five years. It should be utilized as a guide, not a final commitment. Funding is committed only when City Council approves the project or equipment purchase in an operating budget.

The City prepares a five-year CIP annually. This is in accordance with financial policies. This method provides for the orderly maintenance, replacement, and expansion of the City's capital assets.

With the CIP, emphasis and importance was placed on the process in order to provide a more orderly and comprehensive plan. Departments were encouraged to include all possible projects for consideration. Each request was reviewed in-depth and discussed in terms of priority and feasibility. The draft CIP was reviewed by Council Committees before budget review and by the entire Council during the budget review process in May. This approach allows for fewer revisions.

A schedule called "Fiscal 2011 CIP by Revenue Sources and Funds" is provided on page 127. This schedule provides a comparison of the Fiscal Year 2010-2011 capital budget to the proposed Fiscal Year 2010-2011 CIP.

CRITERIA

Capital outlays are major projects undertaken by the City that generally fit within one or more of the following categories:

- All projects requiring debt obligation or borrowing
- Any acquisition or lease of land
- Purchase of major equipment and vehicles ordered in excess of \$25,000 with a life expectancy of five years or more
- Construction of new buildings or facilities including engineering, design, and other pre-construction costs with an estimated cost in excess of \$25,000
- Major building improvements that are not routine expenses and that substantially enhance the value of a structure
- Major equipment or furnishings required to furnish new buildings or other projects
- Major projects that are generally not recurring on a "year in, year out" basis
- Projects costing more than \$1,000 but less than \$25,000 are included with the operating budget (minor capital)

IMPACT ON OPERATING BUDGET

An important consideration in any CIP is its impact on the operating budget. The Fiscal Year 2009-2010 capital budget is funded primarily from debt proceeds (\$2.1 million), operating funds (\$5.4 million), reserve funds (\$2.3 million), and state/federal grants (\$5.4 million) totaling \$15.3 million. Please refer to the table below for projections of impact to operating budgets over the next five years by project. Because some capital investments are funded from general obligation and revenue bonds, the greatest impact on the operating budget is payment of debt service. The debt service for Fiscal Year 2011 is approximately \$5 million. In addition, completed projects may have operational costs such as maintenance, utilities, and manpower. In some cases, operational efficiencies result from capital projects that decrease costs in the operating budget. In the Capital Investments Plan description section, operation costs (savings) are shown for each project by year under "Impact on Operating Budget." A section, "Explanation of Impact on Operating Budget", is included to discuss and clarify what the impact of the project is anticipated to be. A summary of each project's "Impact on Operating Budget" follows in the next table.

Impact on Operating Budget for 2011-2015 CIP

Project Begins	Project Name	2011	2012	2013	2014	2015
2010	Replacement Library	-	-	200,000	206,000	206,000
2010	Downtown Security Cameras	12,600	15,600	15,600	15,600	15,600
2011	Skate Park	-	-	2,000	2,500	2,500
2011	Inflow/Infiltration Removal	(10,000)	(20,000)	(30,000)	(40,000)	(50,000)
2012	Splash Pad at Schutte Park	-	16,000	17,000	18,000	19,000
2013	Customer Notification by E-IVR	-	-	3,000	-	-
2014	Lighted Soccer/Multi Purpose Field	-	-	-	8,000	16,000
	Total Impact on Operating Budget	\$2,600	\$11,600	\$207,600	\$210,100	\$209,100

FISCAL 2011 CIP REVENUE SOURCE AND FUNDS **PREPARED AS OF 7/12/2010**

Project Name	Community Transportatio	Electric Bond	Electric I & E Fund	Electric Revenue	General Fund	Library Reserve Fund	Other	Parkland Reserve Fund	Police Grants	State Grant	W/WW Bond Financing	Water/Waste water Fund	Total
Annual Contribution to Robbins Hose					288,210								288,210
Replacement Library						2,343,519	1,000,000			3,343,520			6,687,039
Downtown Security Cameras					31,500								31,500
Park and Playground Improvement Program					15,000								15,000
Skate Parks					30,000								30,000
In-Car Camera Replacement									18,000				18,000
Street and Alley Program	1,000,000				300,000								1,300,000
Concrete Construction and Replacement Program					50,000								50,000
GENERAL FUND TOTAL	1,000,000	-	-	-	714,710	2,343,519	1,000,000	-	18,000	3,343,520	-	-	8,419,749
Transmission Relay and Coordination				500,000									500,000
Distribution Upgrades			400,000										400,000
Substation PT & CT Replacement			256,218										256,218
Equipment Replacement			40,000										40,000
Replacement of 69 kV Breakers			100,000										100,000
Lighting Project and Rehabilitation			100,000										100,000
Walker Road Overhead Conversion			350,511										350,511
New Developments			700,000										700,000
Unit 3 Cooling Tower Life Extension			353,338										353,338
Units 1 & 2 Cooling Tower Life Extension			218,730										218,730
McKee Run Unit 3 Turbine Inspection			348,000										348,000
McKee Run Unit 3 Auxillary System Components			113,000										113,000
Miscellaneous Capital Equipment Relacements			71,000										71,000
Unit 3 FD & ID Fan Control Damper Upgrade			45,000										45,000
Unit 3 DCS Computers & Software Upgrades			30,000										30,000
McKee Run Unit 3 Stack Repairs			25,000										25,000
Units 1 & 2 Life Extension			276,000										276,000
ELECTRIC FUND TOTAL	-	-	3,426,797	500,000	-	-	-	-	-	-	-	-	3,926,797
Inflow/Infiltration Removal											500,000		500,000
SCADA Equipment Technology Upgrade											82,100		82,100
Del. State/Del. Tech Force Main Rerouting											286,500		286,500
Fox Hall Pump Station Replacement											375,900		375,900
Heatherfield Force Main Upgrade											229,200		229,200
Lepore Road Pump Station Replacement											52,000		52,000
Miscellaneous Sewer System Improvements											35,000		35,000
Miscellaneous Distribution System Improvements											60,000		60,000
Well Head Redvelopment Program											60,000		60,000
Water Quality Improvements											500,000		500,000
WATER/WASTEWATER TOTAL	-	-	-	-	-	-	-	-	-	-	2,180,700	-	2,180,700
TOTALS	1,000,000	-	3,426,797	500,000	714,710	2,343,519	1,000,000	-	18,000	3,343,520	2,180,700	-	14,527,246

2011 Annual Operating Budget

TOTAL CITY SUMMARY

Expenditures

Category	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
General	8,419,749	12,863,647	4,409,738	3,161,190	2,335,446	31,189,770
Water/Wastewater	2,180,700	4,668,900	3,428,900	5,145,600	3,576,400	19,000,500
Electric	3,926,797	4,047,117	4,719,586	4,781,135	4,921,800	22,396,435
TOTAL	14,527,246	21,579,664	12,558,224	13,087,925	10,833,646	72,586,705

Revenues

Source	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Community Transportation Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,400,000	5,400,000
Electric I & E Fund	3,426,797	4,047,117	4,719,586	4,781,135	4,921,800	21,896,435
Electric Fund Revenue	500,000					500,000
General Fund	714,710	942,847	1,072,738	1,951,190	935,446	5,616,931
Library Reserve Fund	2,343,519	1,000,000	210,000			3,553,519
Other	1,000,000	4,451,400	1,041,585			6,492,985
Parkland Reserve Fund			155,000			155,000
Police Grants	18,000	18,000	12,000			48,000
State Grants	3,343,520	5,451,400	918,415	210,000		9,923,335
Water/Wastewater Bonds	500,000	3,390,000	1,000,000	1,250,000	1,250,000	7,390,000
Water/Wastewater Fund	1,680,700	1,278,900	2,428,900	3,895,600	2,326,400	11,610,500
GRAND TOTAL	14,527,246	21,579,664	12,558,224	13,087,925	10,833,646	72,586,705

TOTAL CITY SUMMARY

Vehicle Replacements Included

Expenditures

Category	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
General	8,419,749	12,863,647	4,409,738	3,161,190	2,335,446	31,189,770
Water/Wastewater	2,180,700	4,668,900	3,428,900	5,145,600	3,576,400	19,000,500
Electric	3,926,797	4,047,117	4,719,586	4,781,135	4,921,800	22,396,435
Subtotal	14,527,246	21,579,664	12,558,224	13,087,925	10,833,646	72,586,705
Vehicles	803,385	2,466,920	1,739,808	1,644,901	1,011,834	7,666,848
TOTAL	15,330,631	24,046,584	14,298,032	14,732,826	11,845,480	80,253,553

Revenues

Source	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Community Transportation Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,400,000	5,400,000
Electric I & E Fund	3,526,997	4,092,117	4,736,586	4,837,135	5,011,800	22,204,635
Electric Fund Revenue	500,000					500,000
General Fund	1,417,895	3,250,067	2,481,846	3,099,091	1,399,880	11,648,779
Library Reserve Fund	2,343,519	1,000,000	210,000			3,553,519
Other	1,000,000	4,451,400	1,041,585			6,492,985
Parkland Reserve Fund			155,000			155,000
Police Grants	18,000	18,000	12,000			48,000
State Grants	3,343,520	5,451,400	918,415	210,000		9,923,335
Water/Wastewater Bonds	2,180,700	4,486,900	2,016,900	2,441,000	2,448,000	13,573,500
Water/Wastewater Fund		296,700	1,725,700	3,145,600	1,585,800	6,753,800
GRAND TOTAL	15,330,631	24,046,584	14,298,032	14,732,826	11,845,480	80,253,553

GENERAL

Expenditures

Department	Project#	Pg	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Central Services								
Space Needs Study Implementation	CS1390	132			115,000	434,890	402,446	952,336
Central Services Total					115,000	434,890	402,446	952,336
Customer Services								
Customer Notification by E-IVR Automated Dialing	CU1390	133			30,000			30,000
Customer Services Total					30,000			30,000
Fire/Robbins Hose								
Annual Contribution	FR1190	134	288,210	288,210	400,300	400,300		1,377,020
Fire/Robbins Hose Total			288,210	288,210	400,300	400,300		1,377,020
Information Technology								
IT Long Range Planning Process Review and Update	IT1390	135			65,000			65,000
Information Technology Total					65,000			65,000
Library								
Replacement Library	LB0901	136	6,687,039	10,902,800	2,025,000			19,614,839
Library Total			6,687,039	10,902,800	2,025,000			19,614,839
Mayor								
Downtown Security Cameras	MR1101	137	31,500					31,500
Mayor Total			31,500					31,500
Parks and Recreation								
Parks & Playground Improvement Prog	PR1101	138	15,000	30,000	33,000	33,000	33,000	144,000
Skate Parks	PR1102	139	30,000		10,000	300,000		340,000
Splash Pad at Schutte Park	PR1290	140		20,000	290,000			310,000
Dover Park Roof Replacement	PR1291	141		30,000				30,000
Pathway at Schutte Park	PR1490	142				120,000		120,000
Lighted Soccer/Multi Purposed Field	PR1491	143				195,000		195,000
Tennis Courts at Schutte Park	PR1492	144				160,000		160,000
Schutte Park Land Improvements	PR1493	145				100,000		100,000
Paving Parking Lots at Schutte Park	PR1494	146					300,000	
Parks and Recreation Total			45,000	80,000	333,000	908,000	333,000	1,699,000

Expenditures - Continued

Department	Project#	Pg	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Police								
In-Car Camera Replacement	PD1190	147	18,000	18,000	12,000			48,000
Repave Police Station Parking Lot	PD1290	148		95,200				95,200
Second Floor Expansion	PD1291	149		61,437	61,438			122,875
Server Room Fire Suppression System	PD1292	150		50,000				50,000
Police Total			18,000	224,637	73,438			316,075
Public Services-Admin								
GIS Infrastructure & Mobile Solutions	PA1290	151		18,000	18,000	18,000		54,000
Customer Services Total				18,000	18,000	18,000		54,000
Public Services-Streets								
Street & Alley Program	ST1101	152	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Concrete Construction and Replacement Program	ST1102	153	50,000	50,000	50,000	50,000	50,000	250,000
Silver Lake Revitalization Project	ST1490	154				50,000	250,000	300,000
Parks and Recreation Total			1,350,000	1,350,000	1,350,000	1,400,000	1,600,000	7,050,000
GRAND TOTAL			8,419,749	12,863,647	4,409,738	3,161,190	2,335,446	31,189,770

Revenue

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Community Transportation Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,400,000	5,400,000
General Fund	714,710	942,847	1,072,738	1,951,190	935,446	5,616,931
Library Reserve Fund	2,343,519	1,000,000	210,000			3,553,519
Other	1,000,000	4,451,400	1,041,585			6,492,985
Parkland Reserve Fund			155,000			155,000
Police Grants	18,000	18,000	12,000			48,000
State Grants	3,343,520	5,451,400	918,415	210,000		9,923,335
GRAND TOTAL	8,419,749	12,863,647	4,409,738	3,161,190	2,335,446	31,189,770

Capital Investments Plan**FY 11 thru FY 15**

City of Dover, Delaware

Department: Central Services**Contact:** Central Services Director**Type:** Improvement**Useful Life:** Unknown**Category:** General**Priority:** n/a**Project #:** CS1390**Project Name:** SPACE NEEDS STUDY IMPLEMENTATION**New Project:** No**Account Number:** 147-2500-552.40-31**Time-Line:** Fiscal 2010 through Fiscal 2016**Total Project Cost:** \$13,464,622**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. We will continue to face all the problems associated with a lack of space, lack of security, poor locations, and substandard space.

Justification

We will continue to face all the problems associated with a lack of space, lack of security, poor locations, and substandard space. The Space Needs 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.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance			115,000	434,890	402,446	952,336
Total			115,000	434,890	402,446	952,336

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund			115,000	434,890	402,446	952,336
Total			115,000	434,890	402,446	952,336

Budget Impact/Other

The impact on Operating Budget has yet to be determined at this time.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

Department: Customer Service**Contact:** Customer Service Manager**Type:** Improvement**Useful Life:** Unknown**Category:** General**Priority:** n/a

City of Dover, Delaware

Project #: CU1390**Project Name:** CUSTOMER NOTIFICATION BY E-IVR**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$30,000**Description**

One of the most popular and cost effective uses of IVR Technology involves automating the out-dialing process. Another use is to add the feature of customer alerts and notifications. This automation can take a variety of forms and functionality. E-IVR automated features include the ability to broadcast a huge number of calls to deliver a pre-recorded message or alert, target a specific list to be called to relay individualized information, and to automate the dialing process as an efficient and management tool for staff. It is critical to maximize the use of communication resources, advance with technology, and offer features similar to local utilities and municipalities. Our existing phone system provides the foundation to add beneficial enhancements.

Justification

The E-IVR notification system gets the word out fast for emergency notification, road closures, power outages, alerts customer of electric and water disconnections that are scheduled due to nonpayment of utility account, and upcoming events. The Customer Service department is submitting the request for consideration. This system should benefit City departments and Officials citywide. The phone system broadcasts from our database, when answered, the IVR plays a prerecorded message. Unsuccessful calls are noted and can be broadcast again. The benefit to the customer is to receive critical notifications and become better informed. Since the calls are automated, staff may be utilized in other functions.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Other			30,000			30,000
Total			30,000			30,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund			30,000			30,000
Total			30,000			30,000

Budget Impact/Other

Estimated annual maintenance fees. This type of notification system is already used by other utilities and municipalities in Delaware. In conjunction with electric disconnects for nonpayment, the customer would receive an automated call two days prior to the scheduled disconnection date. This serves as a reminder to remit the payment and allows the customer to prepare for the interruption of service in the event payment is not received. A customer may chose to expedite payment by using the recently implemented credit card online processing system.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

Department: Fire/Robbins Hose

City of Dover, Delaware

Contact: Fire

Type: Equipment

Project #: FR1190

Useful Life: 15-20 Years

Project Name: ANNUAL CONTRIBUTION TO ROBBINS HOSE CO.

Category: General

Priority: 1

New Project:

Account Number:

Time-Line:

Total Project Cost: \$1,655,230

Description

This contribution covers payments to the Robbins Hose Company to cover the Major Fire Apparatus Replacement Plan.

Justification

The Major Fire Apparatus Replacement Plan ensures loan payments for replacement according to a schedule which guarantees equipment will not be outdated and unserviceable. This plan is based on replacing one of the Company's five engines and one rescue vehicle every three years which would put the average replacement age at 18 years. The two ladder trucks would be replaced every 15 years depending on condition and current needs. This schedule would reduce overall maintenance costs because fire apparatus would be replaced before major problems occur. By providing the Robbins Hose Company with the needed payments for the Major Fire Apparatus Replacement Plan, the Robbins Hose Company will be enabled to pay for a \$2.5 million door rehabilitation of the Company Headquarters on Governors Avenue. This renovation is designed to handle 25 years of growth of the company and would preclude any need for an additional fire station in Dover. The Robbins Hose Company will also cover costs associated with miscellaneous apparatus and equipment such as command units, utility vehicles, and large hose replacement. Consequences of delaying or eliminating this project may result in increased maintenance costs; possibility of not meeting ISO requirements and NFPA standards.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
288,210	Equip/Vehicle/Furnishings	288,210	228,210	400,300	400,300		1,377,020
	Total	288,210	228,210	400,300	400,300		1,377,020

Prior	Funding Source	FY 11	FY 12	FY 13	FY 14	FY 15	Total
288,210	Other	288,210	228,210	400,300	400,300		1,377,020
	Total	288,210	228,210	400,300	400,300		1,377,020

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

Department: Information Technology**Contact:** IT Director**Type:** Improvement**Useful Life:** Unknown**Category:** General**Priority:** 2**Project #:** IT1390**Project Name:** IT LONG RANGE PLANNING PROCESS REVIEW
& UPDATE**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$65,000**Description**

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 road map and format that has allowed us to continue to move forward with technology in an organized and predictable manner. This new project is to repeat the process and update our plan. This update was presented to the TAC group and received a high number of votes in October 2008.

Justification

This has been effective; the five-year plan was exhausted in Fiscal Year 2009 and has begun again in Fiscal Year 2011.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Other			65,000			65,000
Total			65,000			65,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund			65,000			65,000
Total			65,000			65,000

Budget Impact/Other

Estimate is based on cost of the 2004 study. Lowest bid back then was \$50,000.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Library
Contact: Library Director
Type: Improvement
Useful Life: Unknown
Category: General
Priority: 1

Project #: LB0901**Project Name: REPLACEMENT LIBRARY****New Project:** Yes**Account Number:****Time-Line:****Total Project Cost: \$22,316,252****Description**

The Dover Public Library, built in the 1960's, can no longer meet the needs of the current population of the greater Dover service area. A new 46,000 square foot library facility will be built on Loockerman Street between City Hall and the Dover Post Office in downtown Dover. The consequences of delaying or eliminating this project are that members of the community will continue to be offered very limited library services due to space and other deficiencies in the current location. State funding, already committed, will be lost if the project is delayed. This project is related to the Delaware Division of Libraries Statewide Master Plan.

Justification

In 2004, library facilities planners, Robert H. Rohlf Associates conducted a library facilities plan and recommended that the City of Dover build a 39,000-50,000 square foot library in the downtown area because the current library is insufficient to meet the needs of citizens. The study concluded that the current library does not provide enough parking, shelving, programming areas, quiet study rooms, or sufficient office space, and that there are ADA issues throughout the building. The study compared the Dover Public Library to libraries in similar-sized communities and services are lacking in many areas, including collection and reference. The benefit of replacing the current library is that the community will have access to a library with sufficient space for collections and computers, lighting, parking, quiet study areas, and programming space.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
2,701,413	Planning/Design	539,889					539,889
	Construction/Maintenance	6,000,000	9,800,000	2,000,000			17,800,000
	Other	147,150	1,102,800	25,000			1,274,950
	Total	6,687,039	10,902,800	2,025,000			19,614,839

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
2,701,413	Library Reserve Fund	2,343,519	1,000,000	210,000			3,553,519
	Other	1,000,000	4,451,400	1,041,585			6,492,985
	State Grant	3,343,520	5,451,400	773,415			9,568,335
	Total	6,687,039	10,902,800	2,025,000			19,614,839

Budget Impact/Other

A larger library will require more maintenance, increased operational funding for heating and cooling, increased janitorial services, and at least three additional full-time library staff.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Other			200,000	206,000		406,000
Total			200,000	206,000		406,000

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Mayor**Contact:** Mayor Carey**Type:** Equipment**Useful Life:** Unknown**Category:** General**Priority:** n/a**Project #:** MR1101**Project Name:** DOWNTOWN SECURITY CAMERAS**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$31,500**Description**

Installing surveillance cameras, one on Loockerman and State Street, one on State and North Street at the Schwartz Center, and South Bradford Street on the Minor Street Alley. These are areas that have had the most complaints from, so the first three should be installed in these locations. Eventually we can cover the Business District either by adding so many per year of if a grant should become available, adding more. Second phase will include the Governor's Avenue Parking Lot.

Justification

Reduction in crime in the specified areas. These Cameras would cooperate off the current fiber optic System, so there would be no telephone line charges. Monitors would be at the police station with dispatchers being able to monitor the locations for illegal actions in the area and to solve crimes that have occurred.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
126,000	Other	31,500					31,500
	Total	31,500					31,500

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
126,000	General Fund	31,500					31,500
	Total	31,500					31,500

Budget Impact/Other

Phase I completed with Grant Funds. This portion of the project includes Phase II (63,000) and Expansion (63,000).

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Parks & Recreation

Contact: Parks & Recreation Director

Type: Improvement

Useful Life: Unknown

Category: General

Priority: 4

Project #: PR1101

Project Name: PARK & PLAYGROUND IMPROVEMENT PROGRAM

New Project:

Account Number:

Time-Line:

Total Project Cost: \$411,000

Description

This project will resurface the basketball court at Mayfair Park and repairs at existing park facilities. The consequences of delaying or eliminating this project are that the courts may need to be closed for public use due to safety concerns. This project meets Consumer Product Safety Commission Playground Safety Guidelines.

Justification

The existing basketball court has cracks throughout the court and this has created safety issues.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
267,000	Construction/Maintenance	15,000	30,000	33,000	33,000	33,000	144,000
	Total	15,000	30,000	33,000	33,000	33,000	144,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
267,000	General Fund	15,000	30,000	33,000	33,000	33,000	144,000
	Total	15,000	30,000	33,000	33,000	33,000	144,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Parks & Recreation

Contact: Parks & Recreation Director

Type: Equipment

Useful Life: Unknown

Category: General

Priority: 4

Project #: PR1102

Project Name: SKATE PARKS

New Project: Yes

Account Number:

Time-Line:

Total Project Cost: \$340,000

Description

This project will construct skating areas in three City parks, and construct a skateboard park for Dover area youth. Consequences of delaying or eliminating this project will result in the continual lack of meeting the needs of youth population, more destruction and problems with business property.

Justification

Many youth and their parents have approached the City to build a skateboard park. Area business owners have complained about skateboarders damaging their property. This park would give the youth a designated area to use their skateboards.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design			10,000			10,000
Construction/Maintenance	30,000			300,000		330,000
Total	30,000		10,000	300,000		340,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund	30,000			150,000		180,000
Parkland Reserve Fund			10,000			10,000
State Grant				150,000		150,000
Total	30,000		10,000	300,000		340,000

Budget Impact/Other

To meet the need for a designated skating area in Dover, the City will install skating areas at Dover Park, Silver Lake Park, and Schutte Park. In addition, while working with the Skate Park Committee and Kent County Levy Court, develop plans and construct a Skate Park in Fiscal 2013 for area youth.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Maintenance			2,000	2,500	2,500	7,000
Total			2,000	2,500	2,500	7,000

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Parks & Recreation

Contact: Parks & Recreation Director

Type: Equipment

Useful Life: 15-20 Years

Category: General

Priority: 3

Project #: PR1290

Project Name: SPLASH PAD AT SCHUTTE PARK

New Project: Yes

Account Number:

Time-Line:

Total Project Cost: \$310,000

Description

This project will construct a ground-level splash pad at Schutte Park. Consequences of delaying or eliminating this project include not meeting the needs of our residents who depend on Silver Lake for outdoor recreation.

Justification

This project would improve the quality of life for families in Dover. It would be an enhancement to our summer outdoor camp, sport activities, and provide outdoor water activities during the summer months.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design		20,000				20,000
Construction/Maintenance			290,000			290,000
Total		20,000	290,000			310,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund		20,000				20,000
Parkland Reserve Fund			145,000			145,000
State Grant			145,000			145,000
Total		20,000	290,000			310,000

Budget Impact/Other

Increased Water Usage

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Other (Insurance, Utilities)		16,000	17,000	18,000	19,000	70,000
Total		16,000	17,000	18,000	19,000	70,000

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Parks & Recreation**Contact:** Parks & Recreation Director**Type:** Maintenance**Useful Life:** 15-20 Years**Category:** General**Priority:** 2**Project #:** PR1291**Project Name:** DOVER PARK ADMIN BUILDING ROOF
REPLACEMENT**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$30,000**Description**

This project will see the replacement of the roof at the Dover Park Administration Building. Consequences of delaying or eliminating this project will result in the continued repair of the interior ceiling of the Dover Park Administrative Building due to water leakage.

Justification

Heavy rain and snow has caused water to leak into the building.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance		30,000				30,000
Total		30,000				30,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund		30,000				30,000
Total		30,000				30,000

Budget Impact/Other

The roof on the Dover Park Administration Building was replaced in 1990. The present roof is 19 years old and in need of replacement.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Parks & Recreation
Contact: Parks & Recreation Director
Type: Improvement
Useful Life: Unknown
Category: General
Priority: 1

Project #: PR1490**Project Name:** PATHWAY AT SCHUTTE PARK**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$120,000**Description**

This project would involve the continuation of the ten-foot wide multi-use pathway at Schutte Park. Consequences of delaying or eliminating this project are that park users will not have a trail system that connects from beginning to end.

Justification

The completion of the path will create a loop for path users. The existing path begins at the parking lot and ends at Wyoming Mills Road.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance				120,000		120,000
Total				120,000		120,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund				60,000		60,000
State Grant				60,000		60,000
Total				120,000		120,000

Budget Impact/Other

Applications for State Grants from the Delaware Land, Water & Trust Fund will be completed to pay for 50% of the project costs.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Parks & Recreation**Contact:** Parks & Recreation Director**Type:** Improvement**Useful Life:** Unknown**Category:** General**Priority:** 1**Project #:** PR1491**Project Name:** LIGHTED SOCCER/MULTI PURPOSE FIELD**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$195,000**Description**

This project will provide one lighted, multipurpose field at Schutte Park. Consequences of delaying or eliminating this project will be that the City will not be able to provide field space for the outdoor sport leagues.

Justification

Due to the construction of the Pitts Center and the loss of field space, the demand for field space for soccer, lacrosse, flag football, and field hockey has grown. We can increase usage of existing fields by lighting one field which will enable teams to play at night.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance				195,000		195,000
Total				195,000		195,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund				195,000		195,000
Total				195,000		195,000

Budget Impact/Other

The cost of electricity for lights will be charged to the teams that will be using the fields.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Other (Insurance, Utilities)				8,000	16,000	24,000
Total				8,000	16,000	24,000

Capital Investments Plan

FY 11 thru FY 15

Department: Parks & Recreation

City of Dover, Delaware

Contact: Parks & Recreation Director**Type:** Improvement**Useful Life:** Unknown**Category:** General**Priority:** 3**Project #:** PR1492**Project Name:** TENNIS COURTS AT SCHUTTE PARK**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$160,000**Description**

This project will construct tennis courts at Schutte Park. Consequences of delaying or eliminating this project are that there are no tennis courts on the west side of Dover for resident use.

Justification

There are no public tennis courts on the west side of Route 13 in Dover. The Parks and Recreation department has received several requests for the addition of tennis courts at Schutte Park. This project is a part of the master plan for Schutte Park that was developed by Sasaki Associates in 1991.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance				160,000		160,000
Total				160,000		160,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund				160,000		160,000
Total				160,000		160,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

Department: Parks & Recreation

City of Dover, Delaware

Contact: Parks & Recreation Director**Type:** Improvement**Useful Life:** Unknown**Category:** General**Priority:** 2**Project #:** PR1493**Project Name:** SCHUTTE PARK LAND IMPROVEMENTS**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$100,000**Description**

This project involves the probable land donation from a local developer. Wyoming Mill Road will be reconfigured to intersect the Village of Westover entrance. The price listed is for grading and seeding the donated land, which will become athletic fields. The consequences of delaying or eliminating this project will be the lack of outdoor athletic field space.

Justification

Increased acreage for outdoor athletic fields.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance				100,000		100,000
Total				100,000		100,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund				100,000		100,000
Total				100,000		100,000

Budget Impact/Other

Construction to be complete in the same time frame as the new Boys & Girls Club.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Parks & Recreation**Contact:** Parks & Recreation Director**Type:** Improvement**Useful Life:** Unknown**Category:** General**Priority:** 2**Project #:** PR1494**Project Name:** PAVING OF PARKING LOTS AT SCHUTTE PARK**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$300,000**Description**

Pave, stripe, and install lighting for two existing parking areas. There is inadequate parking for events at Schutte Park.

Justification

Existing parking doesn't have marked parking spaces and is not lighted. By paving these areas, we can increase parking spaces and safety for park users after dark.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance					300,000	300,000
Total					300,000	300,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Community Transp. Fund					150,000	150,000
General Fund					150,000	150,000
Total					300,000	300,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Police**Contact:** Police Chief**Type:** Equipment**Useful Life:** Unknown**Category:** General**Priority:** 1**Project #:** PD1190**Project Name:** IN CAR CAMERA REPLACEMENT**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$201,843**Description**

This is a police grant project and will be funded solely by grant funds over the next several years. The first ten digital cameras and server were purchased through a sealed bid process that was approved by Council in January 2007. Since then we have continued to replace in-car cameras as we obtained grant funds for the purchases. This project is submitted to document this ongoing priority and plans for the eventual upgrade and replacement of 17+ older model mobile vision in-car cameras during Fiscal Year 2010-2013 that use VHS recording technology and any digital cameras that become beyond repair through normal use or accidental damage. Some of the VHS units currently in use were purchased ten or more years ago and are becoming obsolete for repair parts and support. The initial bid purchase from ICOP Inc. for ten in-car cameras and a large capacity server to store the digital media was approved by Council in January 2007 at a cost of \$73,295. The plan was to stay with one vendor for cost. Since then, we continued to replace in-car cameras as we obtained grant funds for the purchases. This project is submitted to document this ongoing priority.

Justification

The use of in-car cameras in police vehicles provides visual evidence/documentation for criminal and traffic enforcement operations. The evidence obtained is used by officers in court and is instrumental in putting the bad guys behind bars. As grant funds become available, additional units will be purchased to replace the older systems in place. Due to the uncertainty in the amounts and timing for the availability of grant funds, the budgets reflected below are not firm and will change without notice. Nine cameras and associated equipment were purchased using grant funds in Fiscal Year 2010, leaving a balance of eight cameras to be purchased during Fiscal Year 2011-2013

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
153,843	Miscellaneous	18,000	18,000	12,000			48,000
	Total	18,000	18,000	12,000			48,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
153,843	Police Grants	18,000	18,000	12,000			48,000
	Total	18,000	18,000	12,000			48,000

Budget Impact/Other

As grant funds become available, additional units will be purchased to replace the older systems in place. Due to the uncertainty in the amounts and timing for the availability of grant funds, the budgets reflected below are not firm and will change without notice. The costs identified below include the cameras, removable hard drives in extra quantities because they are changed out periodically and downloaded into evidence, as well as other accessories necessary for the operation of the equipment.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Police**Contact:** Police Chief**Type:** Improvement**Useful Life:** Unknown**Category:** General**Priority:** 2**Project #:** PD1290**Project Name:** REPAVE POLICE STATION PARKING LOT**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$95,200**Description**

This project will mill down, repave, and restripe the parking lots on the southeast and southwest sides of the building. Currently, the southwest lot has several potholes that need to be filled in and repaired more permanently. Both lots are developing cracks and deteriorating quickly. The City crews came over and put cold patches down on the southwest side, but have not been back to perform a more permanent repair that will sustain us through the winter. Consequences of delaying or eliminating this project: The potholes are bad enough that they could cause damage to Department and personal vehicles if not fixed and could be considered a safety liability issue due to the fact that numerous people use our parking lots/facility.

Justification

The potholes are bad enough that they could cause damage to Department and personal vehicles if not fixed. Currently waiting for the City crews to put hot patches down to temporarily fix the areas that are the worst.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance		95,200				95,200
Total		95,200				95,200

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund		95,200				95,200
Total		95,200				95,200

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

Department: Police**Contact:** Police Chief**Type:** Improvement**Useful Life:** Unknown**Category:** General**Priority:** 3**Project #:** PD1291**Project Name:** SECOND FLOOR EXPANSION**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$226,600**Description**

This project encompasses the second and third increments of funding for the renovation/expansion of the police station in the attic area of the second floor to accommodate the increasing needs of the department. The first increment of this project was accomplished in Fiscal Year 2005 & Fiscal Year 2006 and encompassed the upgrade of the computer/server room area needed to accommodate dispatch communications upgrade projects funded by the State.

Justification

In the past few years, the department has been expanding in size and adding programs. We are currently using interview rooms as office space due to the lack of available space. In addition, state mandates have increased computer requirements and systems maintained in our department. The dispatch communications upgrade is the most intensive and was funded by state and federal pass-through dollars and required the redesign of our dispatch area, replacing the dispatch communications consoles, and displaced the computers driving dispatch systems due to lack of space. The DEMA funding provided paid for the consoles, computer enhancements, and the associated furniture for the dispatch area. The current computer room located in the basement was not large enough to accommodate all the systems involved, so these assets were moved to the new location in the expansion area on the second floor of the station during Fiscal Year 2006. The additional space on the second floor will ensure enough space is available for additional office space needed for new units and personnel being added to the department in the next several years. We plan to execute this project incrementally over a two-year period to accommodate space requirements for new and existing units in the department. If not funded, new unit personnel in the department will have no office space or area in which they can accomplish the daily administrative functions required for their units because there is no other space available in the building.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
103,725	Construction/Maintenance		61,437	61,438			122,875
	Total		61,437	61,438			122,875

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
103,725	General Fund		61,437	61,438			122,875
	Total		61,437	61,438			122,875

Budget Impact/Other

There will be additional utilities costs once the second floor area is completed. The amount is unknown at this point. In addition, initial furniture for these areas will be required. As the City's population continues to grow and expand, the Police Department receives additional demands for service. As a result, the department will have to increase its force strength to sufficiently meet the increasing needs for service and to maintain public safety. The additional space this project affords will help keep the department in step with the changing times and demands for service.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

Department: Police

City of Dover, Delaware

Contact: Police Chief**Type:** Equipment**Useful Life:** Unknown**Category:** General**Priority:** 4**Project #:** PD1292**Project Name:** SERVER ROOM FIRE SUPPRESSION SYSTEM**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$119,324**Description**

This project will replace and upgrade the current water-based fire suppression system which is in use in our computer server room located on the second floor of our building with a dry chemical-based system (FM system). Our server room currently houses approximately 18 servers and computers that run all of the Law Enforcement applications in our building as well as Verizon's computerized 911 telephone system and our Motorola radio equipment. Installation of the new fire suppression system would involve replacing the ceiling tiles in the room to make the room airtight and also replacing the existing water distribution system with the chemical-based system components. Should a fire disaster occur, failure to upgrade the current fire suppression system will result in huge costs for the department to replace all the computer equipment destroyed by fire and/or water damage. Although some workarounds are possible for some portions of the systems used by department personnel, most of the systems will not be accessible until replacement computer equipment can be purchased. If this computer equipment was to be destroyed by a fire or even by water damage, it would be a catastrophic event to the department as all of our computers operate out of this one control room.

Justification

In the case of an emergency, a water-based system would extinguish the fire in the computer server room, but the computer equipment would be destroyed in the process by the water damage. New equipment would have to be purchased to replace the old computer equipment just to keep the department operating and funds for this purchase are not programmed in any part of our budget. Implementing the dry chemical-based system would allow the fire to be extinguished with minimal damage, if any, to the computer equipment in server room. The exact cost of the current computer operating in our server room is not immediately known, but it is well over \$100,000.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
69,324	Miscellaneous		50,000				50,000
	Total		50,000				50,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
69,324	General Fund		50,000				50,000
	Total		50,000				50,000

Budget Impact/Other

Although the total cost for all the computer equipment maintained in the server room is not known, savings will occur because new equipment should not have to be purchased after a fire disaster event. Current estimate of existing equipment is over \$100,000. When the current server room was constructed, funding was not available to install a fire suppression system other than a water-based system. The City of Dover Fire Marshall, Dave Truax, strongly recommends replacing our current system with the chemical-based fire suppression system for the server room.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

Department: Public Services-Admin

City of Dover, Delaware

Contact: Public Services Director**Type:** Equipment**Project #:** PA1290**Useful Life:** Unknown**Category:** General**Project Name:** GIS INFRASTRUCTURE & MOBILE SOLUTIONS**Priority:** 3**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$54,000**Description**

The GIS Infrastructure and Mobile Solutions Strategy is a plan to work toward improving GIS technologies by expanding its infrastructure. The ability to implement departmental needs throughout the City due to a sound, cutting edge infrastructure is paramount. As the City moves forward in technology, many of its needs are being pioneered in the GIS field. Mobile computing, wireless networking, custom web viewers, and AVL (vehicle) tracking are just some of the examples of the technology being utilized and developed with GIS. Consequences of delaying or eliminating this project: Delay deployment of GIS technology to various areas of City government. This project is related to the following: GIS, IT Long-Range Plan.

Justification

This strategy would procure hardware and software as well as perform pilot projects that would test the ability of the City to expand in such areas of technology. The types of hardware to be purchased are GPS receivers, patch antennas, laptops, vehicle mounts, and lightweight clients. Software would be extensions used in conjunction with ESRI's ArcGIS software to perform specific tasks. Types of extensions are spatial analyst, network analyst, etc. ESRI Services may be purchased for help with advancement in the City's use of the ArcGIS Server.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Other		8,000	8,000	8,000		24,000
Miscellaneous		10,000	10,000	10,000		30,000
Total		18,000	18,000	18,000		54,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund		18,000	18,000	18,000		54,000
Total		18,000	18,000	18,000		54,000

Budget Impact/Other

As pilot projects are performed and found to be successful, budgets will grow as the pilots are implemented department or citywide. Future software maintenance and hardware replacement (sustainability). The City is using two NASCAR races a year to implement new technologies. Along with training employees in these technologies, we are utilizing techniques used in damage assessment and emergency recovery during daily race weekend operations. To continue expanding on such pilot projects, we would need additional hardware and software. Other represents ESRI services and support. Miscellaneous represents mostly hardware and some software.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

Department: Public Services-Streets

City of Dover, Delaware

Contact: Public Services Director**Type:** Improvement**Useful Life:** Unknown**Category:** General**Priority:** 1**Project #:** ST1101**Project Name:** STREET AND ALLEY PROGRAM**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$7,850,000**Description**

This project will rehabilitate approximately five percent of the street and alley network each year. The estimated capital maintenance costs are \$33.7 million over a 20-year planning horizon in Fiscal Year 2005 dollars. This estimate is based on the needs survey conducted by Public Services in Fiscal Year 2004. Consequences of delaying or eliminating this project: Continuous maintenance on these assets will prevent more costly reconstruction in the future. This project is related to the following: This project combines the former Street Resurfacing Program, the Alley Program, and the Barrier Free Access Ramp Program.

Justification

The program identifies maintenance costs for 81.03 miles of streets and 15.24 miles of alleys. Replacement of deteriorated curbs, gutters, and sidewalks provides improved use, drainage, and the appearance of the pavement section. The Street and Alley Program schedule is driven by funding and road ratings.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
1,350,000	Construction/Maintenance	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
	Total	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
1,350,000	Community Transp. Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
	General Fund	300,00	300,00	300,00	300,00	300,00	1,500,000
	Total	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000

Budget Impact/Other

The improvement schedule is based on the Fiscal Year 2004 ratings and Community Transportation Funds committed by area legislators. The annual funding split is proposed to be \$700,000 from the General Fund and \$1,000,000 from Community Transportation Funds in Fiscal Year 2010.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

Department: Public Services-Streets

City of Dover, Delaware

Contact: Public Services Director

Type: Maintenance

Useful Life: Unknown

Category: General

Priority: 2

Project #: ST1102

Project Name: **CONCRETE CONSTRUCTION &
PLACEMENT PROGRAM**

New Project: No

Account Number:

Time-Line:

Total Project Cost: \$250,000

Description

This program replaces and rehabilitates deteriorated sidewalks and curbs throughout the City using in-house labor and private contractors. This is in accordance with the ADA. Consequences of delaying or eliminating this project: Delaying or eliminating the project will result in continued complaints and insurance claims from citizens and visitors. In addition, further deterioration of the sidewalk network will occur. This project is related to the following: Street and Alley Program, Water and Sewer System Repairs, and Electric Department projects.

Justification

This program promotes the interconnection of the sidewalk network to conform to ISTEA (Intermodal Surface Transportation Efficiency Act) and rehabilitates sidewalks that have root damage from City street trees. This program also facilitates compliance with the Americans with Disabilities Act as it relates to the pedestrian network as well as improving localized drainage issues.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance	50,000	50,000	50,000	50,000	50,000	250,000
Total	50,000	50,000	50,000	50,000	50,000	250,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
General Fund	50,000	50,000	50,000	50,000	50,000	250,000
Total	50,000	50,000	50,000	50,000	50,000	250,000

Budget Impact/Other

There is no impact on the operating budget as reduction in insurance claims and improved pedestrian mobility is difficult to financially quantify. The Department of Public Services maintains a prioritization list that outlines the categories of replacement. Complaints are entered on the list as they are received and prioritized by City staff.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

Department: Public Services-Streets

City of Dover, Delaware

Contact: Public Services Director**Type:** Improvement**Project #:** ST1490**Useful Life:** Unknown**Category:** General**Project Name:** SILVER LAKE REVITALIZATION PROJECT**Priority:** 4**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$600,000**Description**

The proposed project will remove all of the old pavement and parking areas and construct a new central parking lot and access to the boat ramp area as well as access from Kings Highway. The existing pavement condition is in poor quality, and the parking pods create a public perception problem. This project will plant trees, flowers, and shrubs below the dam on Silver Lake to Court Street along the St. Jones River in order to improve water quality and protect the stream bank. This will be a multi-year project. The department continues to receive complaints regarding the parking pods, the further deterioration of the existing pavement sections and parking areas, lack of storm water management practices, bank erosion related to storm water runoff, and poor site lighting.

Justification

Currently there are no storm water management practices being implemented on this site, and the location adjacent to the St. Jones River causes direct storm water discharge to an environmentally sensitive area. The proposed reconstruction and relocation of the loaded parking lot will allow for best management practices regarding storm water management to be implemented at this site.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design				50,000		50,000
Construction/Maintenance					250,000	250,000
Total				50,000	250,000	300,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Community Transp. Fund					250,000	250,000
General Fund				50,000		50,000
Total				50,000	250,000	300,000

Budget Impact/Other

The proposed project includes parking reconstruction, planning and design, and ultimately landscaping for this section of the St. Jones River.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

WATER/WASTEWATER

Expenditures

Department	Project#	Page	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Public Utilities-Wastewater Management								
Inflow/Infiltration	WW1101	157	500,000	1,000,000	1,000,000	1,250,000	1,250,000	5,000,000
SCADA Equipment Technology Upgrade	WW1102	158	82,100	84,900	87,900			254,900
Del State/Del Tech Force Main Rerouting	WW1103	159	286,500					286,500
Lepore Road Pump Station Replacement	WW1104	160	52,000	350,000				402,000
Heatherfield Force Main Upgrade	WW1190	161	229,200					229,200
Fox Hall Pump Station Replacement	WW1191	162	375,900					375,900
Miscellaneous Sewer System Improvements	WW1105	163	35,000	37,000	39,000	41,000	43,000	195,000
Baltray Pump Station Replacement	WW1290	164		25,000	100,000			125,000
Dover Brook Gardens Pump Station Upgrade	WW1291	165		15,000	50,000			65,000
Brandywine Pump Station Replacement	WW1292	166		52,000	350,000			402,000
McKee Road Pump Station Replacement	WW1293	167		10,000	45,000			55,000
Hazletville Road Interceptor	WW1390	168			30,000	740,000		770,000
Del Tech Pump Station Replacement	WW1391	169			52,000	440,000		492,000
Westover Pump Station & Force Main Upgrade	WW1392	170			65,000	703,800		768,800
Dover East Pump Station Abandonment & Sewer Line	WW1393	171			40,000	213,800		253,800
Silver Lake Pump Station Replacement	WW1490	172				52,000	375,000	427,000
Rolling Acres Pump Station Replacement	WW1590	173					52,000	52,000
<i>Public Utilities-Wastewater Mgmnt Total</i>			1,560,700	1,573,900	1,858,900	3,440,600	1,720,000	10,154,100
Public Utilities-Water Management								
Miscellaneous Distribution System Improvements	WD1101	174	60,000	60,000	70,000	75,000	75,000	340,000
Wellhead Redevelopment Program	WD1102	175	60,000	65,000	70,000	75,000	80,000	350,000
Water Quality Improvements	WQ1101	176	500,000	500,000	750,000	1,000,000	1,000,000	3,750,000
Emergency Generators (Wells)	WD1202	177		80,000	80,000	80,000		240,000
1.0 MG Elevated Water Storage Tower	WD1201	178		2,390,000				2,390,000
Water Treatment Plant Process Improvements	WQ1301	179			150,000	450,000	450,000	1,050,000
Piney Point Well	WD1301	180			450,000			450,000
Future Columbia Well Installation	WD1401	181				25,000	171,400	196,400
SCADA Equipment Technology Upgrade	WD1501	182					80,000	80,000
<i>Public Utilities-Water Management Total</i>			620,000	3,095,000	1,570,000	1,705,000	1,856,400	8,846,400
GRAND TOTAL			2,180,700	4,668,900	3,428,900	5,145,600	3,576,400	19,000,500

WATER/WASTEWATER

Revenue

Department	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Water/Wastewater Bonds	2,180,700	4,486,900	2,016,900	2,441,000	2,448,000	13,573,500
Water/Wastewater Fund	-	182,000	1,412,000	2,704,600	1,128,400	5,427,000
GRAND TOTAL	2,180,700	4,668,900	3,428,900	5,145,600	3,576,400	19,000,500

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Wastewater Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: Unknown

Category: Water/Wastewater

Priority: 2

Project #: WW1101

Project Name: INFLOW/INFILTRATION REMOVAL

New Project:
Account Number:
Time-Line:
Total Project Cost: \$5,000,000

Description

This project will identify and correct areas in the sanitary sewer collection system that are deteriorating and allowing groundwater to enter the sanitary sewer system through cracked pipes and/or joints. Video investigations of the lines will be performed in-house to determine the condition of subject pipes which may help with the identification of sump pumps and other illicit connections to the system which will have to be removed by individual property owners. In conjunction with the Water Quality Improvement Projects, sanitary sewer lines within the project areas will be video inspected to determine main condition. A work plan will be developed based on the results of the investigation.

Justification

The wet weather experienced in 2003, highlighted the fact that we have an aging wastewater system that requires more attention to the condition of the old pipe network and more monitoring of illicit connections to the system. Inflow and infiltration are problems that all customers pay for since they are costs that are not assigned to an individual customer. Therefore, all customers are affected by expenses related to inflow and infiltration. Delaying or eliminating this project will result in continued higher treatment charges for wastewater flow to Kent County than is necessary. In addition, the reduction in available capacity in the City and county systems due to inflow and infiltration will reduce the capacity available for future growth.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance	500,000	1,000,000	1,000,000	1,250,000	1,250,000	5,000,000
Total	500,000	1,000,000	1,000,000	1,250,000	1,250,000	5,000,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
WWW Bond Financing	500,000	1,000,000	1,000,000	1,250,000	1,250,000	5,000,000
Total	500,000	1,000,000	1,000,000	1,250,000	1,250,000	5,000,000

Budget Impact/Other

The project will reduce the operating budget over time due to the reduction in costs for sewage treatment paid to Kent County. All savings are cumulative. The wet weather which was experienced in 2003, exemplified the fact that the aging and deteriorating sanitary sewer system allows groundwater and rainwater to enter the system. This, in turn, results in higher treatment charges from Kent County. In Fiscal Year 2004, the Kent County Treatment Charge was approximately \$89,000 greater than the Wastewater Adjustment Fee on average per month. In Fiscal Year 2005, City Council approved a \$0.45/Tgal rate increase on the City's sewer rate (\$0.25/Tgal in Fiscal Year 2005 and \$0.20/Tgal in Fiscal Year 2006) to compensate for this problem. As a result of this increase, approximately \$2.77 million has been transferred to the Wastewater Adjustment Fee fund, between Fiscal Year 2006 and Fiscal Year 2009, to reduce the deficit associated with this problem. Although the transfer is not continuing in Fiscal Year 2010 it is critical to continue making improvements on a regular and planned basis to improve the integrity of the wastewater system. Weather occurs in a cyclic fashion and discrepancies between fees collected and charges received will likely happen again when groundwater and precipitation levels rise.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Wastewater Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Water/Wastewater**Priority:** 3**Project #:** WW1102**Project Name:** SCADA EQUIPMENT TECHNOLOGY UPGRADE**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$484,800**Description**

This project involves the replacement of antiquated and/or obsolete remote terminal units (RTUs) at sewage pumping stations with new up-to-date serviceable SCADA equipment. Microwave radios, antennas, and enclosures would be upgraded as needed. The RTU and radio are the reporting equipment for the SCADA system (Supervisory Control and Data Acquisition) which reports, on a constant basis, the status of alarms at the City's pumping stations. The RTUs that are being replaced are outdated and unable to be repaired. Most of the equipment is installed in two steel cabinets mounted outside and are corroding. The new equipment is installed within a single fiberglass NEMA 4 enclosure. This is an ongoing project that started in Fiscal Year 2008, and will be completed in Fiscal Year 2013.

Justification

Replace failing antiquated equipment with completely new alarm reporting equipment to provide reliable SCADA system reporting and to prevent the need for costly non budgeted emergency repairs. Lack of alarms resulting in costly sewer backup claims. An RTU or radio failure would provide no advance warning of a failure and could result in costly sewer backup claims or sewage overflows into waterways. Equipment would become old, not supported, and obsolete. Order equipment and construct cabinets and back-plates by December; complete installation by June. Stations being completed in Fiscal Year 2010. Schoolview Pump Station, Lakeview Pump Station, Dover Post Pump Station, Hunters Pointe Pump Station, Silver Lake Pump Station, and McKee Road Pump Station.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
229,900	Construction/Maintenance	15,500	16,000	16,600			48,100
	Miscellaneous	66,600	68,900	71,300			206,800
	Total	82,100	84,900	87,900			254,900

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
229,900	WWW Bond Financing	82,100	84,900	87,900			254,900
	Total	82,100	84,900	87,900			254,900

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities-Wastewater Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Water/Wastewater**Priority:**4**Project #:** WW1103**Project Name:** DEL STATE/DEL TECH FORCE MAIN
REROUTING**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$313,300**Description**

This project was identified in the 2009 Wastewater Master Plan and the Kent County Central Transmission Bypass planning. It will reroute approximately 2,750 linear feet of eight-inch force main exiting from the Delaware State University Pump Station. The new force main will discharge into the upstream end of the new Route 13 Sanitary Sewer Interceptor at the end of West Rustic Lane. This project will entail the installation of approximately 750 feet of new eight-inch force main. Due to the requirements of this project, it will also include the rerouting of the Delaware Tech. force main through reverse flow utilizing the existing force main.

Justification

Rerouting the existing force main from the Delaware State University P/S will significantly reduce the total length of force main from the station and will reroute flows to the City of Dover infrastructure. Flows from the pump station will no longer discharge into Kent County Station #2, however, the flows will deposit into the Kent County Central Transmission Bypass. This partially fulfills a City commitment made in Fiscal Year 2003. Delaying or eliminating this project would result in continued stress on downstream infrastructure.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
26,800	Construction/Maintenance	286,500					286,500
	Total	286,500					286,500

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
26,800	W/WW Bond Financing	286,500					286,500
	Total	286,500					286,500

Budget Impact/Other

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Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Wastewater Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: Unknown

Category: Water/Wastewater

Priority: 9

Project #: WW1104

Project Name: LEPORE ROAD PUMP STATION REPLACEMENT

New Project: No

Account Number:
Time-Line:
Total Project Cost: \$402,000

Description

The replacement of this station was identified in the 2009 Wastewater Master Plan, and the current proposal is to completely replace the aging station with a new Smith & Loveless Station.

Justification

The existing pumps are oversized and inefficient. Therefore, new pumps will be sized for the correct capacity of the wet well. The brick wet well is subject to the groundwater infiltration. Delaying or eliminating this project would result in the continued deterioration of the infrastructure necessitating the need for more extensive repairs in the future.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design	52,000					<i>52,000</i>
Construction/Maintenance		350,000				<i>350,000</i>
Total	52,000	350,000				<i>402,000</i>

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
W/WW Bond Financing	52,000	350,000				<i>402,000</i>
Total	52,000	350,000				<i>402,000</i>

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Wastewater Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: Unknown

Category: Water/Wastewater

Priority: 6

Project #: WW1190

Project Name: HEATHERFIELD FORCE MAIN UPGRADE

New Project: No

Account Number:
Time-Line:
Total Project Cost: \$269,200

Description

This project calls for replacement of approximately 1,200 linear feet of existing four-inch force main with six-inch force main; and modifying the pump station components to increase the capacity of the station to over 200 gallons per minute.

Justification

Upgrade the force main to meet the capacity requirements incurred by the previous extension and development of the collection basin. Pump station overload may result in a sewage spill into waterways or backup in a residence. The capacity of the pumping station was exceeded with the connection of the Heatherfield East, Cranberry Run, and a portion of Fox Hall West Addition subdivisions. The current capacity utilization is 125 percent. The force main improvements will lower the utilization to 75 percent. The force main upgrade needs to be completed prior to replacement of the aged station in the upcoming out years.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
40,000	Construction/Maintenance	229,200					229,200
	Total	229,200					229,200

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
40,000	W/WW Bond Financing	229,200					229,200
	Total	229,200					229,200

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Wastewater Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: 20-25 Years

Category: Water/Wastewater

Priority: 5

Project #: WW1191

Project Name: FOX HALL PUMP STATION REPLACEMENT

New Project: No

Account Number:
Time-Line:
Total Project Cost: \$427,900

Description

This project will completely rehabilitate the wet well side of the pump station using the poly-triplex system liner. In addition, it will include the replacement of the pump station to a wet well mounted package pump station. This station was constructed in 1971 and has exceeded its life expectancy of 20-25 years.

Justification

The wet well has deteriorated due to age and is subject to groundwater infiltration. This project was identified in the 2009 Wastewater Master Plan. Replace the aged station to prevent the need for costly repairs to maintain operation. Delaying or eliminating this project will result in the continued deterioration of the station and increased costs of Kent County treatment charges due to groundwater infiltration. Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable and replacement of equipment is costly.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
52,000	Construction/Maintenance	375,900					375,900
	Total	375,900					375,900

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
52,000	W/WW Bond Financing	375,900					375,900
	Total	375,900					375,900

Budget Impact/Other

This project will slightly reduce the operating budget by reducing inflow/infiltration into the wet well. Inflow/infiltration reduction equates to a reduction in our treatment costs with Kent County due to a reduced quantity of flow.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Wastewater Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: Unknown

Category: Water/Wastewater

Priority: 1

Project #: WW1105

Project Name: MISCELLANEOUS SEWER SYSTEM IMPROVEMENTS

New Project: No

Account Number:
Time-Line:
Total Project Cost: \$414,500

Description

This project will primarily address emergency sanitary sewer infrastructure repairs, including sanitary sewer mains and laterals, within major roadways, major pump station, and force main failures and associated appurtenances. These funds can also be used to partner with private developers to oversize future mains or to install associated improvements to meet the long term goals of the utility.

Justification

Due to the age of the sanitary sewer system, it can be expected that system failures will occur resulting in capital expenses to repair or replace the failed component(s). In addition, missing opportunities to oversize or reroute mains will result in higher construction costs in the future. Delaying or eliminating this project would result in reduced ability to properly address system failures and missed opportunities to expand the system. This is an ongoing annual program. Emergency repairs are addressed as they occur. Emergency repairs are performed by private contractors or in-house crews as dictated by the scope of work. All costs for over-sizing will be paid through negotiated cost and public utilities agreements.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
174,500	Construction/Maintenance	35,000	37,000	39,000	41,000	43,000	195,000
	Total	35,000	37,000	39,000	41,000	43,000	195,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
174,500	W/WW Bond Financing	35,000	37,000	39,000	41,000	43,000	195,000
	Total	35,000	37,000	39,000	41,000	43,000	195,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Wastewater Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: 20-25 years

Category: Water/Wastewater

Priority:
Project #: WWW1290

Project Name: BALTRAY PUMP STATION REPLACEMENT

New Project: No

Account Number:
Time-Line:
Total Project Cost: \$125,000

Description

The proposed project includes the in-kind replacement of the grinder pumping station installed with the construction of the Baltray Subdivision in 1988. The station is approaching its anticipated life expectancy of 20-25 years. The grinder pumps, rail system, and electric controls will be replaced.

Justification

Replace the aging station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation. Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable, and replacement of equipment is costly. Grinder pumps require periodic repairs and replacement to maintain efficient operation. During previous pump removal, staff has noticed leaking seals and instability in the rail system for the pumps due to corrosion. Although grinder pumps are less costly than standard pumps used elsewhere, they are only appropriate under certain conditions. As a grinder pump is still effective at this location, it will be replaced in-kind.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design		25,000				25,000
Construction/Maintenance			100,000			100,000
Total		25,000	100,000			125,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund		25,000	100,000			125,000
Total		25,000	100,000			125,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Wastewater Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** 20-25 years**Category:** Water/Wastewater**Priority:** 8**Project #:** WW1291**Project Name:** DOVER BROOK GARDENS PUMP STATION
UPGRADE**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$65,000**Description**

This project would construct a force main priming loop to insure that adequate back pressure is provided to the check valves to maintain prime on the vacuum primed Smith & Loveless pumps and upgrade to maintain or increase capacity. The loop is to create a high point in the force main above the pumps to provide a column of water against the check valves. The existing force main was originally installed with a constant slope away from the station to the receiving gravity sewer manhole. The force main drains by gravity away from the check valves providing very little static water pressure to hold check valves closed.

Justification

Replace the aging station with a completely new station to prevent the need for costly, non budgeted repairs to maintain operation. Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable, and replacement of equipment is costly. Grinder pumps require periodic repairs and replacement to maintain efficient operation. During previous pump removal, staff has noticed leaking seals and instability in the rail system for the pumps due to corrosion. Although grinder pumps are less costly than standard pumps used elsewhere, they are only appropriate under certain conditions. As a grinder pump is still effective at this location, it will be replaced in kind.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design		15,000				15,000
Construction/Maintenance			50,000			50,000
Total		15,000	50,000			65,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund		15,000	50,000			65,000
Total		15,000	50,000			65,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Wastewater Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: 20-25 years

Category: Water/Wastewater

Priority: 8

Project #: WW1292

Project Name: BRANDYWINE PUMP STATION REPLACEMENT

New Project:
Account Number:
Time-Line:
Total Project Cost: \$402,000

Description

The proposed project includes the replacement of the Smith & Loveless package pumping station installed in 1977. The station has exceeded its anticipated life expectancy of 20-25 years and is in need of a capacity upgrade due to the increased growth in the basin.

Justification

Replace the aged station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation. Consequences of delaying or eliminating this project could include pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable, and replacement of equipment is costly. Design and bid in Fiscal Year 2012; construction in Fiscal Year 2013. This station was installed for the Dover Country Club Apartments when City sewer was made available to this area. The site was previously outside the City's service area and had its own on site sewer treatment system. Over the life span of this station, it has seen increased flows with the construction of Mallard Pond, Marsh Creek, and Westwind Meadows, and the extension of service to Fox Hall Drive and possible infiltration. Based on the monthly runtime hours, the station is currently operating at 130 percent of desired capacity. Staff has observed numerous pump clogs and failures in the past years. The Dover Country Club and Brandywine Condo sewer lines are old and possibly influenced by infiltration.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design		52,000				52,000
Construction/Maintenance			350,000			350,000
Total		52,000	350,000			402,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund		52,000	350,000			402,000
Total		52,000	350,000			402,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Wastewater Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: 20-25 years

Category: Water/Wastewater

Priority: 10

Project #: WW1293

Project Name: MCKEE ROAD PUMP STATION COMMUNATOR
REPLACEMENT

New Project: No

Account Number:
Time-Line:
Total Project Cost: \$55,000

Description

The proposed project includes the replacement of the comminator at the influent line to the pumping station installed in 1995. This acts as a screen/grinder at the influent side of the station, cutting or stopping large debris from entering the wet well and clogging the pumps. The comminator motor has run 24 hours a day, 7 days a week since the initial startup of the pumping station.

Justification

Replace the aging equipment to prevent the need for costly unbudgeted repairs to maintain operation. Unbudgeted costly repairs to comminator and damage to a pump when failure occurs. Pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design		10,000				10,000
Construction/Maintenance			45,000			45,000
Total		10,000	45,000			55,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund		10,000	45,000			55,000
Total		10,000	45,000			55,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Wastewater Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Water/Wastewater**Priority:** 8**Project #:** WW1390**Project Name:** HAZLETTVILLE ROAD INTERCEPTOR**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$770,000**Description**

This project, identified in the 2009 Wastewater Master Plan, identified sections of 15" gravity wastewater main as being overloaded in peak conditions, due to a negative slope in the pipe. This project calls for the upgrade of roughly 1,320 linear feet of wastewater main. The proposed upgrade will install 21" main at proper slope to provide adequate capacity and allow for future growth in the basin.

Justification

This project has been identified by staff that the section of pipes is flowing nearly full, due to negative slope. This project will allow for proper capacity to handle current flow as well to allow for growth. Delaying or eliminating this project would result in overflow of wastewater material. In-house design in Fiscal Year 2013; construction in Fiscal Year 2014.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design			30,000			30,000
Construction/Maintenance				740,000		740,000
Total			30,000	740,000		770,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund			30,000	740,000		770,000
Total			30,000	740,000		770,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Wastewater Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: 20-25 years

Category: Water/Wastewater

Priority: 9

Project #: WW1391

Project Name: DELAWARE TECH PUMP STATION REPLACEMENT

New Project: No

Account Number:
Time-Line:
Total Project Cost: \$492,000

Description

The proposed project includes the replacement of the Smith & Loveless package capsular pumping station and wet well replacement/relocation installed in 1975. The below-grade capsular station will be replaced with a wet well mounted package pumping station eliminating a confined space entry requirement. The station is located at the rear of the Delaware Tech campus on the corner of Scarborough Road and Crawford Carroll Avenue. The station has exceeded its anticipated life expectancy of 20-25 years.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation. Pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly. This station was installed by Kent County to serve the Delaware Tech and Delaware State University campuses in the mid 1970s and transferred to the City in the late 1990s. The pumping station handles the Delaware Tech Terry Campus complex. Design and bid in Fiscal Year 2013; construction in Fiscal Year 2014.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design			52,000			52,000
Construction/Maintenance				440,000		440,000
Total			52,000	440,000		492,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund			52,000	440,000		492,000
Total			52,000	440,000		492,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Wastewater Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: 20-25 years

Category: Water/Wastewater

Priority: 10

Project #: WW1392

Project Name: WESTOVER PUMP STATION & FORCE MAIN UPGRADE

New Project: No

Account Number:
Time-Line:
Total Project Cost: \$768,800

Description

The proposed project includes the upgrade of the Smith & Loveless pumping station and force main installed in 1994. The pump station's available capacity will be consumed with the build-out of the Village of Cannon Mills and will be in need of additional capacity in order to be able to receive additional flow from the west. The project will include replacement of interior six-inch suction and discharge piping with eight-inch pipe, and upgrade 1,400 feet of six-inch force main to 12-inch diameter pipe from the station to Electric Avenue.

Justification

Provide adequate capacity to receive additional sewage flow from the immediate vicinity due to development and annexation. Possible pipe rupture due to high head pressures and water hammer is possible. A rupture could cause the station to flood, damaging the motors and controls or spilling raw sewage into the Puncheon Run stream. Design and bid in Fiscal Year 2013; construction in Fiscal Year 2014.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design			65,000			65,000
Construction/Maintenance				703,800		703,800
Total			65,000	703,800		768,800

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund			65,000	703,800		768,800
Total			65,000	703,800		768,800

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Wastewater Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Water/Wastewater**Priority:** 7**Project #:** WW1393**Project Name:** DOVER EAST PUMP STATION ABANDONMENT/
SEWER LINE**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$253,800**Description**

The proposed project includes the abandonment and removal of the existing Smith & Loveless package capsular pumping station. This scope of work will also include the removal of the existing wet well. The station will be eliminated due to the construction to occur on the Rojan Meadows Subdivision site. East Dover MHP will connect to the new Rojan Meadows pump station by installing approximately 400 linear feet of 12" gravity sanitary sewer. The existing Dover East station has exceeded its anticipated life expectancy of 20-25 years, and the removal of this station can be justified because of the pump station being constructed at the Rojan Meadows Subdivision site. The pump station at Rojan Meadows will be sized to handle the Dover East wastewater and will discharge directly into the Central Transmission Bypass.

Justification

The removal of the existing pump station will prevent the need for maintenance, and costly repairs to the system. The gravity sanitary sewer line will be beneficial to the City of Dover because of the low maintenance costs compared to the costs of maintaining and operating the existing pump station. Consequences of delaying or eliminating this project include the maintenance and expense for operating a station that is no longer required. This station was installed with the development of the East Dover Mobile Home Park in 1973.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design			40,000			40,000
Construction/Maintenance				213,800		213,800
Total			40,000	213,800		253,800

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund			40,000	213,800		253,800
Total			40,000	213,800		253,800

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Wastewater Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** 20-25 years**Category:** Water/Wastewater**Priority:** 7**Project #:** WW1490**Project Name:** SILVER LAKE PUMP STATION REPLACEMENT**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$427,000**Description**

This project calls for the replacement of the Smith & Loveless package pumping station installed in 1982, in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using the poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years and is in need of a capacity upgrade to handle anticipated growth in the basin.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation. The wet well has deteriorated due to age and is subject to groundwater infiltration. Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable, and replacement of equipment is costly. Design and bid in Fiscal Year 2014; construction in Fiscal Year 2015.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design				52,000		52,000
Construction/Maintenance					375,000	375,000
Total				50,000	375,000	427,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund				50,000	375,000	427,000
Total				50,000	375,000	427,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Wastewater Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: 20-25 years

Category: Water/Wastewater

Priority: 9

Project #: WW1590

Project Name: ROLLING ACES PUMP STATION REPLACEMENT

New Project: No

Account Number:
Time-Line:
Total Project Cost: \$52,000

Description

This project calls for replacement of the Smith & Loveless package pumping station installed in 1973 in order to handle the commercial areas from Harrington Realty Shopping Center to the Howard Johnson Hotel. The station has exceeded its anticipated life expectancy of 20-25 years and is in need of a capacity upgrade due to the high peak inflow rates.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation. Pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly. This station experiences periods of high inflow rates due to the hotel occupancy and is susceptible to possible inflow/infiltration. Staff has observed numerous pump high wet well alarms due to high inflows and increased runtimes during wet months.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design					52,000	52,000
Total					52,000	52,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund					52,000	52,000
Total					52,000	52,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Water Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Water/Wastewater**Priority:** 1**Project #:** WD1101**Project Name:** MISCELLANEOUS DISTRIBUTION SYSTEM
IMPROVEMENTS**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$389,750**Description**

This project will primarily address emergency distribution system infrastructure repairs including water mains and services within major roadways and associated appurtenances. This project will also install improvements identified by the flushing program such as valve insertions and hydrant installations. These funds can also be used to partner with private developers to oversize future mains or to install associated improvements to meet the long-term goals of the utility.

Justification

Due to the age of the water system, it can be expected that system failures will occur resulting in capital expenses to repair or replace the failed component(s). Implementing improvements identified by the flushing program will aid in improved operational control of the system. In addition, missing opportunities to oversize or reroute mains will result in higher construction costs in the future. Delaying or eliminating this project would result in reduced ability to properly address system failures and missed opportunities to expand the distribution system. This is an ongoing annual program. Emergency repairs are addressed as they occur. Emergency repairs are performed by private contractors or in-house crews as dictated by the scope of work. All costs for over-sizing will be paid through negotiated cost and public utilities agreements.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
49,750	Construction/Maintenance	60,000	60,000	70,000	75,000	75,000	340,000
	Total	60,000	60,000	70,000	75,000	75,000	340,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
49,750	Water/Wastewater Fund	60,000	60,000	70,000	75,000	75,000	340,000
	Total	60,000	60,000	70,000	75,000	75,000	340,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Water Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Water/Wastewater**Priority:** 2**Project #:** WD1102**Project Name:** WELLHEAD REDEVELOPMENT PROGRAM**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$770,962**Description**

This project will provide for rehabilitation and repair of each deep wellhead in an effort to maintain operations and/or increase the yield of each well as it relates to the permitted allocation.

Justification

The well screening and gravel pack requires cleaning over time due to a buildup of mineral deposits and foreign materials such as clay and silt. This maintenance effort is critical to ensure that production can continue to meet demand. It is also necessary to maintain the operational aspects of each well and provide repairs as needed to minimize downtime to maintain system capacity. Delaying or eliminating this project would result in the continued deterioration of the well screen, gravel pack, and well yield over time. It would also result in increased well downtime, emergency repairs, and decreased capacity. These issues can lead to increased flow pattern changes and water quality concerns. Improved operating efficiencies at the wellhead will slightly reduce power costs, but this savings has not been quantified. Fiscal Year 2008; total well inspection and testing performed. Fiscal Year 2009: Motors at Wells #6A and #9 were rebuilt, and Wells #13R and #15 were redeveloped. Fiscal Year 2010: Well #10. FY 2011: Well #4 redevelopment and well piping improvements at various well locations.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance	60,000	65,000	70,000	75,000	80,000	350,000
Total	60,000	65,000	70,000	75,000	80,000	350,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund	60,000	65,000	70,000	75,000	80,000	350,000
Total	60,000	65,000	70,000	75,000	80,000	350,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Water Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Water/Wastewater**Priority:** 3**Project #:** WQ1101**Project Name:** WATER QUALITY IMPROVEMENTS**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$3,750,000**Description**

This project was first identified by staff and the 2006 Water Master Plan Update, and has since become further refined with the Fiscal Year 2006 Water Quality Evaluation. Projects to be included under this category primarily consist of replacement or relining of old unlined cast iron water main within the City's water distribution system; system upgrades to improve system control; and utilization of a consultant to provide additional design and evaluation services, as needed. Recent research and data collections have produced a Water Main Rehabilitation Priority List, based on several criteria to identify water mains that are in need of replacement or relining. Pipes will be upgraded according to the severity of the pipe condition, as well as coordination with the City of Dover's Public Services Street Rehabilitation Program. In Fiscal Year 2008 and Fiscal Year 2009, the deep well contact chamber designs were completed and installed completed. Water mains have been replaced over this time frame in Washington Street, Pennsylvania Avenue, South Street, and Pear Street. Operational efforts, such as flushing, will occur on a continuous basis. As part of the Water Main Rehabilitation Priority List, water lines were identified throughout the City that requires replacement/relining. Using this as a guide, the following water line rehabilitation projects are scheduled for Fiscal Year 2011: Walker Road (phase one construction), Columbia Avenue Design, William Street Design, Ross Street Design, and West Street West Alley Design.

Justification

Water quality complaints have eroded consumer confidence in the City's water supply as the water is perceived to be aesthetically unpleasant. In order to reduce complaints and potentially alleviate this problem, it is necessary to implement the improvements identified by staff, the 2006 Water Master Plan Update, and the Fiscal Year 2006 Water Quality Evaluation. Delaying or eliminating this project will prolong customer dissatisfaction and further erode confidence in the City's water supply. In addition, main rehabilitation and replacement, ensuring pipes do not significantly exceed the expected life cycle, is critical to provide a reliable supply of water for our customers and for fire suppression. Water leaks and breaks on older lines can have a significant impact on our ability to serve over time.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design	250,000	250,000	385,000	300,000	380,000	1,565,000
Construction/Maintenance	250,000	250,000	365,000	700,000	620,000	2,185,000
Total	500,000	500,000	750,000	1,000,000	1,000,000	3,750,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
W/WW Bond Financing	500,000	500,000	750,000	1,000,000	1,000,000	3,750,000
Total	500,000	500,000	750,000	1,000,000	1,000,000	3,750,000

Budget Impact/Other

Addressing the brown water and associated water quality concerns of the City's water system will not only require capital improvements to the system but also operational changes. Some operation changes will result in no net effect on the operating budget, while others will need to be addressed in the development of future operating budgets. Such items include tools and supplies necessary to improve system sampling and monitoring as well as tools and supplies necessary to improve system-wide flushing operations.

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Water Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: Unknown

Category: Water/Wastewater

Priority: 4

Project #: WD1290

Project Name: 1.0 MG ELEVATED WATER STORAGE TOWER

New Project:
Account Number:
Time-Line:
Total Project Cost: \$3,085,000

Description

The proposed project, identified by staff and confirmed by the 2006 Water Master Plan Update, will construct a new 1.0 million gallon elevated storage tank within the distribution system.

Justification

This project was determined necessary by the 2006 Water Mater Plan Update in order to meet future storage volume requirements based upon demands and to aid in reducing low pressure areas and enhance fire suppression capability. Delaying or eliminating this project will result in preventing growth within the system, particularly; fire suppression measures will be compromised. Construction is planned for Fiscal Year 2012. Original project costs were provided in the 2006 Water Master Plan based upon 2005 dollars. Out-year costs have been increased by 3.5 percent per year. The planning, site selection, and land acquisition will be conducted with in-house staff, while contractual services will be required to assist with design and construction.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
695,000	Construction/Maintenance		2,390,000				2,390,000
	Total		2,390,000				2,390,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
695,000	W/WW Bond Financing		2,390,000				2,390,000
	Total		2,390,000				2,390,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Water Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Water/Wastewater**Priority:** 5**Project #:** WD1292**Project Name:** EMERGENCY GENERATORS (WELLS)**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$240,000**Description**

This project, identified in the 2006 Water Master Plan Update, would provide emergency generators for large production wells.

Justification

This project will provide emergency power to wells for continued water production and reliability in the event of power disruptions or other emergencies. Portable or fixed generators are currently not available to most of the deep wells. The Water Treatment Plant is equipped with a fixed generator. All generators purchased will be permanent fixtures at each site. Generator purchased in Fiscal Year 2012 will support Well #2, Fiscal Year 2013 will support Well #6 and Fiscal Year 2014 will support Well #10. Currently, a portable generator is stationed at Well #10, after installation of permanent generator at Well #10; the portable generator will be used at medium sized production wells as needed.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Miscellaneous		80,000	80,000	80,000		240,000
Total		80,000	80,000	80,000		240,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund		80,000	80,000	80,000		240,000
Total		80,000	80,000	80,000		240,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Water Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Water/Wastewater**Priority:** 5**Project #:** WQ1390**Project Name:** WATER TREATMENT PLANT PROCESS
IMPROVEMENTS**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$1,050,000**Description**

This project, identified in the 2006 Water Master Plan Update, proposes process improvements to the existing Water Treatment Plant. Due to limitations with the Ozone Contactors, the capacity at the Water Treatment Plant is limited to 4.0 million gallons per day, as opposed to 5.0 million gallons per day, as originally designed. A consultant will be utilized to determine the best means and improvements necessary to increase the capacity. This project is to be performed in conjunction with the future Columbia Well installation.

Justification

Process improvements will allow for capacity enhancements as well as improved ability to meet regulatory requirements. Delaying or eliminating this project can result in production capacity decreases, which could limit growth, and/or regulatory noncompliance. Planning is proposed for Fiscal Year 2013. Construction to begin in Fiscal Year 2014.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design			150,000			150,000
Construction/Maintenance				450,000	450,000	900,000
Total			150,000	450,000	450,000	1,050,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund			150,000	450,000	450,000	1,050,000
Total			150,000	450,000	450,000	1,050,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Water Management**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Water/Wastewater**Priority:** 4**Project #:** WD1390**Project Name:** PINEY POINT WELL**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$635,455**Description**

This project, identified by staff and confirmed by the 2006 Water Master Plan Update, proposes the drilling of a new Piney Point Aquifer Production Well to increase production capacity up to our current permitted allocation as well as increase system pressure and stabilize the chlorine residuals of the City.

Justification

A reduction in long-term yield from our Piney Point Well is causing a greater reliance on our more costly aquifers. Delaying or eliminating this project would result in the continued reduction in our production capabilities under our permitted allocation, as well as our ability to meet projected demand increases. Planning is proposed for Fiscal Year 2009. Design and site procurement are planned for Fiscal Year 2010. Construction to be completed in Fiscal Year 2011. The specific location of a proposed wellhead has not been determined at this time. The yield from a new production well may allow us to abandon some of our poorly performing wells. Costs identified in the 2006 Water Master Plan Update has been increased based upon 3.5 percent per year.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
185,455	Construction/Maintenance			450,000			450,000
	Total			450,000			450,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
185,455	Water/Wastewater Fund			450,000			450,000
	Total			450,000			450,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Water Management

Contact: Public Utilities Director

Type: Improvement

Useful Life: Unknown

Category: Water/Wastewater

Priority: 6

Project #: WD1490

Project Name: FUTURE COLUMBIA WELL INSTALLATION

New Project:
Account Number:
Time-Line:
Total Project Cost: \$605,300

Description

This project, identified by staff and confirmed by the 2006 Water Master Plan Update, proposes the drilling of new shallow well to increase production capacity at the Water Treatment Plant to design levels of 5.0 million gallons per Day. This project is to be completed in conjunction with the Water Treatment Plant Process Improvements.

Justification

This project is needed to meet increased water demand and fire suppression requirements. Delaying or eliminating this project would result in the continued reduction in our production capabilities under our permitted allocation, as well as limiting the City's growth. Planning is proposed for Fiscal Year 2014. Design and site procurement are planned for Fiscal Year 2015. Construction to be completed in Fiscal Year 2016. The specific location of a proposed wellhead has not been determined at this time. The location will be selected in the planning and design phase. In addition, the yield from a new production well may allow us to abandon some of our poorly performing wells. Costs identified in the 2006 Water Master Plan Update has been increased based upon 3.5 percent per year. Land costs are based upon the need of 1/2 acre of land for the project.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design				25,000	99,800	123,800
Land Acquisition					72,600	72,600
Total				25,000	171,600	196,400

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund				25,000	171,600	196,400
Total				25,000	171,600	196,400

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Water Management**Contact:** Public Utilities Director**Type:** Equipment**Useful Life:** Unknown**Category:** Water/Wastewater**Priority:** 6**Project #:** WD1590**Project Name:** SCADA EQUIPMENT TECHNOLOGY UPGRADE**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$240,000**Description**

This project involves the replacement of antiquated and/or obsolete equipment related to the SCADA (Supervisory Control and Data Acquisition) system, which controls water production. This equipment includes, but is not limited to, Remote Telemetry Units (RTUs), Master Telemetry Unit (MTU) and Radios. SCADA is used for reporting, on a constant basis, the status of the City of Dover's water production wells as well as the Water Treatment Plant. The equipment being replaced would be outdated or unable to be repaired.

Justification

Replace failing and antiquated equipment to improve monitoring ability and system control to comply with regulatory and reporting requirements and to prevent the need for costly non budgeted emergency repairs. Due to the age of some of the equipment, only used parts are available. Consequences of delaying or eliminating this project are the lack of alarms regarding problems at water production wells and the water treatment plant. Failures would provide no advance warnings of failures in the field at water production sites. It is estimated that upgrades will be made at each of the deep well sites and to the master, as part of this program.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design					80,000	80,000
Total					80,000	80,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Water/Wastewater Fund					80,000	80,000
Total					80,000	80,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

ELECTRIC

Expenditures

Department	Project#	Pg	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Public Utilities-Electric Engineering								
Replacement of 69 kV Breakers	EE1102	185	100,000					100,000
Transmission Relay and Coordination	EE1191	186	500,000					500,000
Substation PT & CT Replacement	EE1101	187	256,218	267,715				523,933
Walker Road Overhead Conversion	EE1104	188	350,511	282,601				633,112
Equipment Replacement	EE1192	189	40,000	40,000	40,000	40,000	40,000	200,000
Lighting Project and Rehabilitation	EE1103	190	100,000	50,000	50,000	50,000	50,000	300,000
Distribution Upgrades	EV1101	191	400,000	500,000	500,000	500,000	500,000	2,400,000
Generator Replacement	EE1290	192		50,000				50,000
Frazier Substation Reliability Upgrade	EE1291	193		155,000	610,247			765,247
Distribution Feeder Replacement Program	EE1292	194		377,510	377,510	377,510	377,510	1,510,040
Distribution Capacitors and Controls	EE1293	195		100,000	100,000	100,000	100,000	400,000
Transmission Line Maintenance Program	EE1294	196		75,000	75,000	75,000	75,000	300,000
Outage Management & Automatic Voice Response	EE1390	197			250,000			250,000
Horsepond Substation Reliability Upgrade	EE1392	198			170,000	591,812		761,812
69 kV Substation Switch Replacement	EE1391	199			80,000	80,000	80,000	240,000
General Scott Switchgear	EE1490	200				544,700		544,700
Horsepond to Cartanza 69kV Rebuild	EE1590	201					330,467	330,467
System Automation	EE1591	202					300,000	300,000
McKee Run Yard Rebuild	EE1592	203					450,000	450,000
69 kV Cable Replacement North Street	EE1593	204					85,000	85,000
System Operations Monitoring	EE1594	205					30,000	30,000
Division Street Substation Fence	EE1595	206					50,000	50,000
Electric Engineering Total			1,746,729	1,897,826	2,252,757	2,359,022	2,467,977	10,724,311
Public Utilities-Electric T&D								
New Developments	EE1111	207	700,000	914,881	932,179	949,823	949,823	4,446,706
Electric T & D Total			700,000	914,881	932,179	949,823	949,823	4,446,706
Public Utilities-Power Plant								
McKee Run Unit 3 Stack Repairs	EG1106	208	25,000				50,000	75,000
Unit 3 DCS Computers and Software Upgrade	EG1110	209	30,000					30,000
Unit 3 FD & ID Fan Control Damper Upgrade	EG1109	210	45,000					45,000
Units 1 & 2 Cooling Tower Life Extension	EG1102	211	218,730	25,410	37,260	91,000		372,400
McKee Run Unit 3 Turbine Inspection	EG1103	212	348,000	673,000				1,021,000
Unit 3 Cooling Tower Life Extension	EG1101	213	353,338	40,000	809,390	189,290		1,392,018
Miscellaneous Capital Equipment Replacements	EG1105	214	71,000	70,000	70,000	70,000	70,000	351,000
McKee Run Unit 3 Auxiliary System Components	EG1104	215	113,000		143,000	261,000	25,000	542,000

Department	Project#	Pg	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Public Utilities-Power Plant Continued								
Units 1 & 2 Life Extension	EG1107	216	276,000	118,000	257,000	32,000	149,000	832,000
McKee Run Demineralizer Control Replacement	EG1290	217		65,000				65,000
McKee Run Unit 3 Boiler Systems	EG1291	218		130,000	143,000	80,000		353,000
Unit 3 Cooling Waterline Life Extension	EG1294	219		25,000		350,000		375,000
McKee Run Preservation of Structures	EG1293	220		38,000		42,000		80,000
Van Sant Unit 11 Component Replacements	EG1292	221		50,000		97,000		147,000
McKee Run Units 1 & 2 Stack Repairs	EG1390	222			75,000			75,000
McKee Run Hot Water Boilers	EG1492	223				70,000		70,000
McKee Run Unit 3 High Energy Piping System	EG1490	224				40,000	360,000	400,000
Van Sant Unit 11 Major Overhaul/Inspection	EG1491	225				150,000	850,000	1,000,000
Power Plant Total			1,480,068	1,234,410	1,534,650	1,472,290	1,504,000	7,225,435
GRAND TOTAL			3,926,797	4,047,117	4,719,586	4,781,135	4,921,800	22,396,435

Revenue

Department	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Electric I & E Fund	3,426,797	4,047,117	4,719,586	4,781,135	4,921,800	21,896,435
Electric Revenue Fund	500,000					500,000
GRAND TOTAL	3,926,797	4,047,117	4,719,586	4,781,135	4,921,800	22,396,435

Capital Investments Plan**FY 11 thru FY 15**

City of Dover, Delaware

Department: Public Utilities –
Electric Engineering**Contact:** Public Utilities Director**Type:** Maintenance**Useful Life:** Unknown**Category:** Electric**Priority:** 5**Project #:** EE1102**Project Name:** REPLACEMENT OF 69 kV BREAKERS**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$908,443**Description**

This is an ongoing project that involves the replacement of 69 kV breakers. Locations for the breakers to be installed include the following substations: Frazier and Danner Farm. Implementation of this project will allow for the replacement of several old and unreliable breakers allowing full utilization of the new 230 KV substation. The expected total project cost of \$908,443 was spread out over a six-year timetable with completion in Fiscal Year 2011 by replacing the last two units.

Justification

The 69 kV breakers in the transmission system vary in age and reliability. Currently there are 39 of these breakers in the transmission system. Installation of the 230 kV substation placed the breakers in a higher fault current environment than they are rated to safely operate in. This project will replace the most vulnerable breakers first and will eventually replace all of the oil-filled breakers with SF6 gas-filled breakers designed to handle the higher fault current. Additionally, at the time the breakers are replaced the control wiring and relays will also be replaced to bring the installation into current standards. Since these breakers have reached the end of their expected life, failure to replace them will result in misoperation and either cause larger outages than necessary or cause greater damage to protected equipment. If the breaker failed on an interconnected customer, this failure could result in greater liability exposure.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
808,443	Construction/Maintenance	100,000					100,000
	Total	100,000					100,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
808,443	Electric I & E Fund	100,000					100,000
	Total	100,000					100,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan
City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Improvement
Useful Life: Unknown
Category: Electric
Priority: 1

Project #: EE1191

Project Name: TRANSMISSION RELAY AND COORDINATION

New Project: Yes

Account Number:

Time-Line:

Total Project Cost: \$500,000

Description

To field verify and evaluate and improve the City of Dover's existing transmission line protection scheme. This project will be completed in Fiscal Year 2011. Software and training as been budgeted at \$100,000 with field work and other expenses budgeted at \$400,000.

Justification

The City of Dover has recently experienced unnecessary electric outages resulting from issues involving transmission line protection. This project will examine the transmission system model; relay settings, coordination, and wiring. Utilizing a third party to conduct the field verification will ensure existing problems are identified in order to mitigate future outages. The field investigation will test CT ratios, equipment inputs, wiring and trip scheme. The field evaluations will be lead by highly skilled and experienced technical engineers insuring the reliability and safety of the City of Dover's local electric grid. Additionally, the Public Utilities will purchase an electric system modeling software, enabling city staff to build a distribution model to add to this "corrected" transmission model. This modeling software will allow City staff to conduct system studies, which will decrease dependency of contracted firms. Consequences of delaying or eliminating this project include Continual electrical outages due to undiscovered problems.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Other	100,000					100,000
Miscellaneous	400,000					400,000
Total	500,000					500,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric Revenue Fund	500,000					500,000
Total	500,000					500,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Maintenance
Useful Life: Unknown
Category: Electric
Priority: 3

Project #: EE1101**Project Name:** SUBSTATION PT & CT REPLACEMENT**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$784,813**Description**

This project replaces aging metering/system protection equipment in the older substations. The equipment to be replaced measures the line voltage and current which is then interpreted by the relays for system protection. Additionally, the lightning arrestors will be replaced which protects the equipment during lightning strikes.

Justification

This equipment has a normal 30-year life and has exceeded that in all of our substations except the newest substations. By replacing the equipment during normal scheduled maintenance shut downs, it will prevent larger outages due to equipment failure. Such equipment has caused large outages by faulting due to its age. Additionally, many of the current components have not been tested for PCB's which could result in expensive cleanup charges should they fail. Materials to be bid in November 2009. Equipment will start arriving in the Spring 2010 and be installed during the regular scheduled substation maintenance schedules until the project is completed in Fiscal Year 2012.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
260,880	Construction/Maintenance	256,218	267,715				523,933
	Total	256,218	267,715				523,933

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
260,880	Electric I & E Fund	256,218	267,715				523,933
	Total	256,218	267,715				523,933

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Improvement
Useful Life: Unknown
Category: Electric
Priority: 10

Project #: EE1104**Project Name:** WALKER ROAD OVERHEAD CONVERSION**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$633,112**Description**

This project will be constructed in conjunction with the water main upgrade planned for this section of Walker Road. The Electric Division will install conduit, cable and equipment, and remove the overhead power lines as the Water Division installs the new water main. This project will be in conjunction with the water main project. Therefore, if the water main is delayed this project will also be delayed.

Justification

The installation of the new power lines will increase the power capacity and improve the reliability to the customers by decreasing the exposure of the system to weather events. Additionally, the existing overhead requires upgrading to increase the capacity of the electric system. The aging pole line will require the replacement of new poles and overhead wire. Leaving the overhead line in service increases the chances of weather related damages.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance		117,901				117,901
Other		164,700				164,700
Miscellaneous	350,511					350,511
Total	350,511	282,601				633,112

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund	350,511	282,601				633,112
Total	350,511	282,601				633,112

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Electric Engineering**Contact:** Public Utilities Director**Type:** Equipment**Useful Life:** Unknown**Category:** Electric**Priority:** 4**Project #:** EE1192**Project Name:** EQUIPMENT REPLACEMENT**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$240,000**Description**

Replacement of capital equipment valued between \$5,000 and \$25,000.

Justification

Extended equipment and/or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges. This project is required to fund the replacement of capital items that are expected to reach their useful life and will need to be replaced to maintain system reliability

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
40,000	Equip/Vehicle/Furnishings	40,000	40,000	40,000	40,000	40,000	200,000
	Total	40,000	40,000	40,000	40,000	40,000	200,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
40,000	Electric I & E Fund	40,000	40,000	40,000	40,000	40,000	200,000
	Total	40,000	40,000	40,000	40,000	40,000	200,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Maintenance
Useful Life: Unknown
Category: Electric
Priority: 6

Project #: EE1103**Project Name:** LIGHTING PROJECT AND REHABILITATION**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$650,000**Description**

This project was developed to replace and repair existing street lights or install new lights upon customer request. This fund will remain active as long as there are improvements to be made. Private area lighting requests are a source of revenue for the City. Areas completed are Greens of Dover, Farmview, Twelve Oaks, Old Mill Acres I, White Oak Apartments, Westfield, Fairview, Cranberry Run, Millcreek, Independence Village and Governors Avenue (South 100 Block). Areas to be completed this year are: Deerfield, Central Middle School, Fox Hall, Hidden Oaks, and a portion of North Governors Ave. An additional \$50,000 was added to this year to make additional progress to North Governors Ave.

Justification

The Electric Division receives numerous requests for lighting improvements. These requests are due to the lights aging, and as they age they put out less light and become unreliable. There are many developments that are in need of street light improvements. This project would also provide funding for new large security light requests. Consequences of delaying or eliminating this project include constant complaints of poor street lighting and multiple failures due to antiquated lights.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
300,000	Construction/Maintenance	100,000	50,000	50,000	50,000	50,000	300,000
	Total	100,000	50,000	50,000	50,000	50,000	300,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
300,000	Electric I & E Fund	100,000	50,000	50,000	50,000	50,000	300,000
	Total	100,000	50,000	50,000	50,000	50,000	300,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Improvement
Useful Life: Unknown
Category: Electric
Priority: 2

Project #: EV1101**Project Name:** DISTRIBUTION UPGRADES**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$4,054,000**Description**

This project involves the systemic replacement of overhead lines with underground lines whenever services are being moved, wire is damaged, trees cause a high number of outages, or development is in progress, and when it is beneficial to the Utility to convert to underground. This can involve a single line section or an entire residential neighborhood. Annual outage records are reviewed and selected areas are scheduled for upgrade to underground service. Additionally, this program funds the replacement of existing underground conductors and equipment that have reached their useful life and have started failing and require replacement. This project will be ongoing over the 12-months of the budget year. This account is also used to upgrade any trouble areas during the year. The following developments are to be upgraded: Crossgates, Buchanan Acres, Greenview, and Blades

Justification

The number of storm and tree-related outages has been greatly reduced under this program and further improvements can be made to insure the most reliable electric service possible. Reliability has become one of most important factors to electric customers, second only to safety. The utility has responded by attempting to provide the most reliable system possible. Underground cable replacement is necessary as the useful, reliable, life of the original underground cable was 20–30 years. By proactively replacing this cable we will minimize outages and improve system reliability. In addition to cable replacement, overhead lines are replaced with underground to minimize outages caused by tree growth or animal contact. Lastly, overhead lines that have reached the end of their useful life are replaced with underground instead of rebuilding the overhead. Continued outages lead to increased complaints from our customers and will lead to customer dissatisfaction. There will be increased costs for repairs made under outage conditions as well as loss of electric revenue.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance	400,000	500,000	500,000	500,000	500,000	2,400,000
Total	400,000	500,000	500,000	500,000	500,000	2,400,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund	400,000	500,000	500,000	500,000	500,000	2,400,000
Total	400,000	500,000	500,000	500,000	500,000	2,400,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Electric Engineering**Contact:** Public Utilities Director**Type:** Equipment**Useful Life:** Unknown**Category:** Electric**Priority:** 2**Project #:** EE1290**Project Name:** GENERATOR REPLACEMENT**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$50,000**Description**

Replace the existing Public Utilities Administration Building's back-up generator. This project will be completed in Fiscal Year 2012.

Justification

This building houses the 24 hour System Operations facility, for the City's electric and water/wastewater infrastructure. The existing 1975 back-up generator has reached its mechanical limits and is now requiring numerous unplanned costs, to ensure that it is operational. If the Public Utilities building were to experience an electrical outage and this back-up generator were to fail; the Electric and Water/Wastewater departments would not be able to monitor or remotely control their respective systems or communicate with customers and staff.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Equip/Vehicle/Furnishings		50,000				<i>50,000</i>
Total		50,000				50,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund		50,000				<i>50,000</i>
Total		50,000				50,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Improvement
Useful Life: Unknown
Category: Electric
Priority: 3

Project #: EE1291**Project Name:** FRAZIER SUBSTATION RELIABILITY UPGRADE**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$765,247**Description**

The high side of the substation will be upgraded to include transmission line protection breakers as well as the transformer breaker.

Justification

When the transmission line experiences a fault this substation loses power until the short circuit is found and the appropriate switching is accomplished. With the installation of the two new line breakers, the faulted transmission line will be isolated from the substation and the customers will not experience an interruption of service. Consequences of delaying or eliminating this project will be accepting the outages in the northwest section of the system during transmission line faults. The design will begin in July 2011; materials will be ordered in July 2012 and construction to be completed by June 2013.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design		155,000				155,000
Construction/Maintenance			610,247			610,247
Total		155,000	610,247			765,247

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund		155,000	610,247			765,247
Total		155,000	610,247			765,247

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Improvement
Useful Life: Unknown
Category: Electric
Priority: 6

Project #: EE1292**Project Name:** DISTRIBUTION FEEDER REPLACEMENT PROGRAM**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$1,887,550**Description**

Substation feeders are defined as the three-phase lines that carry the load from the substations to the customers' neighborhood. They interconnect to other substations to provide load redundancy should there be a failure of an adjacent substation. Many of the older substation feeders have smaller conductors that cannot carry the load that is required during system peaks and emergency situations. This project would systematically upgrade these conductors to increase the capacity of the feeders as well as ultimately reducing system losses. Lastly, many of the feeder components have reached the end of their useful life and require substantial maintenance.

Justification

Due to the age and condition of the current feeders, delaying this systematic maintenance/upgrade program will result in reduced system utilization as well as detrimentally impacting future reliability. These lines are typically older, smaller, and are reaching the end of their life. This program will provide the needed systematic maintenance to the conductors, cross arms, switches, and insulators, as well as increasing system capacity hence resulting in more efficient operations by reducing line losses.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance		377,510	377,510	377,510	377,510	1,510,040
Total		377,510	377,510	377,510	377,510	1,510,040

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund		377,510	377,510	377,510	377,510	1,510,040
Total		377,510	377,510	377,510	377,510	1,510,040

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Electric Engineering**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Electric**Priority:** 7**Project #:** EE1293**Project Name:** DISTRIBUTION CAPACITORS AND CONTROLS**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$864,995**Description**

Install distribution capacitors throughout the system to correct poor power factor on distribution circuits. Install capacitor controllers capable of two-way communication to provide real-time monitoring and remote control operation. These controllers will be capable of switching the capacitors on and off to comply with system requirements. This project will also replace outdated substation meters with units capable of advanced metering such as power factor and harmonics to further analyze system performance. Lastly, distribution line recorders will be purchased and installed to provide power factor recordings to fine tune this operation.

Justification

Additional capacitance is required in order to meet system power factor requirements at the Delmarva Power and Light interchange point. This was substantiated through a load-flow study conducted by Shaw in early 2004 and distribution study by Wilson & Wilson in 2006. The current capacitor controls are not providing the granularity required to turn them off and on as required to meet both the power quality requirements of our customers and DP&L requirements. Additional controls are required to fine tune the systems operation. Without the additional capacitor banks, and more importantly controls, the City may experience a low/high voltage problem at the customer level and/or the possibility of having to pay power factor penalties to Delmarva Power and Light.

Prior	Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
464,995	Construction/Maintenance		100,000	100,000	100,000	100,000	400,000
	Total		100,000	100,000	100,000	100,000	400,000

Prior	Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
464,995	Electric I & E Fund		100,000	100,000	100,000	100,000	400,000
	Total		100,000	100,000	100,000	100,000	400,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Maintenance
Useful Life: Unknown
Category: Electric
Priority: 8

Project #: EE1294**Project Name:** TRANSMISSION LINE MAINTENANCE PROGRAM**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$375,000**Description**

Replace aging porcelain insulators on the transmission pole lines with new polymer insulators.

Justification

Insulators have a defined equipment life due to sun and weather conditions breaking down the porcelain and base bonding cement. Insulators installed in 1960's and 1970's are due for replacement because of this deterioration. We have experienced several transmission outages due to insulator failure. Replacing the insulators should extend the life an additional 30 years. Outages may occur if insulators are not replaced and fail due to deterioration. Beginning in Fiscal Year 2012 through Fiscal Year 2017, we will replace the insulators on the older transmission lines.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Miscellaneous		75,000	75,000	75,000	75,000	300,000
Total		75,000	75,000	75,000	75,000	300,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund		75,000	75,000	75,000	75,000	300,000
Total		75,000	75,000	75,000	75,000	300,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Improvement
Useful Life: Unknown
Category: Electric
Priority: 3

Project #: EE1390**Project Name:** OUTAGE MANAGEMENT & AUTOMATIC VOICE REPOSE**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$250,000**Description**

To implement an outage management system that overlays the Public Utilities newly installed GIS mapping system. This project will be completed in Fiscal Year 2013.

Justification

This outage management system will increase the Electric department's efficiency in managing outages. The system will provide the operators a precise troubleshooting algorithm, to allow for nearly immediate identification of the outage causes and quick dispatch of restoration personnel. The system will also provide an automatic voice response to manage the influx of telephone calls, when an outage is being experienced. Therefore, additional Public Utilities' staff will no longer be required to postpone their work obligations, to relocate to the system operation center or assist in receiving telephone calls.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Miscellaneous			250,000			250,000
Total			250,000			250,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund			250,000			250,000
Total			250,000			250,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Improvement
Useful Life: Unknown
Category: Electric
Priority: 6

Project #: EE1392**Project Name:** HORSEPOND SUBSTATION RELIABILITY UPGRADE**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$761,812**Description**

The high-side of the substation will be upgraded to include two transmission line protection breakers.

Justification

When the transmission line experiences a fault this substation loses power until the short circuit is found and the appropriate switching is accomplished. With the installation of the line breakers the faulted transmission line will be isolated from the substation and the customers will not experience an interruption of service. Consequences of delaying or eliminating this project will result in accepting the outages in the southeast section of the system during transmission line faults. The design and long lead time materials will be completed in Fiscal Year 2013 and the majority of the materials will be purchased and construction completed in Fiscal Year 2014.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design			70,000	60,000		130,000
Construction/Maintenance			100,000	531,812		631,812
Total			170,000	591,812		761,812

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund			170,000	591,812		761,812
Total			170,000	591,812		761,812

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Improvement
Useful Life: Unknown
Category: Electric
Priority: 4

Project #: EE1391**Project Name:** 69 kV SUBSTATION SWITCH REPLACEMENT**New Project:****Account Number:****Time-Line:****Total Project Cost:** \$480,000**Description**

This project will be replacing obsolete 69 kV switches in the substation/transmission system.

Justification

Switch replacement will begin in Fiscal Year 2013 and will be completed in Fiscal Year 2018. The majority of the switches are very old, making for difficult operation and frequent maintenance to ensure operation as needed. Delaying this program will result in switch failure possibly resulting in wide spread power outages. The system has experienced more frequent switch failures in recent years. The new switches will be gang operated switches which are electrically better to operate and most importantly increase safety to the operator. The switches that are to be replaced have reached the life expectancy and have a potential of failure if not replaced.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Miscellaneous			80,000	80,000	80,000	240,000
Total			80,000	80,000	80,000	240,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund			80,000	80,000	80,000	240,000
Total			80,000	80,000	80,000	240,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Improvement
Useful Life: Unknown
Category: Electric
Priority: 5

Project #: EE1490**Project Name:** GENERAL SCOTT SWITCHGEAR**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$544,700**Description**

This project will recondition the metal clad switchgear and replace the distribution breakers as they have reached the end of their useful life.

Justification

This station carries the industrial and residential load on the west side of Dover. The station distribution switch gear was installed in 1985 and the reconditioning of the switch gear should extend the life of the equipment to 2033. Additionally, the breakers have numerous moving parts, including plastic components that tend to fail with age resulting in a malfunction of the breaker. General Scott's switchgear is aging, and reconditioning will extend the life of the switchgear, and replacing the breakers will facilitate correct fault operation. Equipment order and work will be completed in Fiscal Year 2014.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance				544,700		544,700
Total				544,700		544,700

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund				544,700		544,700
Total				544,700		544,700

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Improvement
Useful Life: Unknown
Category: Electric
Priority: 1

Project #: EE1590**Project Name:** HORSEPOND TO CARTANZA 69 kV REBUILD**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$330,467**Description**

This project will replace the poles, conductor, and insulators from the Horsepond Substation to Long Point Road. This project will begin and reach completion in Fiscal Year 2015.

Justification

Currently, the conductor size from Horsepond substation to Long Point rd limits the capacity that can be carried on feeder 4. An upgrade from the existing 636 ACSR to 795 ACSR would lift this limit and match the conductor from Cartanza Substation to Horsepond Substation. The poles have nearly reached the life expectancy. The electric poles from Horsepond to Long Point Road have been known to have numerous problems with woodpeckers. The annual pole testing program has noted deficiencies in the above ground condition of these poles. Aging poles and hardware may fail causing outage in east Dover.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design					75,000	75,000
Construction/Maintenance					225,425	225,425
Other					30,042	30,042
Total					330,467	330,467

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund					330,467	330,467
Total					330,467	330,467

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Electric Engineering**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Electric**Priority:** 2**Project #:** EE1591**Project Name:** SYSTEM AUTOMATION**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$450,000**Description**

This project will engineer and install a self healing or "smart" distribution system. This project will begin in Fiscal Year 2015 and reach completion in Fiscal Year 2020.

Justification

This project will include an engineering study to be performed using a system model to develop a scheme that will allow the distribution system to be self healing in the event of a fault. Following the study, automation equipment will be purchased to detect problems on the system, isolate the affected area, and reenergize lines not affected. This will improve the reliability of the City's local electric grid, minimize customer outages, and increase customer satisfaction.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design					300,000	300,000
Total					300,000	300,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund					300,000	300,000
Total					300,000	300,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Improvement
Useful Life: Unknown
Category: Electric
Priority: 3

Project #: EE1592**Project Name:** McKEE RUN YARD REBUILD**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$1,150,000**Description**

The purpose of this project is to refurbish McKee Run switching yard. The engineering will be completed in Fiscal Year 2015. Construction will be the following year, Fiscal Year 2016.

Justification

The City of Dover's electrical system has undergone a complete conversion to a 69 kV transmission network. Hence, eliminating the old 22 kV transmission network. Therefore, the 22 kV system located at McKee Run Generating Plant should also be eliminated and a second 12470/69 kV step-up transformer should be installed, provided that Units 1 & 2 are still in operation. The estimate is based on using the old Mid City step up transformer.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design					250,000	250,000
					200,000	200,000
Total					450,000	450,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund					450,000	450,000
Total					450,000	450,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments PlanFY 11 *thru* FY 15

City of Dover, Delaware

Department: Public Utilities –
Electric Engineering**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Electric**Priority:** 4**Project #:** EE1593**Project Name:** 69 kV CABLE REPLACEMENT NORTH STREET**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$1,565,710**Description**

This project will replace the aging 69 kV underground cables from North Street switching yard to Kraft's and Proctor & Gamble's (customer-owned) substations.

Justification

Proctor & Gamble and Kraft are two of the City of Dover's 69 kV customers and it is our obligation to provide them with adequate and reliable service. The cables were installed in 1973 and have had two repairs. The first repair was in 1986 and the second repair was in 1992.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design					85,000	85,000
Total					85,000	85,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund					85,000	85,000
Total					85,000	85,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Electric Engineering
Contact: Public Utilities Director
Type: Equipment
Useful Life: Unknown
Category: Electric
Priority: 5

Project #: EE1594**Project Name:** SYSTEM OPERATIONS MONITORING**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$30,000**Description**

This project will replace the system operations monitoring screens. Completion is scheduled for Fiscal Year 2015.

Justification

This project replaces the existing monitoring screens in system operations, with projection screens. City staff uses an array of these devices to view and operate the electric system and the lift stations. Additionally, the Public Utilities recently added six security cameras surrounding its facility and two security cameras at the interconnecting substation, which is our connection to the bulk electric system. These monitoring screens are also utilized in these security hardening measures.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Equip/Vehicle/Furnishings					30,000	30,000
Total					30,000	30,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund					30,000	30,000
Total					30,000	30,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Electric Engineering**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Electric**Priority:** 7**Project #:** EE1595**Project Name:** DIVISION STREET SUBSTATION FENCE**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$50,000**Description**

This project will replace the existing fence at the Division Street Substation.

Justification

This project will replace the existing fence at Division Street Substation with a decorative fence, similar to the fence that was erected at St. Jones Substation. The existing fence no longer meets the National Electric Safety Code height requirements and is generally in poor condition. Existing structure does not meet the National Electric Safety Code (NESC).

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Other					50,000	50,000
Total					50,000	50,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund					50,000	50,000
Total					50,000	50,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –T&D**Contact:** Public Utilities Director**Type:** Improvement**Useful Life:** Unknown**Category:** Electric**Priority:** 1**Project #:** EE1111**Project Name:** NEW DEVELOPMENTS**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$5,481,506**Description**

This project purchases materials and equipment that are used to provide electric service to new housing developments, businesses, and industrial developments. Additionally, a portion of this expense is offset by the extension payments whereby new developers pay a \$1,200 per residential lot connection fee, or business and industrial developers pay the total material expense for line extensions. This is an ongoing project.

Justification

During the course of each budget year, new developers request line extensions for new electric projects. Some are new projects, while other projects may have received plan approval previously but were not completed for any number of reasons. Consequences of delaying or eliminating this project include developers would not be able to receive electric service to new facilities.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance	700,000	914,881	932,179	949,823	949,823	4,446,706
Total	700,000	914,881	932,179	949,823	949,823	4,446,706

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund	700,000	914,881	932,179	949,823	949,823	4,446,706
Total	700,000	914,881	932,179	949,823	949,823	4,446,706

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Power Plant

Contact: Public Utilities Director

Type: Maintenance

Useful Life: Unknown

Category: Electric

Priority: 8

Project #: EG1106

Project Name: MCKEE RUN UNIT 3 STACK REPAIRS

New Project: No

Account Number:
Time-Line:
Total Project Cost: \$75,000

Description

An inspection will be made and assessment will be made from the inspection to determine the remaining life of the stack and also provide cost of any repairs required to extend the life of the stack for 15 to 20 yrs. Repairs to the stack lining and exterior will be made in order to allow continued operation of Unit 3. The current expectation is to perform the repairs in Fiscal Year 2014-2015. A determination for the necessity of repairs to Unit 3 stack will be performed on an annual basis. An internal and external inspection will be performed by outside consultant in 2010.

Justification

Current plans are to contract for an external and internal inspection in 2011 to develop an action plan to extend the life of the stack as well as develop costs for the repairs of the stack by outside contractors. We will perform in-house inspections of the stack on an annual basis until 2015 at which time we will contract for needed repairs as determined by the 2011 and subsequent yearly inspections. Delaying necessary repairs could lead to more costly repairs in the future, unplanned forced outage on Unit 3, fall out of internal material upon the surrounding community and potential injury to employees. Earnings from the sale of capacity may also be affected. Due to the reduced operation of Unit 3, the stack will be inspected in Fiscal Year 2010-2011. The repair portion of the project has been moved out to Fiscal Year 2014-2015. The plan is to perform regular assessments of the internal condition to the stack, then determine when repairs may be necessary. Severe damage may move the repairs to an earlier date however the reduced run time of Unit 3 may afford an ability to postpone repairs to a later date.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Miscellaneous	25,000				50,000	75,000
Total	25,000				50,000	75,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund	25,000				50,000	75,000
Total	25,000				50,000	75,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Power Plant

Contact: Public Utilities Director

Type: Improvement

Useful Life: Unknown

Category: Electric

Priority: 7

Project #: EG1110

Project Name: UNIT 3 DCS COMPUTERS & SOFTWARE UPGRADE

New Project: Yes

Account Number:
Time-Line:
Total Project Cost: \$30,000

Description

This project will replace the seven existing Digital Control System (DCS) computers (servers-4, clients-2 and logic developer-1) and upgrade the ABB software that is being used to control the Boiler Master/ Electro Hydraulic Control (EHC) System and the Burner Management System that are located in Unit 3 control room (clients) and in the Net 90 control room (server and logic developer). This will ensure that when Unit 3 is called upon to operate that the plants staff will be able to start on bring Unit 3 on line with no outages. The project is estimated to be completed in 2011. The computer and ABB controls upgrade would allow the system to operate faster and be more reliable. Additionally, life cycle of these computer systems is typically 5 to 6 years.

Justification

The DCS computers were installed in March of 2003 as part of the Over-Fired Air Project. These computers are in service 24 hours a day, seven days a week and due to their run time and the life expectancy of the computers, the need to change out the computer and upgrade the ABB control system is consistent with COD IT protocol of changing out computers after five years. By upgrading the computers and the control software, the plant will have a more reliable system. Included in the software upgrade is an improvement in the redundancy of the EHC Computers. Due to the age of the computers, one of the computers could crash resulting in Unit 3 not being available to run when called upon.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Miscellaneous	30,000					30,000
Total	30,000					30,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund	30,000					30,000
Total	30,000					30,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Power Plant

Contact: Public Utilities Director

Type: Maintenance

Useful Life: Unknown

Category: Electric

Priority: 2

Project #: EG1102

Project Name: UNITS 1 & 2 COOLING TOWER LIFE EXTENSION

New Project: Yes

Account Number:
Time-Line:
Total Project Cost: \$45,000

Description

This project will repair the cooling tower decking, mechanical and internal structure on Unit 1 and 2 Cooling Tower. This is significantly important to the upcoming discharge limit that is being proposed by the Delaware River Basin Committee (DRBC). This repair/replacement work will extend the service life of the towers five to ten years. Inspection of the tower was completed in 2009. Engineering and bid cycle to be completed in 2010 within the operations budget. The installation work to be completed in 2011, 2012 and 2013.

Justification

The cooling tower decking has reached its serviceable life and is in need of immediate replacement in order to maintain its current thermal efficiency as well as its structural integrity. Continued deterioration of the tower will affect unit performance and will limit the unit full load capability. In order to extend the life of the plant, these repairs/ replacements will be required. Additionally this will aid in meeting the discharge temperature limitations that is being actively sought by the DRBC (Delaware river Basin Commission). The integrity of the cooling tower decking and main structure frame work has become an issue. Continued deterioration of the cooling tower wood members and fan decking could result in an employee related accident or equipment failure. Also continued deterioration of the cooling tower performance will lead to load reductions on the unit during periods of high ambient temperatures. This will occur during the time period when generation costs are at their peak.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Miscellaneous	218,730	25,410	37,260	91,000		372,400
Total	218,730	25,410	37,260	91,000		372,400

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund	218,730	25,410	37,260	91,000		372,400
Total	218,730	25,410	37,260	91,000		372,400

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Power Plant

Contact: Public Utilities Director

Type: Maintenance

Useful Life: Unknown

Category: Electric

Priority: 3

Project #: EG1103

Project Name: MCKEE RUN UNIT 3 TURBINE INSPECTION

New Project: Yes

Account Number:
Time-Line:
Total Project Cost: \$1,021,000

Description

This project will inspect turbine, generator, and auxiliary equipment to determine repairs needed to keep the unit operational and to assess remaining life of the unit. Assess repair quotes, if repairs are needed, to determine best available options. This project will be completed in two phases, an initial limited inspection followed by an extensive detailed inspection and repair planned outage. The first phase will utilize borescope equipment to determine condition of components that can be observed through limited access locations along the turbine casing and through turbine inlet valve/s. This inspection will provide a general condition assessment of a portion of the highly stress components of the turbine and may provide insight into the extent of replacement parts needed to successfully execute phase two. Phase two to be completed one year later will include a full disassembly and inspection of the turbine and auxiliary equipment and a limited disassembly of the Generator. Scheduled for spring of 2011 for phase one and spring of 2012 for phase two. This project was previously in the 5 year plan as a 2014 project. The project price is an estimated cost based on budgetary vendor pricing and does not include the cost of any major turbine component parts.

Justification

An assessment of the unit needs to be performed to determine condition of the highly stressed turbine components to assure continued reliability. Documented condition of rotor blading during last inspection noted deterioration of 9th stage blades and temporary repairs performed. A significant probability that the blades should be replaced. Additionally, high pressure rotor bore has never been inspected and should be performed per industry standards. Consequences of delaying or eliminating this project include possible catastrophic equipment failure and indefinite loss of unit availability.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance	256,000	467,000				723,000
Other	32,000	111,000				143,000
Miscellaneous	60,000	95,000				155,000
Total	348,000	673,000				1,021,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund	348,000	673,000				1,021,000
Total	348,000	673,000				1,021,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Power Plant

Contact: Public Utilities Director

Type: Maintenance

Useful Life: Unknown

Category: Electric

Priority: 1

Project #: EG1101

Project Name: UNIT 3 COOLING TOWER LIFE EXTENSION

New Project: Yes

Account Number:
Time-Line:
Total Project Cost: \$1,392,018

Description

This project will repair the cooling tower decking, mechanical and internal structure on Unit 3 Cooling Tower. The repairs/replacements include a new design on Unit 3 Cooling Tower to improve heat transfer and assure that the discharge temperature of the cooling tower continues to meet regulatory requirements. This is significantly important to the upcoming discharge limit that is being proposed by the Delaware River Basin Committee (DRBC). Inspection of the tower was completed in 2009. Engineering and bid cycle to be completed in 2010 within the operations budget. The installation work to be completed in 2011, 2012 and 2013. This repair/replacement work will extend the service life of the towers five to ten years.

Justification

The cooling tower is nearing the end of life its serviceable life and is expected to impact the cooling tower performance to an extent that it will also affect unit performance and will limit the unit full load capability. In order to extend the life of the plant, these repairs/ replacements will be required as well as aid in meeting the discharge temperature limitations that is being actively sought by the DRBC. The integrity of the cooling tower decking and main structure frame work has become an issue. Continued deterioration of the cooling tower wood members and fan decking could result in an employee related accident or equipment failure. Also continued deterioration of the cooling tower performance will lead to load reductions on the unit during periods of high ambient temperatures. This will occur during the time period when generation costs are at their peak.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance	353,338	40,000	809,390	189,290		1,392,018
Total	353,338	40,000	809,390	189,290		1,392,018

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund	353,338	40,000	809,390	189,290		1,392,018
Total	353,338	40,000	809,390	189,290		1,392,018

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities – Power Plant**Contact:** Public Utilities Director**Type:** Equipment**Useful Life:** Unknown**Category:** Electric**Priority:** 5**Project #:** EG1105**Project Name:** MISCELLANEOUS CAPITAL EQUIPMENT
REPLACEMENTS**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$351,000**Description**

Replace or procure capital equipment valued between \$5,000 and \$25,000. Equipment includes the following:

- HVAC and process equipment motors and breakers (2011) - \$12,000 and (2012) - \$ 21 ,000
- Station critical system pumps (2011) - \$20,000 and (2012) - \$20,000
- Unit 1-2 Cooling tower fan drives (2011) - \$6,000 and (2012) - \$ 6,000
- Boiler system safety and control valves (2011) - \$8,000 and (2012) - \$8,000
- Boiler bench board controls and field instrumentation (2011) - \$5,000 and (2012) - \$5000
- #1 and #3 elevator mechanical components (2011) - \$20,000 and (2013) - \$20,000
- Units 1,2 and 3 Pilot gas piping and flow instrumentation component inspections (2013) - \$50,000

Items listed above are not inclusive of all years but represent the first two years of the project. This project will begin in Fiscal Year 2011.

Justification

This project is required to fund the replace of capital items that are expected to reach their useful life in 2011 and beyond that have not been identified in other Capital projects and will need to be replaced to maintain plant system and unit reliability. Extended equipment and /or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Miscellaneous	71,000	70,000	70,000	70,000	70,000	351,000
Total	71,000	70,000	70,000	70,000	70,000	351,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund	71,000	70,000	70,000	70,000	70,000	351,000
Total	71,000	70,000	70,000	70,000	70,000	351,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Power Plant**Contact:** Public Utilities Director**Type:** Maintenance**Useful Life:** Unknown**Category:** Electric**Priority:** 4**Project #:** EG1104**Project Name:** MCKEE RUN UNIT 3 AUXILLARY SYSTEM
COMPONENTS**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$598,000**Description**

This project will perform inspections and repairs of Unit auxiliary system components that have been identified as critical through the plant life assessment study. Critical auxiliary systems components are those components that could result in unit load reduction or outage with consequential loss of capacity and / or generating although they would not individually affect the long range financial viability of the unit. Components identified include Boiler feed pumps and motors, condensate pumps and motors, circulating water pumps and motors, feed water heater #5. This project captures the costs of the replacement/ refurbishment multiple components. This is a multi-year project beginning in 2011 and continuing into 2015.

Justification

Critical system components that, if they fail, will result in loss of generation and or capacity. Addressing these assets in a systematic fashion will result in minimizing forced outages and eliminating major maintenance expenses associated with component failure. Performing work as scheduled will also even-out maintenance expenditures. Delaying this project could result in the failure of critical unit equipment and subsequent loss of generation and or capacity.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance	75,000		80,000	130,000	24,000	309,000
Other	3,000		6,000	6,000	1,000	16,000
Miscellaneous	35,000		57,000	125,000		217,000
Total	113,000		143,000	261,000	25,000	542,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund	113,000		143,000	261,000	25,000	542,000
Total	113,000		143,000	261,000	25,000	542,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Power Plant

Contact: Public Utilities Director

Type: Maintenance

Useful Life: Unknown

Category: Electric

Priority: 9

Project #: EG1107

Project Name: UNITS 1 & 2 LIFE EXTENSION

New Project: Yes

Account Number:
Time-Line:
Total Project Cost: \$832,000

Description

Replace or procure capital equipment valued between \$5,000 and \$75,000. Equipment includes the following:

- Boiler Inspection (2013)-\$150,000
- Turbine Valve and first stage turbine Inspection. (2011) -\$170,000
- Oil Lubricating system components (2011)- \$10,000
- Condensate and Feed Water system components (2011) -\$30,00 and (2012) -\$62,000 and (2013) - \$20,000
- Circulating water system components (2012) - \$8,000, (2013) - \$32,000 and (2014) - \$32,000
- Boiler duct work and air flow system components (2011) - \$66,000 and (2012) - \$48,000 and (2013) -\$55,000
- Critical piping inspections and boiler feed pumps (2015) - \$149,000

This project will implemented in 2011 and be completed in 2015.

Justification

This project is required to fund the replace of capital items that are expected to reach their useful life in 2011 to 2014 and will need to be replaced to maintain plant system and unit reliability. Extended equipment and /or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Miscellaneous	276,000	118,000	257,000	32,000	149,000	832,000
Total	276,000	118,000	257,000	32,000	149,000	832,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund	276,000	118,000	257,000	32,000	149,000	832,000
Total	276,000	118,000	257,000	32,000	149,000	832,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Power Plant

Contact: Public Utilities Director

Type: Maintenance

Useful Life: Unknown

Category: Electric

Priority: 2

Project #: EG1290

Project Name: MCKEE RUN DEMINERALIZER CONTROL
REPLACEMENT

New Project: Yes

Account Number:
Time-Line:
Total Project Cost: \$65,000

Description

This project will replace the existing demineralizer control system with a state of the art solid state programmable controller. Replacement to be completed in 2012. The system has been reliable over its operating life, but parts are getting harder to find, and maintenance of the system controls is increasing. The cost identified assumes the replacement of the controls only.

Justification

The existing demineralizer system is a 1960's vintage. Replacing of the existing controls on the system would improve reliability. Replacement parts for our current system are becoming obsolete and hard to locate. If we were to have a major problem with the demineralizer system, it could impact the unit run time and could result in a forced outage. Repairs requiring an extended outage of the demineralizer system would require having a portable demineralizer brought in and temporarily hooked up until the repairs were made and the system put back in service.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance		65,000				65,000
Total		65,000				65,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund		65,000				65,000
Total		65,000				65,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Power Plant

Contact: Public Utilities Director

Type: Maintenance

Useful Life: Unknown

Category: Electric

Priority: 1

Project #: EG1291

Project Name: UNIT 3 COOLING WATERLINE LIFE EXTENSION

New Project: No

Account Number:
Time-Line:
Total Project Cost: \$375,000

Description

This project will inspect and repair the underground cooling water line from the Unit 3 condenser to the cooling tower. A condition assessment and life evaluation will be performed on this pipe in 2012 to develop a repair/replace action plan to address the suitability for continued operation as well as extending the life of the piping beyond 2015. The actual repairs will be completed in 2015. The condition assessment will be completed in 2011 with the repair/construction work to be completed in 2015. The results of the condition assessment will determine what action plan will be developed. The budgeted costs assume repairs of the two lines from the cooling tower to the plant exterior wall.

Justification

The condition of the underground cooling water line has required numerous repairs over the life of the plant and is expected to reach its useful life in the 2012-2015 time period. It is expected that the repair frequency will accelerate over the next several years as the internal pipe coating continues to degrade. Delaying this project beyond 2015 will increase the risk of a failure causing an extended unit outage to repair or replace the failed pipe as well incur water spillage to the ground. Additional budget dollars will need to be allocated to repair/ replace sections of piping.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Other		25,000				25,000
Miscellaneous				350,000		350,000
Total		25,000		350,000		375,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund		25,000		350,000		375,000
Total		25,000		350,000		375,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities – Power Plant**Contact:** Public Utilities Director**Type:** Maintenance**Useful Life:** Unknown**Category:** Electric**Priority:** 1**Project #:** EG1291**Project Name:** MCKEE RUN UNIT 3 BOILER SYSTEMS**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$510,000**Description**

This project will perform inspections of boiler systems to evaluate the remaining life of critical boiler and supporting system components. Subsequent to those inspections, repair/ replacement costs will be developed for the major boiler components. Additionally, major critical equipment of supporting systems which have already been identified as needing replacement or refurbishment will be addressed in this project. Major equipment includes the following: Boiler, ID and FD fans and motors, boosted over fire air fan and motor. This is a multi-year project beginning in 2012 and continuing into 2017. In general, most work activities will require planned outages and therefore will be scheduled to coincide with planned outages.

Justification

Critical system equipment represents components that, if they fail, will result in loss of generation and or capacity. Identifying the condition of critical components will allow for proper prioritization of maintenance activities and resources. Delaying this project could result in the failure of critical unit equipment and subsequent loss of generation and or capacity. More importantly, component failure could also result in safety risk to personnel. This project will be performed concurrently with several other projects intended to determine the condition of the all McKee Run Unit 3 critical equipment. Reference McKee Run Unit 3 Turbine Inspection Project and McKee Run Unit 3 Auxiliary System Component Project.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance		90,000	93,000	70,000		253,000
Other		10,000	15,000			25,000
Miscellaneous		30,000	35,000	10,000		75,000
Total		130,000	143,000	80,000		353,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund		130,000	143,000	80,000		353,000
Total		130,000	143,000	80,000		353,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Power Plant**Contact:** Public Utilities Director**Type:** Maintenance**Useful Life:** Unknown**Category:** Electric**Priority:** 4**Project #:** EG1294**Project Name:** UNIT 3 COOLING WATERLINE LIFE EXTENSION**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$375,000**Description**

This project will inspect and repair the underground cooling water line from the Unit 3 condenser to the cooling tower. A condition assessment and life evaluation will be performed on this pipe in 2012 to develop a repair/replace action plan to address the suitability for continued operation as well as extending the life of the piping beyond 2015. The actual repairs will be completed in 2015. The condition assessment will be completed in 2011 with the repair/construction work to be completed in 2015. The results of the condition assessment will determine what action plan will be developed. The budgeted costs assume repairs of the two lines from the cooling tower to the plant exterior wall.

Justification

The condition of the underground cooling water line has required numerous repairs over the life of the plant and is expected to reach its useful life in the 2012-2015 time period. It is expected that the repair frequency will accelerate over the next several years as the internal pipe coating continues to degrade. Delaying this project beyond 2015 will increase the risk of a failure causing an extended unit outage to repair or replace the failed pipe as well incur water spillage to the ground. Additional budget dollars will need to be allocated to repair/replace sections of piping.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Other		25,000				25,000
Miscellaneous				350,000		350,000
Total		25,000		350,000		375,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund		25,000		350,000		375,000
Total		25,000		350,000		375,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Power Plant**Contact:** Public Utilities Director**Type:** Maintenance**Useful Life:** Unknown**Category:** Electric**Priority:** 6**Project #:** EG1293**Project Name:** MCKEE RUN PRESERVATION OF STRUCTURES**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$80,000**Description**

This project includes sandblasting and painting the plant structures along with the retirement of equipment placed out of service. This work will be completed over several fiscal year budgets starting in 2012 and completing in 2014.

Justification

Structural steel painting is needed in various areas throughout the plant proper as well as various outbuildings on the plant property to maintain the physical building structures and equipment in an acceptable condition and prevent further deterioration. This project represents a minimum preservation and maintenance of structures consistent with the expected life of the station. Consequences of delaying or eliminating this project will result in the acceleration of deterioration of plant structures and larger future costs associated with structural repairs.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Construction/Maintenance		38,000		42,000		80,000
Total		38,000		42,000		80,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund		38,000		42,000		80,000
Total		38,000		42,000		80,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Power Plant**Contact:** Public Utilities Director**Type:** Equipment**Useful Life:** Unknown**Category:** Electric**Priority:** 1**Project #:** EG1292**Project Name:** VAN SANT UNIT 11 COMPONENT REPLACEMENTS**New Project:** Yes**Account Number:****Time-Line:****Total Project Cost:** \$147,000**Description**

Replace or procure capital equipment valued between \$5,000 and \$25,000. Equipment includes the following:

- Process equipment motors (2012) - \$22,000 and (2014) - \$7,000
- Station critical system pumps and blowers (2012) - \$15,000 and (2014) - \$30,000
- Cooling/Circulating Water pumps and motors (2012) - \$13,000 and (2014) - \$10,000
- Rebuild of Black Start- Starting Diesel Engine (2014) - \$30,000
- Air Intake System Filtration System (2014) - \$20,000

This project will be implemented in 2012.

Justification

This project is required to fund the replace of capital items that are expected to reach their useful life in 2012 and beyond and will need to be replaced or refurbished to maintain plant system and unit reliability. Extended equipment and /or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Equip/Vehicle/Furnishings		50,000		97,000		147,000
Total		50,000		97,000		147,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund		50,000		97,000		147,000
Total		50,000		97,000		147,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Power Plant**Contact:** Public Utilities Director**Type:** Maintenance**Useful Life:** 15-20 years**Category:** Electric**Priority:** 1**Project #:** EG1390**Project Name:** MCKEE RUN UNITS 1 & 2 STACK REPAIRS**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$75,000**Description**

Repairs to the stack lining and exterior will be made in order allow continued operation of these units. In addition, an assessment will be made to determine the remaining life of the stack and also provide cost of any repairs required to extend the life of the stack for another 15 to 20 yrs. Due to the reduced operation of Units 1 & 2, the project has been moved out to fiscal year 2013. Plans to perform regular assessments of the internal damage to the common stack will determine when future repairs may be necessary. Severe damage may move the repairs to an earlier date however the reduced run time of Units 1 & 2 may continue to afford the plant the ability to postpone repairs to a later date past the proposed. The current expectation is to perform the repairs in fiscal year 2013. A determination for the necessity of repairs to Units 1 & 2 common stack will be performed on an annual basis. An internal and external inspection will be performed by outside consultant in 2011.

Justification

Current plans are to perform in-house inspections of the stack on an annual basis and to contract the repairs of the stack by outside contractors. Delaying necessary repairs could lead to more costly repairs in the future, simultaneous unplanned forced outages on both Units 1 & 2, fall out of internal material upon the surrounding community and potential injury to employees. Earnings from the sale of capacity may also be affected.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Miscellaneous			75,000			75,000
Total			75,000			75,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund			75,000			75,000
Total			75,000			75,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

FY 11 thru FY 15

City of Dover, Delaware

Department: Public Utilities –
Power Plant**Contact:** Public Utilities Director**Type:** Equipment**Useful Life:** Unknown**Category:** Electric**Priority:** 5**Project #:** EG1492**Project Name:** MCKEE RUN HOT WATER BOILERS**New Project:** No**Account Number:****Time-Line:****Total Project Cost:** \$70,000**Description**

This project will replace the two existing hot water boilers with smaller more efficient (90 percent or better) boilers. This project will tie in the Units 1 and 2 plant heating system to the hot water system. This project was originally set up for 2011. The plant's hot water boilers would only be supplying heat to the plant. The existing hot water boilers are 36 yrs old and have an efficiency of less than 85%.

Justification

A result of the conversion from residual to distillate oil as part of the pollution remediation project, the existing hot water boilers will no longer be needed to heat oil. Therefore the only load on the hot water system will be for plant heating. The existing hot water boilers are grossly oversized for this application and not suited for this seasonal operating mode. Additionally, the boilers are 36 years old and approaching end of their useful life. Replacing the existing boilers, with properly sized boilers, will reduce costs on monthly gas usage and reduced maintenance on existing boilers. Installing more efficient boilers will also result in reducing the carbon footprint of the plant. The boilers are approaching end of their useful life and are requiring more frequent maintenance. Replacing these in 2014 will reduce the potential for experiencing system outages and more expensive repairs. Additionally, the sooner we replace the current boilers with the more efficient units the sooner we will realize payback on investment.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Miscellaneous				70,000		70,000
Total				70,000		70,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund				70,000		70,000
Total				70,000		70,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Power Plant

Contact: Public Utilities Director

Type: Maintenance

Useful Life: Unknown

Category: Electric

Priority: n/a

Project #: EG1490

Project Name: MCKEE RUN UNIT 3 HIGH ENERGY PIPING INSPECTION

New Project: Yes

Account Number:
Time-Line:
Total Project Cost: \$400,000

Description

This project will develop and implement a high energy piping inspection program for the Unit 3 piping systems. Included will be the main stream, hot and cold reheat lines as well as feed water and condensate piping. This program is intended to prevent any long term stress or flow induced pipe failures from occurring. Program development will be completed in the fall of 2014. The inspections will be completed during the spring 2015 planned outage.

Justification

High energy piping systems are subject to service related structural failure due to the high temperature service under which they operate. Additionally, lower temperature piping systems are subject to accelerated corrosion rates due to flow characteristics. Identifying any such piping before failures occur will prevent extended forced outage to make emergency repairs/replacement. Delaying this project could result in the failure of critical piping systems and subsequent loss of generation and or capacity. More importantly, component failure could also result in safety risk to personnel.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design				40,000	40,000	80,000
Construction/Maintenance					280,000	280,000
Other					40,000	40,000
Total				40,000	360,000	400,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund				40,000	360,000	400,000
Total				40,000	360,000	400,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

Capital Investments Plan

City of Dover, Delaware

FY 11 thru FY 15

Department: Public Utilities –
Power Plant

Contact: Public Utilities Director

Type: Improvement

Useful Life: Unknown

Category: Electric

Priority: n/a

Project #: EG1491

Project Name: VAN SANT UNIT 11 MAJOR OVERHAUL/INSPECTION

New Project: Yes

Account Number:
Time-Line:
Total Project Cost: \$2,000,000

Description

This project will perform major overhaul on unit due to OEM recommended repair frequency based on factored starts of the unit from first commissioning and from last inspection/repair interval. This project will be implemented in 2014 with long lead material purchases and installation in 2016.

Justification

This project is required to fund the purchase of all parts needed to perform a major overhaul on the unit based on estimated factored starts since unit was first commissioned and since last the Hot Gas Path. This project will span the course of two years. In Year 1, the majority of the parts will be purchased and services will be lined up for the actual installation on the unit in Year 2. Extended equipment and /or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges. In addition, gradual degradation of the unit's output could occur which would have a negative effect on the capacity rating of the unit and could result in catastrophic failure of the unit.

Expenditure	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Planning/Design					100,000	100,000
Miscellaneous				150,000	750,000	900,000
Total				150,000	850,000	1,000,000

Funding Sources	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Electric I & E Fund				150,000	850,000	1,000,000
Total				150,000	850,000	1,000,000

Budget Impact/Other

Budget Items	FY 11	FY 12	FY 13	FY 14	FY 15	Total
Total						

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VEHICLE REPLACEMENTS

Total Vehicle Summary

Expenditures

Department	Page	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Central Services	228		25,000				25,000
Facilities Management	228		48,288				48,288
Mayor	228		20,323				20,323
Parks and Recreation	228		17,400				17,400
Police	228	262,380	352,903	471,266	279,721	284,902	1,651,172
Public Services-Admin	229		25,675				25,675
Public Services-Grounds	230	63,675	91,500	158,917	110,540	179,532	604,164
Public Services-Inspections	230		28,000	32,000			60,000
Public Services-Planning	230		16,177				16,177
Public Services-Sanitation	230	246,075	1,008,475	310,575	462,050		2,027,175
Public Services-Streets	231	131,055	653,479	436,350	295,590		1,516,474
Tax Assessor	232		20,000				20,000
GENERAL TOTAL		703,185	2,307,220	1,409,108	1,147,901	464,434	6,031,848
Public Utilities-Wastewater Management	231		62,800	87,200	271,350	151,300	572,650
Public Utilities-Water Construction	232		30,100	136,500	98,700	197,200	462,500
Public Utilities-Water Management	232		21,800	44,200	70,950	63,700	200,650
Public Utilities-Water Treatment Plant	232			45,800		45,200	91,000
WATER/WASTEWATER TOTAL			114,700	313,700	441,000	457,400	1,326,800
Public Utilities-Electric Engineering	231	61,200			56,000	90,000	207,200
Public Utilities-Electric T&D	231	39,000	45,000	17,000			101,000
ELECTRIC TOTAL		100,200	45,000	17,000	56,000	90,000	308,200
GRAND TOTAL		803,385	2,466,920	1,739,808	1,644,901	1,011,834	7,666,848

VEHICLE DETAIL

Department	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Central Services						
1987 Forklift		25,000				25,000
Central Services Total		25,000				25,000
Facilities Management						
1999 Dodge RMV Van (435)		16,096				16,096
1996 Ford E350 (436)		16,096				16,096
1996 Dodge B2500 (438)		16,096				16,096
Facilities Management Total		48,288				48,288
Mayor						
1999 Ford Taurus		20,323				20,323
Mayor Total		20,323				20,323
Parks and Recreation						
2002 Dodge Van (590)		17,400				17,400
Parks and Recreation Total		17,400				17,400
Police						
1999 Ford Taurus (205)	20,180					20,180
1999 Ford Taurus (210)	20,180					20,180
2006 Ford Crown Victoria (217)	22,300					22,300
2006 Ford Crown Victoria (218)	22,300					22,300
1999 Ford Crown Victoria (225)	22,300					22,300
2000 Ford Taurus (241)	20,180					20,180
2004 Ford Crown Victoria (250)	22,300					22,300
2007 HD FHC Motorcycle (267)	15,300					15,300
2005 Ford Crown Victoria (276)	22,300					22,300
2005 Ford Crown Victoria (277)	22,300					22,300
2005 Ford Crown Victoria-Tahoe (279)	26,370					26,370
2003 Ford Crown Victoria-Tahoe (297)	26,370					26,370
1999 Ford Taurus (204)		20,770				20,770
1998 Ford E250 (207)		21,423				21,423
2006 Ford Crown Victoria (219)		26,054				26,054
2006 Ford Crown Victoria (229)		26,054				26,054
2006 Ford Crown Victoria (232)		26,054				26,054
2006 Ford Crown Victoria (233)		26,054				26,054
2000 Ford Crown Victoria (234)		26,054				26,054
2000 Ford Taurus (242)		20,770				20,770
2004 Ford Crown Victoria (253)		28,254				28,254
2008 HD FHP Motorcycle (256)		19,179				19,179
2008 HD FHP Motorcycle (257)		19,179				19,179

Department	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Police - Continued						
1999 Ford Taurus (269)		20,180				20,180
2007 Ford Crown Victoria (272)		26,054				26,054
2001 Chevy Malibu (283)		20,770				20,770
2005 Ford Crown Victoria (288)		26,054				26,054
2007 Ford Crown Victoria (201)			26,742			26,742
2002 Ford Taurus (206)			21,378			21,378
2002 Ford Taurus (208)			21,378			21,378
2007 Ford Crown Victoria (216)			26,742			26,742
2007 Ford Crown Victoria (220)			26,742			26,742
2007 Ford Crown Victoria (227)			26,742			26,742
2007 Ford Crown Victoria (228)			26,742			26,742
2007 Ford Crown Victoria (236)			26,742			26,742
2007 Ford Crown Victoria (238)			26,742			26,742
2009 HD FHP Motorcycle (266)			19,652			19,652
2009 HD FHP Motorcycle (268)			16,652			19,652
1999 Ford E250 (281)			105,699			105,699
2001 Chevy Malibu (282)			21,378			21,378
2001 Chevy Malibu (284)			21,378			21,378
2001 Ford E350 SD (299)			53,557			53,557
2008 Ford Crown Victoria (239)				27,452		27,452
2005 Ford F150 Pick Up (245)				25,952		25,952
1996 Ford E350 (246)				90,557		90,557
2008 Ford Crown Victoria (258)				27,452		27,452
2008 Ford Crown Victoria (259)				27,452		27,452
2008 Ford Crown Victoria (291)				27,452		27,452
2008 Ford Crown Victoria (293)				27,452		27,452
2002 Dodge Ram 1500 (296)				25,952		25,952
2008 Ford Fusion (221)					22,650	22,650
2008 Ford Fusion (230)					22,650	22,650
2010 Ford Fusion (231)					28,182	28,182
2010 Ford Fusion (235)					28,182	28,182
2010 Ford Fusion (237)					28,182	28,182
2008 Ford Fusion (274)					22,650	22,650
2007 Ford Crown Victoria (278)					28,182	28,182
2007 Ford Crown Victoria (280)					28,182	28,182
2007 Ford Crown Victoria (290)					28,182	28,182
2007 Ford Crown Victoria (292)					28,182	28,182
2005 Ford E250 (295)					19,678	19,678
Police Total	262,380	352,903	471,266	279,721	284,902	1,651,172
Public Services-Admin						
1999 Ford Explorer (6)		25,675				25,675
Public Services-Admin Total		25,675				25,675

Department	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Public Services-Grounds						
1993 X-Mark Mower (563)	9,100					9,100
1992 Ford Dump Truck (577)	54,575					54,575
2001 Dodge Pick Up (553)		17,000				17,000
1999 Dodge Pick Up (558)		17,000				17,000
2002 Toro Wing Mower (562)		57,500				57,500
2002 Dodge Pick Up (550)			17,000			17,000
1999 Chevy Dump Truck (554)			54,491			54,491
1998 Vermeer Stump Grinder (566)			44,000			44,000
1998 X-Mark Mower (568)			14,310			14,310
2001 Kubota Tractor (569)			29,116			29,116
1998 Chevy Crew Cab Dump Truck (551)				58,962		58,962
2006 X-Mark Mower (573)				15,456		15,456
1991 International Utility Trailer (578)				14,000		14,000
2002 Bean 300 Gallon Sprayer (585)				22,122		22,122
1995 Ford Crew Cab Dump Truck (552)					63,650	63,650
1990 FMC 300 Gallon Sprayer (565)					23,760	23,760
1999 Bandit Chipper (579)					46,122	46,122
1994 Vermeer Chipper (588)					46,000	46,000
Public Services-Grounds Total	63,675	91,500	158,917	110,540	179,532	604,164
Public Services-Inspections						
2001 Dodge Pick Up (19)		16,000				16,000
1997 Dodge Neon (20)		12,000				12,000
2002 Dodge Pick Up (18)			16,000			16,000
2001 Dodge Pick Up (22)			16,000			16,000
Public Services-Inspections Total		28,000	32,000			60,000
Public Services-Planning						
2009 Chevy Uplander (3)		16,177				16,177
Public Services-Planning		16,177				16,177
Public Services-Sanitation						
2003 Peterbilt Automated Trash Truck (444)	246,075					246,075
2004 Peterbilt Automated Trash Truck (442)		253,875				253,875
2004 Peterbilt Automated Trash Truck (443)		253,875				253,875
2003 Sterling Bulk Truck (447)		125,275				125,275
2002 Int'l Rear Loader (449)		129,375				129,375
2003 Peterbilt Automated Trash Truck (450)		246,075				246,075
2008 Peterbilt Automated Trash Truck (441)			296,075			296,075
2002 Hurst Trailer (453)			14,500			14,500
2008 Int'l Rear Loader (445)				165,975		165,975
2008 Peterbilt Side Loader (451)				296,075		296,075
Public Services-Sanitation Total	246,075	1,008,475	310,575	462,050		2,027,175

Department	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Public Services- Streets						
1992 Int'l Dump Truck (326)	131,055					131,055
1986 Case Backhoe (319)		94,075				94,075
2001 Int'l Dump Truck (322)		123,275				123,275
2001 Int'l Dump Truck (324)		133,074				133,074
1992 Int'l Dump Truck (328)		131,055				131,055
1999 Dodge Pick Up Truck (330)		19,500				19,500
2001 Dodge Pick Up Truck (331)		19,500				19,500
1992 Int't Leaf Truck (366)		110,000				110,000
2002 Airman Air Compressor (382)		23,000				23,000
2001 Case Front-End Loader (312)			129,700			129,700
2002 Case Front-End Loader (316)			129,700			129,700
2001 Int'l Dump Truck (321)			115,075			115,075
2001 Dodge Utility Truck (345)			46,875			46,875
1986 Hudson Trailer (394)			15,000			15,000
2006 Ford 1-Ton Dump Truck (325)				58,395		58,395
2006 Int'l Sweeper (361)				195,075		195,075
2002 ODB Leaf Vacuum Trailer (361)				42,120		42,120
Public Services-Streets Total	131,055	653,479	463,350	295,590		1,516,474
Public Utilities-Electric Eng						
2000 Dodge Utility Truck (784)	30,600					30,600
2000 Dodge Utility Truck (786)	30,600					30,600
2000 Dodge Pick Up Truck (731)				19,000		19,000
2005 Ford SUV (741)				19,000		19,000
2005 Dodge Stratus (8)				18,000		18,000
Relay Bucket Truck (NEW)					90,000	90,000
Public Utilities-Electric Eng Total	61,200			56,000	90,000	207,200
Public Utilities-Electric T&D						
LM-42 Plow/Trencher (705)	39,000					39,000
Trencher/Plow (702)		45,000				45,000
2001 Dodge Pick Up (740)			17,000			17,000
Public Utilities-Electric T&D Total	35,000	45,000	17,000			101,000
Public Utilities-Wastewater Management						
2001 Dodge Pick Up Truck (661-2)		10,900				10,900
2002 Ford 1-Ton Utility Truck with Crane (664)		41,000				41,000
2001 Dodge Pick Up Truck (695-2)		10,900				10,900
2003 Chevrolet Utility Truck (655)			43,000			43,000
2002 Dodge Pick Up Truck (668-2)			15,850			15,850
2001 Dodge 1-Ton Utility Truck (680-2)			19,550			19,550
2000 Airman Air Compressor (683-2)			8,800			8,800
2002 Dodge Pick Up Truck (663-2)				16,650		16,650

2002 Sterling L7500 Dump Truck (671-2)				54,300		54,300
Department	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL
Public Services- Wastewater Mg Continued						
2003 Sterling Jet Truck (691)				200,400		200,400
1987 Empire Generator (601)					29,200	29,200
1987 Empire Generator (602)					29,200	29,200
1987 Empire Generator (603)					29,200	29,200
1997 New Holland 575E Backhoe (674-2)					63,700	63,700
Public Utilities Wastewater Mg Total		62,800	87,200	271,350	151,300	572,650
Public Utilities-Water Construction						
2001 Dodge 1-Ton Utility Truck (426)		30,100				30,100
1999 Dodge 1-Ton Utility Truck (403)			39,100			39,100
2001 Dodge Pick Up Truck (419)			22,200			22,200
1991 International 40S (422)			75,200			75,200
1995 Caterpillar Bulldozer (408)				98,700		98,700
2000 Caterpillar 416CH (405)					135,600	135,600
2004 Ford 1-Ton Dump Truck (417)					61,600	61,600
Public Utilities-Water Construction Total		30,100	136,500	98,700	197,200	462,500
Public Utilities-Water Management						
2001 Dodge Pick Up Truck (661)		10,900				10,900
2001 Dodge Pick Up Truck (695)		10,900				10,900
2002 Dodge Pick Up Truck (668)			15,850			15,850
2001 Dodge Pick Up Truck (680)			19,550			19,550
2000 Airmen Air Compressor (683)			8,800			8,800
2002 Dodge Pick Up Truck (663)				16,650		16,650
2002 Sterling L7500 (671)				54,300		54,300
1997 New Holland 575E Backhoe (674)					63,700	63,700
Public Utilities-Water Management		21,800	44,200	70,950	63,700	200,650
Public Utilities-Water Treatment Plant						
1992 Dodge Van (621)			22,900			22,900
2001 Dodge Pick Up Truck (660)			22,900			22,900
2007 Ford 1-Ton Utility Truck (622)					45,200	45,200
Public Utilities- Water Treatment Plant Total			45,800		45,200	91,000
Tax Assessor						
2002 Dodge Stratus		20,000				20,000
Tax Assessor Total		20,000				20,000
GRAND TOTAL	803,385	2,466,920	1,739,808	1,644,901	1,011,834	7,666,848

DEBT SERVICE

**CONTAINS THE FOLLOWING
SUBSECTIONS:**

DEBT LIMIT

DEBT SERVICE SCHEDULES

DEBT POLICY

1. The City will maintain a policy of full disclosure on financial reports and bond prospectus.
2. The City will maintain communications with bond rating agencies and continue to strive for improvements in the City's bond rating.
3. The City will adhere to its debt covenants.
4. The City will review its debt capacity every three years.
5. The City will pay for all capital projects and capital improvements on a pay-as-you-go-basis using current revenues whenever possible. If a project or improvement cannot be financed with current revenues, long-term debt will be recommended.
6. The City will refrain from issuing long-term debt for a period in excess of the expected useful life of the capital project.
7. The City will use special assessment revenue of other self-supporting bonds instead of general obligation bonds, when practical.
8. The City will see refinancing of outstanding debt, if it is determined that the City will benefit by reduced interest expense over the remaining life of the bonds.

DEBT LIMIT

The Mayor and Council are empowered to borrow monies up to \$1,000,000 and not exceeding one percent of the total taxable assessment for a general tax in the aggregate outstanding at any one time without referendum. These monies may be used to finance public storm sewers, streets, and appurtenances. Any other borrowing must be approved by a referendum vote of the qualified voters of the City of Dover.

The aggregate of the amounts borrowed on the full faith and credit of the City of Dover shall not exceed a sum equal to 25 percent of the total assessed value of real property within the City of Dover.

The Mayor and Council are empowered to issue special assessment revenue bonds to finance public projects for which the City may levy and collect special assessments. These bonds do not obligate the faith and credit of the City, but are payable solely from the proceeds of the special assessments pledged. These bonds are authorized without a referendum vote by a resolution having a three-fourths vote of the Council and approval of the Mayor.

NOTE: For a more thorough description of Debt Limit, refer to Article IV, Section 50 of the City Charter.

BOND RATINGS

AS OF JUNE 30, 2009

BOND TYPE	RATING AGENCY	RATING
General Obligation Insured Bonds	Moody's Fitch	Aa2 AA+
Water/Wastewater Insured Bonds	Moody's Fitch	A1 AA-
Electric Revenue Bonds Taxable Series, Insured	Moody's Fitch	Aa2 A+
Electric Revenue Bonds Tax Exempt Series, Non-Insured	Moody's Fitch	Aa2 A+

LONG-TERM OBLIGATIONS

AS OF JUNE 30, 2009

Long-term indebtedness of the City of Dover consists of the following general purpose General Obligation Bonds:

GENERAL OBLIGATION BONDS	GENERAL PURPOSE
2003 Series	2,080,000

The total General Obligation Bonds outstanding amount includes \$260,000 payable within one year.

CHANGE IN LONG-TERM DEBT

The following tables summarize the debt transactions for the year ended June 30, 2008.

GENERAL LONG-TERM DEBT

ITEM	BALANCE JULY 1, 2008	ADDITIONS	REDUCTIONS	BALANCE JUNE 30, 2009	PAYABLE WITHIN ONE YEAR
Compensated Absences	\$1,756,211	\$1,474,137	\$1,299,563	\$1,930,785	\$ 863,977
General Obligation Bonds	2,445,000	-	365,000	2,080,000	260,000
Subtotal of General Long-Term Debt	\$4,201,211	\$1,474,137	\$1,664,563	\$4,010,785	\$1,123,977

ENTERPRISE FUNDS DEBT Water/Wastewater Fund

ITEM	BALANCE JULY 1, 2008	ADDITIONS	REDUCTIONS	BALANCE JUNE 30, 2009	PAYABLE WITHIN ONE YEAR
Compensated Absences	\$ 147,325	\$128,516	\$ 92,700	\$ 183,141	\$ 100,520
Revenue Bonds Water & Wastewater	4,495,000	-	640,000	3,855,000	655,000
State of Delaware Municipal Revenue Bond	512,072	-	34,804	477,268	36,070
Subtotal of Water/Wastewater Fund	\$ 5,154,397	\$128,516	\$767,504	\$4,515,409	\$ 791,590

ENTERPRISE FUNDS DEBT Electric Revenue Fund

ITEM	BALANCE JULY 1, 2008	ADDITIONS	REDUCTIONS	BALANCE JUNE 30, 2009	PAYABLE WITHIN ONE YEAR
Compensated Absences	\$ 467,393	\$ 301,351	\$ 277,555	\$ 491,189	\$ 174,087
Revenue Bond	17,170,000	22,200,000	1,840,000	37,530,000	2,260,000
Subtotal of Electric Revenue Fund	\$17,637,393	\$22,501,351	\$2,117,555	\$38,021,189	\$2,434,087
Subtotal of Enterprise Fund Debt	\$22,791,790	\$22,629,867	\$2,885,059	\$42,536,598	\$3,225,677
GRAND TOTAL OF LONG-TERM DEBT	\$26,993,001	\$24,104,004	\$4,549,622	\$46,547,383	\$4,349,654

DEBT SERVICE REQUIREMENTS

The following are the debt service requirements to maturity on the City's general obligation bonds and revenue bonds.

GOVERNMENTAL ACTIVITIES

FISCAL YEAR	2003 GENERAL OBLIGATION BONDS		
	PRINCIPAL	INTEREST	TOTAL
2010	260,000	68,410	328,410
2011	270,000	60,850	330,850
2012	275,000	52,262	327,262
2013	285,000	42,738	327,738
2014	295,000	32,440	327,440
2015	220,000	22,950	242,950
2016	230,000	14,285	244,285
2017	245,000	4,900	249,900
TOTAL	\$2,080,000	\$ 298,835	\$2,378,835

BUSINESS –TYPE ACTIVITIES

Water/Wastewater Fund					Electric Revenue fund				
Fiscal Year	2003 Revenue Bonds		Municipal Revenue Bonds		2004 Taxable Revenue Bonds		2008 Revenue Bonds		Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2010	\$ 655,000	\$ 125,022	\$ 36,070	\$ 16,859	\$ 1,905,000	\$ 647,580	\$ 355,000	\$ 1,068,554	\$ 4,809,085
2011	290,000	116,322	37,379	15,550	1,995,000	560,300	375,000	1,049,029	4,438,580
2012	300,000	106,422	38,737	14,192	2,080,000	464,620	390,000	1,028,404	4,422,375
2013	310,000	95,572	40,144	12,785	2,180,000	361,070	410,000	1,006,954	4,416,525
2014	320,000	84,052	41,601	11,326	2,270,000	248,706	430,000	986,454	4,392,139
2015	330,000	71,512	43,113	9,815	2,390,000	128,010	450,000	964,954	4,387,404
2016	155,000	65,468	44,679	8,250	2,510,000	-	475,000	942,454	4,200,851
2017	160,000	59,068	46,301	6,626	-	-	695,000	918,704	1,885,699
2018	165,000	52,302	47,984	4,946	-	-	730,000	883,954	1,884,186
2019	175,000	44,866	49,727	3,202	-	-	765,000	847,454	1,885,249
2020	180,000	37,126	51,533	1,397	-	-	800,000	815,706	1,885,762
2021	190,000	28,766	-	-	-	-	840,000	781,706	1,840,472
2022	200,000	19,764	-	-	-	-	880,000	746,006	1,845,770
2023	210,000	10,106	-	-	-	-	925,000	707,506	1,852,612
2024	215,000	-	-	-	-	-	970,000	665,881	1,850,881
2025	-	-	-	-	-	-	1,015,000	622,231	1,637,231
2026	-	-	-	-	-	-	1,065,000	576,555	1,641,555
2027	-	-	-	-	-	-	1,120,000	527,300	1,647,300
2028	-	-	-	-	-	-	1,175,000	475,500	1,650,500
2029	-	-	-	-	-	-	1,230,000	416,750	1,646,750
2030	-	-	-	-	-	-	1,290,000	355,250	1,645,250
2031	-	-	-	-	-	-	1,355,000	290,750	1,645,750
2032	-	-	-	-	-	-	1,420,000	223,000	1,643,000
2033	-	-	-	-	-	-	1,485,000	152,000	1,637,000
2034	-	-	-	-	-	-	1,555,000	77,750	1,632,750
TOTAL	\$ 3,855,000	\$ 916,368	\$ 477,268	\$ 104,948	\$ 15,330,000	\$ 2,410,286	\$ 22,200,000	\$ 17,130,806	\$ 62,424,676

The above tables do not include compensated absences.

COMPUTATION OF LEGAL DEBT MARGIN

AS OF JUNE 30, 2009

Net (Taxable) Assessed Value on Books	<u>\$2,899,293,320</u>
Debt Limit – 25 Percent of Total Assessed Value	\$ 724,823,330
DEBT (for which the City's full faith and credit has been pledged)	
Gross Bonded Debt	<u>2,080</u>
LEGAL DEBT MARGIN	<u>\$ 724,821,250</u>

Source: City of Dover Financial Reports, City of Dover Charter, Section 50(b), and the Tax Assessor's Office.

COMPUTATION OF DIRECT AND OVERLAPPING DEBT

JUNE 30, 2009

Capital School District

JURISDICTION	NET DEBT OUTSTANDING	PERCENTAGE APPLICABLE TO CITY OF DOVER	AMOUNT APPLICATION TO CITY OF DOVER
City of Dover	\$ 2,008,800	100%	\$2,008,800
Kent County ⁽¹⁾	20,775,803	10%	2,077,580
Capital School District ⁽²⁾	<u>26,798,050</u>	-	<u>-</u>
TOTAL	<u>\$49,582,653</u>		<u>\$4,086,380</u>

Source: City of Dover Financial Records, Kent County Levy Court-Accounting Department, and Capital School District-Administrative Department

NOTES

1. Kent County: Total debt for Kent County is \$20,775,803 at June 30, 2009. Although Kent County's bonds are general obligation bonds, \$15,121,329 is payable from the Kent County Sewer Fund(s) or other committed sources.
2. Capital School District: As of June 30, 2009, the net outstanding debt was \$26,798,050. Percentage and amount applicable to the City is not available.

COMPUTATION OF DIRECT AND OVERLAPPING DEBT

JUNE 30, 2009

Caesar Rodney School District

JURISDICTION	NET DEBT OUTSTANDING	PERCENTAGE APPLICABLE TO CITY OF DOVER	AMOUNT APPLICATION TO CITY OF DOVER
City of Dover	\$ 2,008,800	100%	\$2,008,800
Kent County ⁽¹⁾	20,755,803	10%	2,077,580
Caesar Rodney School District ⁽²⁾	<u>\$11,650,950</u>	-	<u>-</u>
TOTAL	<u>\$34,435,553</u>		<u>\$4,086,380</u>

Source: City of Dover Financial Records, Kent County Levy Court-Accounting Department, and Capital School District-Administrative Department

NOTES

1. Kent County: Total debt for Kent County is \$20,775,083 at June 30, 2009. Although Kent County's bonds are general obligation bonds, \$15,121,329 is payable from the Kent County Sewer Fund(s) or other committed sources.
2. Caesar Rodney School District: As of June 30, 2009, the net outstanding debt was \$11,650,950. Percentage and amount applicable to the City is not available.

RATIO OF ANNUAL DEBT SERVICE EXPENDITURES FOR GENERAL BOND DEBT TO TOTAL GENERAL EXPENDITURES

LAST TEN FISCAL YEARS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE ⁽¹⁾	TOTAL GENERAL EXPENDITURES ⁽²⁾	RATIO OF DEBT SERVICE TO TOTAL GENERAL EXPENDITURES
2000	\$405,000	\$282,904	\$687,904	\$16,196,852	4.25%
2001	425,000	301,625	726,625	18,486,047	3.93%
2002	445,000	244,813	689,813	18,117,823	3.81%
2003	465,000	223,543	688,543	20,214,952	3.41%
2004	485,000	200,740	685,740	26,085,239	2.63%
2005	330,000	110,371	440,371	27,912,865	1.58%
2006	335,000	103,718	438,718	30,169,206	1.45%
2007	345,000	96,232	441,232	34,651,840	1.27%
2008	350,000	87,468	437,468	35,469,721	1.23%
2009	365,000	77,319	422,319	5,921,873	1.47%

Source: City of Dover Financial Records

NOTES

1. The debt service figures include the General Obligation Bonds payable from the General Fund only.
2. The General Expenditures include all operating items, capital items, and debt service.

REVENUE BOND COVERAGE ELECTRIC REVENUE BONDS

LAST TEN FISCAL YEARS

FISCAL YEAR	GROSS REVENUE	OPERATING EXPENSES	AVAILABLE FOR DEBT SERVICE	DEBT SERVICE REQUIREMENTS FOR EACH FISCAL YEAR			
				PRINCIPAL	INTEREST	TOTAL	COVERAGE
2000	52,264,065	40,153,523	12,110,542	960,000	1,690,922	2,650,922	4.57%
2001	51,765,524	41,007,889	10,757,635	1,025,000	1,620,938	2,645,938	4.07%
2002	54,903,340	44,315,614	10,587,726	1,095,000	1,549,344	2,644,344	4.00%
2003	59,737,571	46,611,778	13,125,793	1,170,000	1,480,203	2,650,203	4.95%
2004	59,611,552	47,393,103	12,218,449	1,255,000	1,380,002	2,635,002	4.64%
2005	63,467,514	51,505,300	11,962,214	1,335,000	1,115,728	2,450,728	4.88%
2006	68,377,892	53,839,945	14,537,947	1,855,000	910,256	2,765,256	5.26%
2007	87,606,858	83,006,505	4,600,353	1,730,000	859,048	2,589,048	1.78%
2008	97,354,991	82,132,360	15,222,631	1,780,000	797,104	2,577,104	5.91%
2009	101,562,292	89,853,449	11,708,843	1,840,000	1,753,447	3,593,447	3.26%

Source: City of Dover Financial Records

NOTES

1. Coverage required by the bond resolutions is 1.25%.
2. Calculation of gross revenue for Fiscal Year 2009 is as follows:

Gross Revenue:	
Operating Revenues	\$101,420,982
Interest Earned-Operating Funds	<u>141,310</u>
Total Gross Revenue	\$101,562,292
3. Direct Operating expenses do not include depreciation expense.
4. Figures presented in this table compare the net revenue available for debt service to the debt service requirements of the same fiscal year.
5. In June 1990, The City issued Electric Revenue Bonds in the amount of \$29,830,000 for partial defeasance of 1985 Electric Revenue Refunding Bonds, and for financing the Combustion Turbine Project. The debt service for Fiscal Year 1991 reflects only the actual debt service on 1985 Electric Revenue Refunding Bonds as no amount was paid on the 1990 issue. The debt service for the Fiscal Year 1991-1992 includes the debt service on un-refunded 1985 Series and full year debt service on the 1990 Series.
6. In January 2009, the City issued Electric Revenue Refunding Bonds in the amount of \$20,985,000 to partially refund the 1990 Series.
7. Up to Fiscal Year 1996, the total debt service includes payments on the 1985, 1990, and 1993 series bonds. The debt service for Fiscal Years 1996, 1997, and 1998 includes the City's payments on un-refunded 1990 Series and 1993 Series bonds.
8. In August 2004, the City issued Electric Revenue Refunding Bonds in the amount of \$22,535,000 to refund the outstanding Electric Revenue Bonds Series 1990 and Electric Revenue Refunding Bonds Series 1993.
9. In July 2008, the City issued Electric Revenue bonds in the amount of \$22,200,000. Fiscal Year 2009 includes \$1,026,999 in interest related to this bond issue.

WATER/WASTEWATER BOND COVERAGE REVENUE BONDS

LAST TEN FISCAL YEARS

FISCAL YEAR	GROSS REVENUE	DIRECT OPERATING EXPENSES	NET REVENUE AVAILABLE FOR DEBT SERVICE	MAXIMUM REQUIREMENTS		
				MAX. DEBT SERVICE REQUIREMENT	ACTUAL COVERAGE	COVERAGE REQUIRED
2000	8,236,506	5,777,844	2,458,662	1,484,310	1.66%	1.20%
2001	8,932,763	6,620,732	2,312,031	1,524,280	1.52%	1.20%
2002	9,639,256	6,185,232	3,454,024	1,524,380	2.27%	1.20%
2003	10,604,052	7,180,175	3,423,877	1,472,412	2.33%	1.20%
2004	10,101,660	7,608,196	2,496,464	1,553,713	1.60%	1.20%
2005	10,619,688	7,223,283	3,396,405	1,553,713	2.19%	1.20%
2006	12,372,563	7,805,396	4,567,167	1,551,228	2.94%	1.20%
2007	12,294,847	8,242,898	4,051,949	797,748	5.08%	1.20%
2008	13,672,442	8,763,407	4,909,035	797,748	6.15%	1.20%
2009	11,067,901	9,510,814	1,557,087	797,708	1.95%	1.20%

Source: City of Dover Financial Records

NOTES

1. In January 1993, the City issued Water and Wastewater Revenue Refunding Bonds in the amount of \$7,745,000. These bonds were issued to partially defease Water and Wastewater Revenue Bonds 1986 Series A, 1986 Series B, and fully defease all outstanding bonds of Series 1989.
2. In September 1993, the City issued Water and Sewer Revenue Bonds in the amount of \$4,595,000 through 1993 Series A.
3. The maximum debt service requirement presented above includes all outstanding revenue bonds including non-refunded Series 1993, 1993 A, and 2003.
4. Direct operating expenses do not include depreciation expense for coverage purposes as per the bond indenture.
5. The operating expenses for Fiscal Year 1997 include 18 months of Kent County sewer fees. This was due to a change in the County's billing system. The extraordinary item is for this one year only.
6. In October 2003, the City issued Water and Sewer Revenue Bonds in the amount of \$7,980,000. These bonds were issued to fully defease Water and Wastewater Revenue Bond Series 1986 B, to partially defease Water and Wastewater Revenue Bond Series 1993 and Series 1993 A and to provide approximately \$1,600,000 for future capital projects.

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GENERAL

CONTAINS THE FOLLOWING SUBSECTIONS:

MAYOR

CITY COUNCIL

CITY MANAGER

CENTRAL SERVICES

CITY CLERK

CUSTOMER SERVICES

FINANCE

FIRE

HUMAN RESOURCES

INFORMATION TECHNOLOGY

PARKS, RECREATION, AND LIBRARY

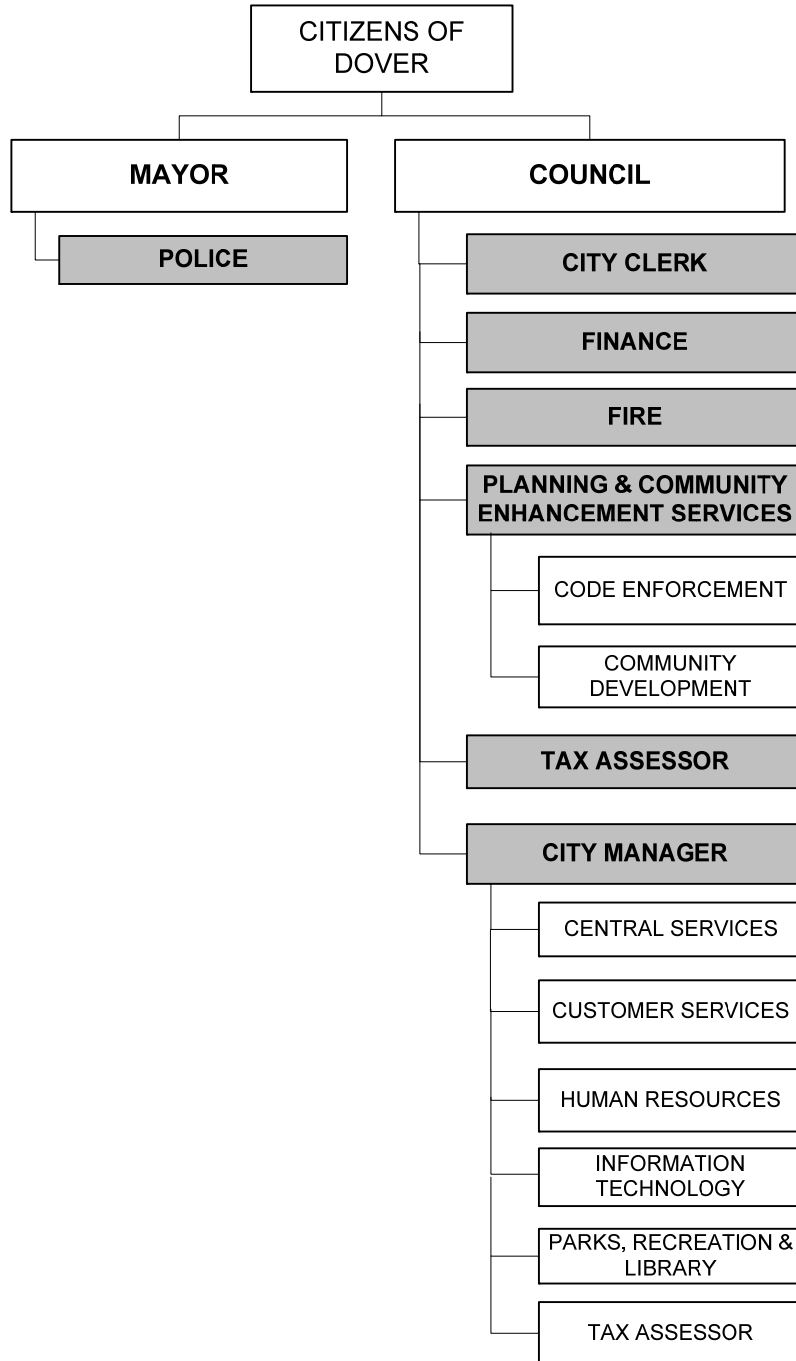
POLICE

TAX ASSESSOR

PLANNING & COMMUNITY

ENHANCEMENT SERVICES

GENERAL
ORGANIZATION CHART
FISCAL YEAR 2011



MAYOR

DEPARTMENT VISION

The Mayor is the senior elected official in 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 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.

MAJOR PROGRAMS

ECONOMIC DEVELOPMENT

Objective: Maintain strong ties to the local business community so that we protect the jobs we have and attract new businesses and new job opportunities to Dover. (Employment statistics sources: US Bureau of Labor Statistics and Delaware Department of Labor)

Measures:

1. Maintain the unemployment rate below five percent.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	4.6 percent unemployment rate as of February 2008	8.1 percent unemployment rate as of February 2009	≤5.0 percent unemployment rate

2. Maintain the unemployment rate below the average for the State of Delaware. (Source: Delaware Department of Labor)

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	4.8 percent unemployment rate as of March 2008	7.4 percent unemployment rate as of March 2009	≤7.4 percent unemployment rate

3. Maintain the unemployment rate below the national average. (US Bureau of Labor Statistics)

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	5.1 percent unemployment rate as of March 2008	8.5 percent unemployment rate as of March 2009	≤8.5 percent unemployment

4. Maintain job growth above the national average: +.2 percent* (May 2007 – May 2009). *Source: Philadelphia Federal Reserve.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	-0.4 percent - Delaware average job growth	-0.2 percent Delaware average job growth	≥ 0.2 percent average job growth

5. Maintain close ties with Dover Air Force Base (DAFB), and provide an atmosphere conducive to promoting DAFB's current missions and expansion to new missions.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Goal met	Goal met	Goal will be met

COMMUNITY DEVELOPMENT

Objective: Encourage balanced growth, and protect our quality of life.

Measures:

1. Encourage the advancement of high quality residential developments including, but not limited to, Eden Hill Farm, Brittingham Farm, McClements property, and the Bush Farm.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	<ul style="list-style-type: none"> - Eden Hill Farm construction began on the office building and construction infrastructure improvements (water, sewer, stormwater management, and streets). - Plan review process started for development of the Bush Farm as a Planned Neighborhood Design. 	<ul style="list-style-type: none"> - Construction of other buildings, including residential units and infrastructure will continue at Eden Hill. - Other developments take advantage of TND and PND ordinances. 	<ul style="list-style-type: none"> - Construction of Eden Hill Development continues. - Apartment complex adjacent to proposed location for new high school.

2. Increase the City's home ownership rate from 52 percent in 2000 to at least 60 percent by 2010.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Home ownership rates not available until completion of the 2010 Census	Home ownership rates not available until completion of the 2010 Census	Home ownership rates not available until completion of the 2010 Census

3. Increase the commercial occupancy rate downtown from 80 percent to 90 percent over the next five years.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	84.7 percent commercial occupancy rate downtown	79.8 percent commercial occupancy rate downtown	≥90 percent commercial occupancy rate downtown

Note: Statistics provided by Downtown Dover Partnership.

4. Attend an average of at least two community events each month.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Attended 89 to 100 community events.	Attended over 100 community events.	Attend more than 200 community events

6. Attend at least ten neighborhood association meetings.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Attended 10 to 12 neighborhood association meetings.	Attended 11 neighborhood association meetings.	Attend ≥10 neighborhood association meetings.

EFFICIENT OPERATIONS

Objective: The objective of this program is to improve efficiency and productivity in City operations and transparency in City financial statements.

Measures:

1. Encourage and facilitate additional, efficient, and productive uses of technology.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Promoted Green Energy initiatives, continued to look for Homeland Security funds to rectify City security weaknesses.	Additional projects will be identified in Fiscal 2011.	Seek grant funds for installation of security cameras downtown.

2. Support effort to create paperless packets for planning and zoning documents.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Paperless packets created and available online for members of the Planning Commission.	Goal completed in Fiscal 2008.	New goal to be developed.

3. Mitigate the need for tax increases.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Continued to receive increases in State's Payment in Lieu of Taxes. Garnered \$4 million in State funding for the new Library Project.	Continued to receive an increase in State Payment in Lieu of Taxes. Efforts continued to gather support and funding for the new Library Project.	Maintain Payment in Lieu of Taxes from the State and various entities. Continue to gather support and funding for the Anchor Library Project.

4. Ensure license and other fees remain reasonable and competitive with other government jurisdictions and fair to the rate payers.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	No changes in license fees. All fees remained reasonable and competitive with other government jurisdictions and fair to the ratepayers. Maintained electric rates among the lowest municipal rates in Delaware.	Business license fees were increased 3.3 percent in order to remain competitive with other government jurisdictions and fair to the ratepayers. Maintained electric rates among the lowest municipal rates in Delaware.	Ensure that all fees remain competitive with other local jurisdictions. Maintain electric and water rates at levels that are among the lowest in Delaware.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Continue to work closely with the Delaware Economic Development office, the Kent County Economic Development Partnership, and the Dover Economic Development to address future job opportunities.** This objective is a part of the Economic Development program and advances the critical success factors of Economic Development and Job Growth.

Measure: Attract two major employers to Dover; replace Bank of America's call center and facilities vacated by Discover Card. Due to current economic conditions, this goal has not been met.

2. **Secure funding for the Delaware Civic Center to be built in Dover.** This objective is part of the Economic Development program and advances the critical success factors of Economic Development and Job Growth.

Measure: Work with the Civic Center Commission to secure agreements that provide the necessary funding to begin the architectural design for the Delaware Civic Center. Due to current economic conditions, this goal has not been met.

3. **Secure the necessary funding for the City's new library project.** This objective is a part of the Community Development program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Work with Library Project committees, County and State representatives to secure agreements to provide all necessary funding sources to establish an anchor library in Dover. This goal has been met.

4. **Work with the merchants in the downtown area to install security camera at designated intersections and sites.** This objective is part of the Community Development program and advances the critical success factors of Citywide Safety.

Measure: Continue to work with committee members to secure funding to install four to six initial cameras by June 2010. This goal has been met.

5. **Participate as a member of the Veterans Fund Raising Committee to establish a Vietnam Memorial in the City of Dover.** This objective is part of the Community Development program and advances the critical success factors of Customer Satisfaction and Community Communication.

Measure: Assist the committee with all fund-raising efforts in order to establish a Vietnam Memorial in the City of Dover. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Continue to work closely with the Delaware Economic Development office, the Kent County Economic Development Partnership, and the Dover Economic Development to address future job opportunities.** This objective is a part of the Economic Development program and advances the critical success factors of Economic Development and Job Growth.

Measure: Attract two major employers to Dover; replace Bank of America's call center and facilities vacated by Discover Card.

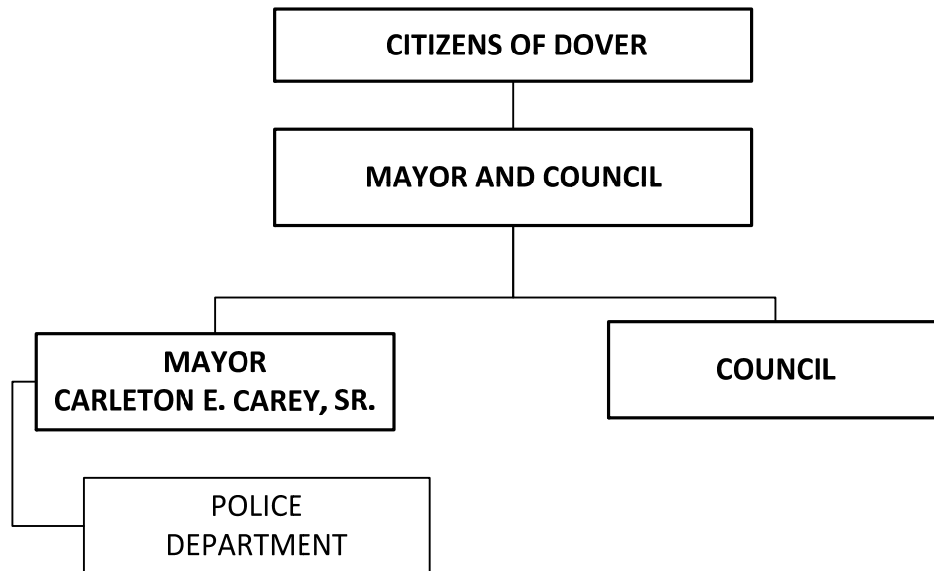
2. **Secure the necessary funding for the City's new library project.** This objective is a part of the Community Development program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Work with Library Project committees, County and State representatives to secure agreements to provide all necessary funding sources to establish an anchor library in Dover.

3. **Work with the merchants in the downtown area to install security camera at designated intersections and sites.** This objective is part of the Community Development program and advances the critical success factors of Citywide Safety.

Measure: Continue to work with committee members to secure funding to install four to six initial cameras by June 2010.

MAYOR
ORGANIZATION CHART
FISCAL YEAR 2011



MAYOR

110-3200-519

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	45,174	45,124	45,124	45,990
10-14	FICA TAXES	3,505	3,532	3,532	3,637
10-15	HEALTH INSURANCE	6,135	6,856	6,856	7,540
10-16	L I D INSURANCE	340	342	342	338
10-17	WORKERS COMPENSATION	202	239	239	244
	PERSONNEL COSTS	55,356	56,093	56,093	57,749
20-22	OFFICE SUPPLIES	117	127	127	127
20-23	PRINTING AND DUPLICATING	355	408	408	408
20-24	PHOTOGRAPHIC	-	51	51	51
	MATERIALS & SUPPLIES	472	586	586	586
30-21	TELEPHONE/FAX	1,553	1,666	1,666	1,666
30-25	ADVERTISEMENT	-	-	-	5,000
30-27	SUBSCRIPTIONS AND DUES	3,661	3,900	3,900	5,150
30-28	TRAINING/CONF/FOOD/TRAVEL	3,909	-	800	1,950
30-31	CONTRACTUAL SERVICES	-	-	-	3,586
30-35	COMMUNITY RELATIONS EXP	6,533	1,800	1,800	6,800
30-37	OTHER EXPENSES	4,331	5,000	5,000	5,000
30-62	GASOLINE	857	650	650	650
30-63	AUTO REPAIRS/MAINTENANCE	109	204	204	204
30-91	ECONOMIC DEVELOPMENT	15,000	-	-	-
	ADMINISTRATIVE EXPENDITURES	35,953	13,220	14,020	30,006
40-25	OTHER EQUIP - PURCHASE	-	-	-	31,500
	CAPITAL OUTLAY	-	-	-	31,500
	TOTAL EXPENDITURES	91,781	69,899	70,699	119,841
	REVENUES:				
	GENERAL FUND	91,781	69,899	70,699	88,341
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	31,500
	PERSONNEL:				
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0

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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 Annual Budget 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	12 monthly reports were reviewed and approved	12 monthly reports were reviewed and approved	reviewed and approved ≤12 monthly reports

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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	100 percent	30 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 policies a year.

	2008-2009 Actual	2009-2010 Actual	2010-2011 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 quarterly revenue reports.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	12 budget reports and four quarterly revenue reports were reviewed.	12 budget reports and four quarterly revenue reports were reviewed.	≥12 budget reports and ≥four quarterly revenue reports were reviewed.

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Budget guidelines set in March 2008	Budget guidelines set in January 2009	Set budget guidelines in January 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 percent of citizen concerns received in writing and expressed during the Open Forum within seven days.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Responded to 100 percent of citizen concerns received in writing and expressed during Open Forums within seven days.	Responded to 100 percent of citizen concerns received in writing and expressed during Open Forums within seven days.	Respond to 100 percent of citizen concerns received in writing and expressed during Open Forums within seven days.

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 by holding 22 Open Forum sessions to allow public comment.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	More than 22 open forum sessions held	More than 22 open forum sessions held	Hold ≥22 open forum session.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

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. Planning and funding for the new library is proceeding with more than \$750,000 in donations raised. This goal is on schedule for completion.

2. **Continue the development of the Garrison Tract and the Dover Sun Park Solar Energy Project.** The Dover Sun Park will be a community-scale 10 MW solar photovoltaic power plant and will connect directly into the Dover distribution system. It will supply enough clean power for over 1,300 homes in the community and will bring environmental benefits from clean renewal energy. The objective is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

Measures: Ensure the project moves forward with substantial completion by June 2010. Contract signing ceremony took place on June 15, 2010. Project is moving forward as planned. This goal is on schedule for completion.

3. **Through the “Hiring Freeze and Right Size” review process, ensure proper staffing levels by authorizing only those positions deemed critical during a period of reduced revenue.** This objective is a part of the Legislative, Policy and Administration program and advances the critical success factors of Employee Satisfaction and Effective Organization Communication.

Measure: Due to economic conditions, the hiring freeze remains in effect and all critical positions are presented to the Legislative, Finance and Administration Committee for review and approval. Staff has been reduced by 20 employees. This goal has been completed.

4. **Understand the high risks associated with deferring maintenance on infrastructure.** This objective is a part of all of the Council programs and advances several critical success factors including Cost and Revenue Efficiency.

Measure: Ensure that the necessary levels of maintenance on infrastructure are maintained through June 2010. Through the funding of capital projects for waterline replacement, sewer relining and electric substation upgrades. This goal has been completed.

5. **Increase cultural activities within the City of Dover.** This objective is a part of the Community Interaction program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Consider the creation of a Council on Cultures by June 2010. This goal was not completed.

6. **Discuss the feasibility of alternative employee staff options in an effort to reduce costs.** This objective is a part of the Legislative, Policy and Administration program and advances the critical success factors of Cost and Revenue Efficiency.

Measure: Consider early retirement; flex time; job sharing; voluntary reduction in hours; in addition to other cost saving options by June 2010. Discussion of these items occurred at the Annual Council Retreat in January 2010. This goal has been completed.

7. **Increase availability of affordable, safe, clean rental housing program.** This objective is a part of the Community Interaction program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures: Accomplish through the CDBG Rental Rehabilitation Program. In Fiscal Year 2010, three homes improved and approximately \$38,000 was spent. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

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. **Continue the development of the Garrison Tract and the Dover Sun Park Solar Energy Project.** The Dover Sun Park will be a community-scale 10 MW solar photovoltaic power plant and will connect directly into the Dover distribution system. It will supply enough clean power for over 1,300 homes in the community and will bring environmental benefits from clean renewal energy. The objective is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

Measures: Ensure the project moves forward with substantial completion by June 2011.

3. **Through the “Hiring Freeze and Right Size” review process, ensure proper staffing levels by authorizing only those positions deemed critical during a period of reduced revenue.** This objective is a part of the Legislative, Policy and Administration program and advances the critical success factors of Employee Satisfaction and Effective Organization Communication.

Measure: Present all critical positions to the Legislative, Finance and Administration Committee for review and approval.

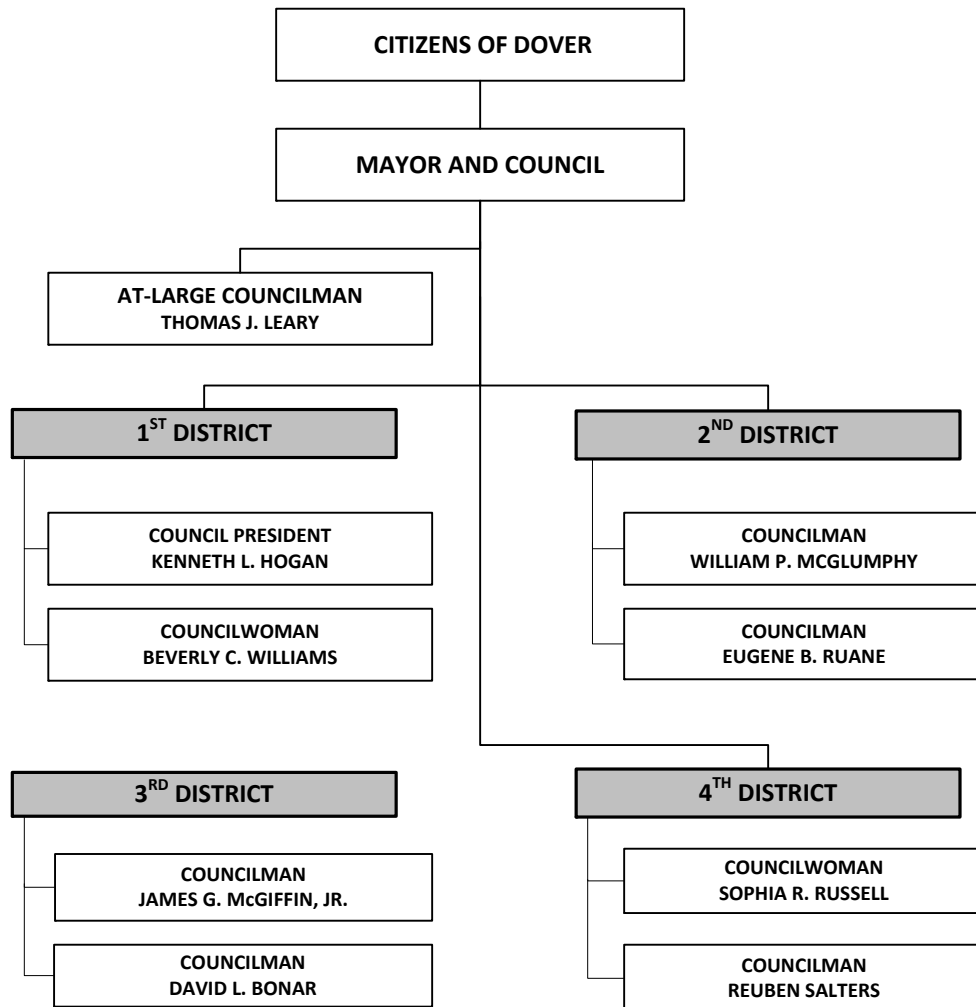
4. **Understand the high risks associated with deferring maintenance on infrastructure.** This objective is a part of all of the Council programs and advances several critical success factors including Cost and Revenue Efficiency.

Measure: Ensure that the necessary levels of maintenance on infrastructure are maintained through the funding of various capital projects for waterline replacement, sewer relining and electric substation upgrades.

5. **Increase availability of affordable, safe, clean rental housing program.** This objective is a part of the Community Interaction program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures: Accomplish through the CDBG Rental Rehabilitation Program

**CITY COUNCIL
ORGANIZATION CHART
FISCAL YEAR 2011**



CITY COUNCIL

110-1200-512

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-13	TEMPORARY HELP	76,110	84,326	84,326	77,805
10-14	FICA TAXES	5,823	6,487	6,487	5,954
10-17	WORKERS COMPENSATION	349	451	451	412
	PERSONNEL COSTS	82,282	91,264	91,264	84,171
20-22	OFFICE SUPPLIES	352	400	400	400
20-23	PRINTING AND DUPLICATING	313	450	1,700	450
20-24	PHOTOGRAPHIC	50	50	50	50
20-37	COMPUTER SOFTWARE	284	420	420	-
20-38	COMPUTER HARDWARE	-	2,800	2,800	14,400
	MATERIAL & SUPPLIES	999	4,120	5,370	15,300
30-21	TELEPHONE/FAX	261	250	250	250
30-27	SUBSCRIPTIONS AND DUES	10,928	11,050	11,050	12,198
30-28	TRAINING/CONF/FOOD/TRAVEL	7,918	-	-	12,850
30-35	COMMUNITY RELATIONS EXP	3,369	2,000	2,000	2,000
30-37	OTHER EXPENSES	-	1,000	1,000	1,000
30-92	HRC-OFFICE SUPPLIES	1,841	3,000	3,000	3,000
	ADMINISTRATIVE EXPENDITURES	24,317	17,300	17,300	31,298
	TOTAL EXPENDITURES	107,598	112,684	113,934	130,769
	REVENUES:				
	GENERAL FUND	107,598	112,684	113,934	130,769
	PERSONNEL:				
	FULL-TIME EQUIVALENT	-	-	-	-

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 City Manager's office contributes to maintaining Dover's high quality of life and being a place where people want to live.

MAJOR PROGRAMS

BUDGET PREPARATION

Objective: The objective of this program is to provide City Council with an Annual Budget, Capital Investment Plan, and Strategic Organization Plan that together are cost effective, fiscally sound, and politically acceptable.

Measures:

1. Coordinate, schedule, and facilitate a City Council retreat, each fiscal year, which is rated better than 3.0 on a 4.0 point scale by members of City Council.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Rated 3.5 on a 4.0 scale	Rated 2.6 on a 4.0 scale	Rate \leq 3.4 on a 4.0 point scale

2. Complete the budget approval process, requiring no more than five scheduled workshop sessions annually.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Budget approval process completed in two workshops	Budget approval process completed in four workshops	Complete the budget approval process in five workshops

3. Annually receive a better than average rating (≥ 70 points on a 100 point scale) in the Annual Citizens Survey for the following: "I receive good value for the City of Dover taxes that I pay."

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizens Survey was not conducted	Annual Citizens Survey was not conducted	Due to budgetary constraints, the Annual Citizens Survey will not be conducted.

DEPARTMENT MANAGEMENT

Objective: The objective of this program is to provide support and guidance to the City Manager departments so they can achieve their goals and objectives.

Measures:

1. Ninety percent of all departmental operating expenses and revenues are within 95 percent of their budget, indicating that all budgetary needs have been met.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	64 percent of all departments were within 95 percent of their budget	97 percent of all departments were within 95 percent of their budget	≤90 percent of all departments are within 95 percent of their budget

2. Annually, have 90 percent of Capital Investment Plan (CIP) projects completed on time and under budget, indicating that needed projects are complete.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	89 percent of CIP projects completed on time and under budget	76 percent of CIP projects completed on time and under budget	≥75 percent of CIP projects completed on time and under budget

3. Ensure 90 percent of departmental strategic objectives are met annually.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	84 percent of strategic goals were met; 14 percent of strategic objectives were partially met; 2 percent of strategic objectives were not met.	90 percent of departmental strategic goals were met.	≥90 percent of strategic objectives to be met annually.

PROJECT DEVELOPMENT

Objective: The objective of this program is to provide research, selection, development, and implementation of new programs identified as being needed or desired to move the City toward its overall vision, with particular attention being paid to programs that do not clearly fit within one of the existing departments.

Measure: Annually, identify two to four new strategic objectives related to new programs that advance the City's vision.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	1. Summer Youth Employment Program implemented. 2. Developed business license strategy for gaming tables and sports betting.	1. DSWA Contract Revision completed 2. Garrison Tract Plan completed.	Identify two new strategic objectives.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Continue to advance the initiatives of the Dover Anchor Library Project.** This objective is a part of the Department Management program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures:

- Finalize design development phase and cost estimates with Holzman-Moss within scope of work. This goal has been met.
- Help oversee fund-raising campaign efforts in order to reach the set goal of raising \$5 million over

two years. This goal is on schedule for completion.

- c. Ensure measures are completed on time and within budget by June 2010. This goal has been met.

- 2. **Complete negotiation of IUE & IBEW labor contracts.** This objective is a part of the Department Management program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

- a. Conduct a preliminary strategy meeting with staff by December 1, 2009. This goal has been met.
- b. Develop strategy based on staff input and present to Council for review. The goal has been met.
- c. Develop negotiating timeline and deliver an acceptable contract to Council within the timeline. This goal is on schedule for completion.

- 3. **Management of the power contracts with PACE and NAES to ensure system reliability and competitive rates.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Continue to Chair the Energy Management and Risk Management Committees. This goal has been met.
- b. Ensure the PACE and NAES are operating within their contracts and respective budgets. This goal has been met.
- c. Assure that Dover's electric rates remain competitive and less costly than most other electric utilities in the state of Delaware. This goal has been met.
- d. Manage contracts in order to obtain the desired results through June 2010. This goal has been met.

- 4. **Negotiate contract extension with PACE Global.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Successfully negotiated contract extension that will save the City approximately \$600,000 to \$1.2 million. This goal has been met.

- 5. **Continue the development of the Garrison Tract and the Dover Sun Park Solar Energy Project.** The objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Move the project forward with substantial completion by June 2010. This goal has been met.
- b. Complete the combined cycle plant concept for Council consideration. This goal has been met.
- c. Complete transportation, stormwater, and utility plan for Garrison Tract. This goal is on schedule for completion.

STRATEGIC OBJECTIVES FOR FISCAL 2010-2011

- 1. **Continue to advance the initiatives of the Dover Anchor Library Project.** This objective is a part of the Department Management program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures:

- a. Finalize construction documentation phase and cost estimates with Holzman-Moss within scope of work.
- b. Ensure all related items are completed on time and within budget.
- c. Oversee fund raising campaign with the goal of raising \$4 million over two years.

2. **Management of the power contracts with PACE Global and North American Energy Services (NAES) to ensure system reliability and competitive rates.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Continue to Chair the Energy Management and Risk Management Committees.
- b. Ensure that PACE and NAES are operating within their contracts and respective budgets.
- c. Assure that Dover's electric rates remain competitive and less costly than most other electric utilities in the state of Delaware.
- d. Manage contracts in order to obtain the desired results by end of the contract period.

3. **Oversee the Request for Proposals process for Energy Management Services.** In preparation of the expiring of the PACE contract; oversee the development of an Energy Management Services RFP. This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Develop energy management bid criteria.
- b. Advertise, solicit bidders, and develop bid evaluation criteria.
- c. Select vendor prior to the expiration of current contracts.

4. **Continue to move forward with the Garrison Tract Development project.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Ensure completion of final subdivision documents.
- b. Develop marketing strategy for tenants and begin some solicitation for new tenants.
- c. Develop a list of potential utility improvements and review with City Council for inclusion in the CIP.
- d. Support MacQuire and LS Power contracts in order to move the project forward toward completion.

5. **Develop a Yard Waste Separation and Collection Program.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Based on research and discussions with other municipalities, develop a plan for yard waste separation and collection.
- b. Present the plan to City Council for approval by October 2010.
- c. Create a campaign to educate residents on the plan before and during start up.
- d. Ensure implementation of the Yard Waste Separation and Collection plan by January 2011.

6. **Explore two new potential revenue sources.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.
7. **Develop a plan for a Trash utility and a Pay-As-You-Throw plan.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Research other communities and develop a plan and cost impact analysis for a trash utility and PAYT (pay-as-you-throw) program based on varying charges for different sized cans.
 - b. Work with the Controller to establish accounts and allocations for a trash utility and determine the revenue needs.
 - c. Select a subdivision for a pilot program to test the plan.
 - d. Prepare recommendations on both the trash utility and the PAYT by May 2011.
8. **Study the potential for a Storm Water Utility.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

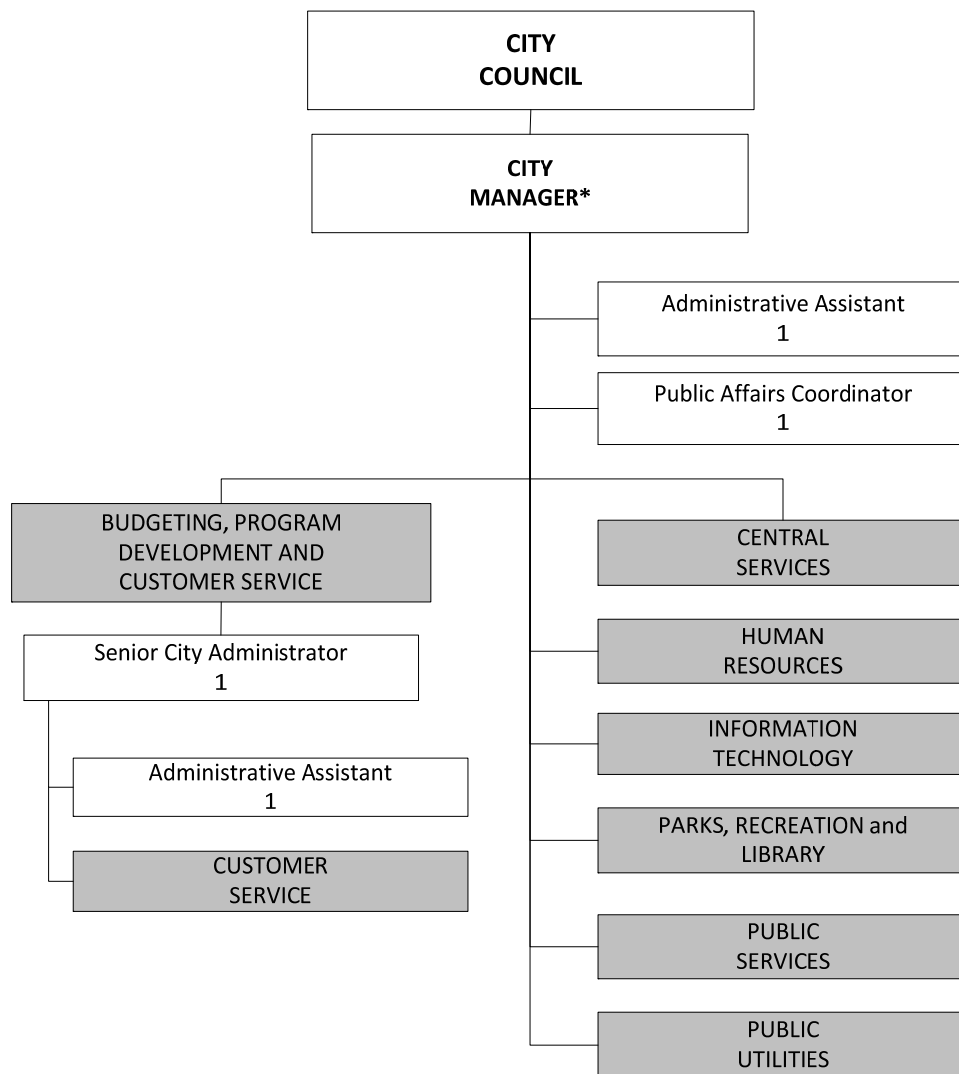
Measures:

- a. Conduct a study and analysis of Wilmington's existing Storm Water utility and Newark's ongoing efforts to establish a storm water utility.
 - b. Study should focus on how to establish, calculating and applying rates.
 - c. Determine what expenses are covered by rates and what advantages this has brought to Wilmington and Newark.
 - d. Determine applicability to Dover and submit a report to City Council by April 2011.
9. **Develop code amendments to expand performance and maintenance bonding and guarantees in subdivisions and site plans beyond public improvements.** This objective requires the cooperation of the City Planner and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures:

- a. Explore how other municipal laws are structured to insure that HOA's (Home Owners Associations) becomes fully functioning and able to maintain their properties when conveyed.
- b. Submit a report to City Council by April 2011.

**CITY MANAGER
ORGANIZATION CHART
FISCAL YEAR 2011**



* Appointed by Council

CITY MANAGER

110-2100-515

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	320,518	323,247	322,938	347,877
10-14	FICA TAXES	23,305	22,255	23,334	23,214
10-15	HEALTH INSURANCE	32,748	34,872	33,483	38,412
10-16	L I D INSURANCE	2,042	1,993	2,096	2,113
10-17	WORKERS COMPENSATION	1,444	1,713	1,713	1,828
10-18	EDUCATIONAL ASSISTANCE	3,069	11,525	7,917	6,519
10-19	PENSION	40,859	40,634	38,950	18,626
10-20	OPEB	7,786	-	-	-
	PERSONNEL COSTS	431,771	436,239	430,431	438,589
20-22	OFFICE SUPPLIES	1,141	1,000	1,000	1,000
20-23	PRINTING AND DUPLICATING	22,597	26,077	26,077	22,000
20-31	BOOKS	214	200	200	200
20-37	COMPUTER SOFTWARE	-	-	-	125
20-38	COMPUTER HARDWARE	2,526	2,700	2,700	-
	MATERIALS & SUPPLIES	36,353	29,977	29,977	23,325
30-21	TELEPHONE/FAX	2,204	2,000	2,000	1,500
30-27	SUBSCRIPTIONS AND DUES	1,538	1,900	1,900	1,900
30-28	TRAINING/CONF/FOOD/TRAVEL	3,498	2,000	2,000	2,000
30-31	CONTRACTUAL SERVICES	4,525	600	6,960	1,850
30-32	LEGAL EXPENSES	74,004	77,006	89,798	89,000
30-35	COMMUNITY RELATIONS EXP	6,381	2,000	2,000	2,000
30-61	OFF EQUIP/REPAIRS & MAINT	79	1,000	1,000	1,000
30-62	GASOLINE	406	408	408	408
	ADMINISTRATIVE EXPENDITURES	92,635	86,914	106,066	99,658
	TOTAL EXPENDITURES	560,759	553,130	566,474	561,572
	REVENUES:				
	GENERAL FUND	560,759	553,130	566,474	561,572
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0

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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 percent or better issue effectiveness rate. $[\text{Issues} / (\text{issues} + \text{back orders})] * 100$

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	99.95 percent issue effectiveness rate	98 percent issue effectiveness rate	≥95 percent 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	One turnover every 29 years	One turnover every 20 years	One turnover 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 percent 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	7 sealed bids, 100 percent converted to purchase orders	15 sealed bids, 100 percent converted to purchase orders	≥15 sealed bids, ≥95 percent 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 percent of the time.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	28 bids received, 100 percent distributed within seven working days	37 bids received, 95 percent distributed within seven working days	≥50 bids received, ≥90 percent 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 percent 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	375,000 pieces of outgoing mail, 96.34 percent qualify for lowest rates	350,000 pieces of outgoing mail, 96 percent qualify for lowest rates	≥395,000 pieces of outgoing mail, ≥95 percent qualify for 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 percent of the time.

Measure: Quantity and percentage of scheduled PMs completed.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	364 vehicles, 68 percent of scheduled PMs completed on time	360 vehicles, 70 percent of scheduled PMs completed on time	≥350 vehicles, ≥75 percent of scheduled PMs completed on time

FACILITIES MANAGEMENT

Objective: The objective of this program is to ensure that all City buildings are maintained and kept 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Routine	390 work orders, 93 percent completed within five workdays	420 work orders, 90 percent completed within five workdays	≥ 422 work orders, ≥80 percent completed within two workdays
Emergency	56 work orders, 97 percent completed within two workdays	50 work orders, 95 percent completed within two workdays	≥ 59 work orders, ≥95 percent completed within two workdays

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Perform low cost improvements to City buildings.** 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 ongoing project and involves general painting, replacement and repair projects. This goal has been completed.
2. **Sell obsolete electrical materials through GovDeals on line auction.** This objective is the beginning of the program to eliminate from stock all obsolete/unserviceable materials which will lead to improved use of space. To date \$100,000 worth of materials has been sold. This goal is complete.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Continue to perform low cost improvements to City buildings.** This objective is a part of the Facilities Management program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication.

Measure: This is an ongoing project and involves general painting, replacement and repair projects.

2. **Advance the use of eco-friendly products throughout the City.** This objective is a part of the Facilities Management program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

- a. The current Janitorial Supplies Contract expires in January 2011. Rewrite the new bid to require the submission of "green" products and products containing recycle content.
- b. Promote the use of recycled copy paper among departments.
- c. Complete conversion to fluorescent lights; install automatic light switches in all conference rooms, bathrooms, and common spaces that are not regularly occupied.
- d. Advance the use of green products by May 2011.

3. **Complete a report based on recent audit and surveys of City radio usage.** This objective encompasses several programs and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication along with Cost and Revenue Efficiency.

Measures:

- a. Include all radios currently in employee operated vehicles and all handheld radios.
- b. Determine where savings can be realized in the purchasing and maintenance costs by reducing the inventory of radios.
- c. Report should be completed by November 2010.

4. **Contract for janitorial services.** This objective is a part of the Facilities Management program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

- a. Compare bids to the cost of in-house staff to determine cost effectiveness by August 2010.
- b. Complete selection process and oversee implementation, including adjusting current staff work schedules.
- c. Ensure contractors are fulfilling contractual obligations by May 2011.

5. **Implement safety recommendations for the vehicle shop as outlined by the City's insurance carrier.** This objective is a part of the Fleet Maintenance program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

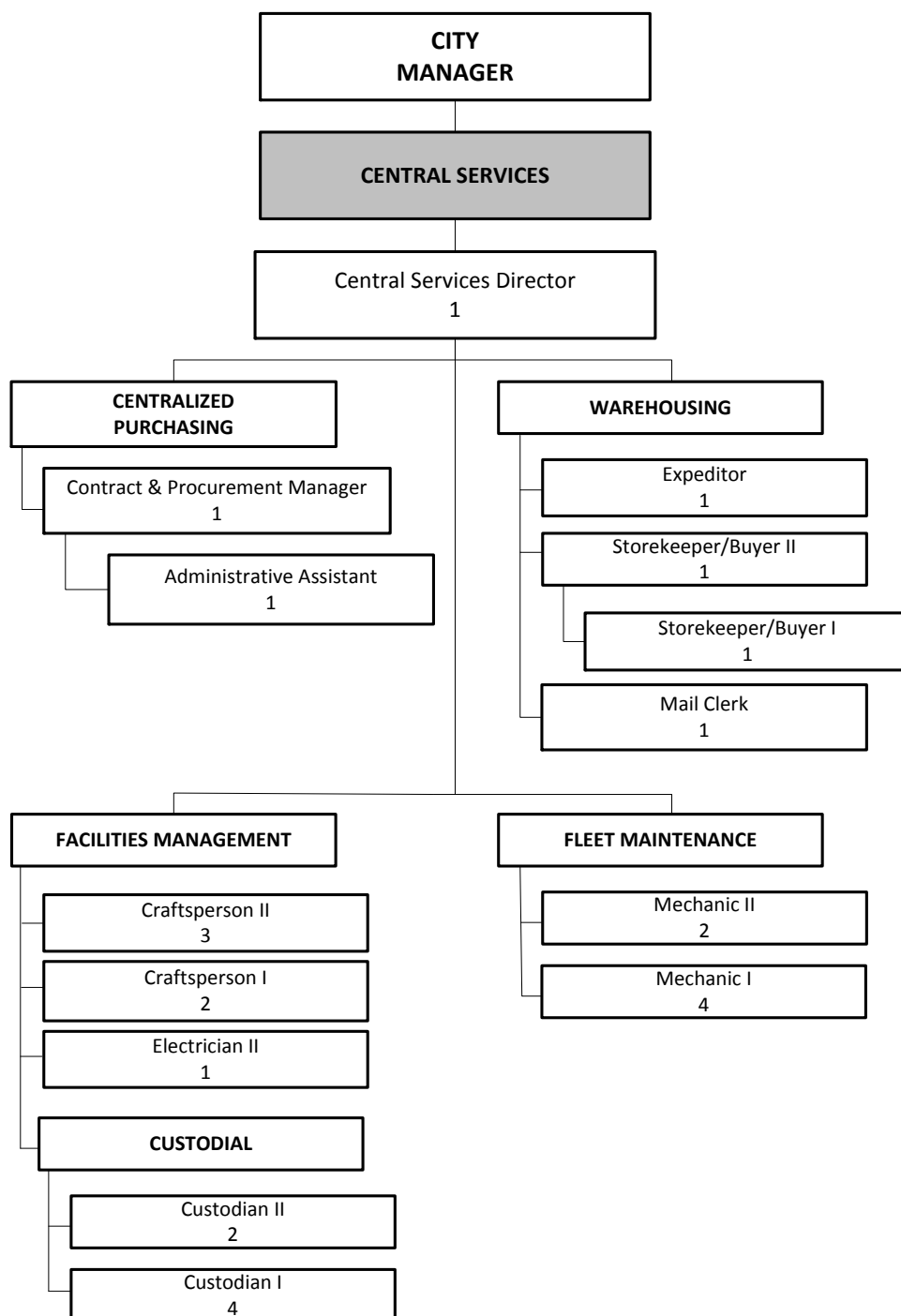
- a. Develop a vehicle lift inspection program to include regular, documented inspections of the lifts and their components.
- b. Develop an overhead door inspection program to include regular, documented inspections of the doors and their components.
- c. Have permanent placards placed on each hydraulically designed automatic sprinkler riser, indicating the system design, flow, and pressure requirements. The placard should be provided in accordance with NFPA 13, Standard for the Installation of Sprinkler Systems.
- d. Complete by October 2010.

6. **Energy and carbon audit of all City buildings and facilities.** This objective is a part of the Facilities Management program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

- a. Ensure fulfillment of contract and facilitate work of the consultants by coordinating site visits, and providing requested data.
- b. Evaluate the consultant's final report and make recommendations for suggested improvements.
- c. Completion timeline for this objective will be determined at a later date.

CENTRAL SERVICES
ORGANIZATION CHART
FISCAL YEAR 2011



FACILITIES MANAGEMENT

110-2500-552

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	526,399	562,616	525,009	587,035
10-12	OVERTIME	129	300	300	300
10-13	TEMPORARY HELP	13,228	-	20,459	24,403
10-14	FICA TAXES	40,862	42,998	41,556	46,153
10-15	HEALTH INSURANCE	94,306	106,375	102,194	125,921
10-16	L I D INSURANCE	3,010	3,096	2,903	3,154
10-17	WORKERS COMPENSATION	15,807	21,015	18,829	21,973
10-19	PENSION	133,293	145,833	125,000	24,642
10-20	OPEB	13,035	-	-	-
	PERSONNEL COSTS	840,069	882,233	836,250	833,581
20-22	OFFICE SUPPLIES	81	102	102	100
20-25	CUSTODIAL	9,572	8,500	8,500	8,500
20-29	UNIFORMS/UNIFORM ALLOW	3,858	3,700	3,700	3,684
20-32	SECURITY/SAFETY MATERIALS	514	2,026	2,026	1,873
20-33	SMALL TOOLS	197	1,000	1,000	1,000
20-46	CITY BLDG MAINT SUPPLIES	12,712	10,261	10,261	10,000
20-58	WATER/SEWER	1,234	1,275	1,275	1,275
20-61	ELEC MATERIALS/SUPPLIES	2,474	2,627	2,627	2,500
	MATERIALS & SUPPLIES	30,642	29,491	29,491	28,932
30-21	TELEPHONE/FAX	1,798	2,040	2,040	2,000
30-23	ELECTRICITY	97,271	80,356	80,356	81,000
30-24	HEATING OIL/GAS	876	1,051	1,051	750
30-28	TRAINING/CONF/FOOD/TRAVEL	-	200	200	200
30-31	CONTRACTUAL SERVICES	61,625	38,577	38,577	35,994
30-62	GASOLINE	5,800	6,950	6,950	6,600
30-64	TRUCK REPAIRS/MAINTENANCE	-	500	500	500
30-65	MAINT EQUIP REPAIRS/MAINT	-	300	300	500
30-67	RADIO REPAIRS/MAINTENANCE	531	800	800	700
	ADMINISTRATIVE EXPENDITURES	167,901	130,774	130,774	128,244
40-31	CONSTRUCTION - PURCHASE	52,525	-	-	-
	CAPITAL OUTLAY	52,525	-	-	-
	TOTAL EXPENDITURES	1,091,137	1,042,498	996,515	990,757
	REVENUES:				
	GENERAL FUND	1,038,612	1,042,498	996,515	990,757
	GOVERNMENTAL CAPITAL PROJECTS FUND	52,525	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	14.0	13.0	13.0	13.0

CENTRAL SERVICES

110-2700-571

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	269,674	272,720	239,417	249,821
10-12	OVERTIME	793	-	870	350
10-14	FICA TAXES	20,504	22,156	18,246	18,799
10-15	HEALTH INSURANCE	47,307	53,083	47,403	63,797
10-16	L I D INSURANCE	1,688	1,731	1,634	1,545
10-17	WORKERS COMPENSATION	4,390	6,261	6,825	5,431
10-19	PENSION	58,767	67,874	45,500	12,431
10-20	OPEB	6,732	-	-	-
	PERSONNEL COSTS	409,855	423,825	359,895	352,174
20-21	FURNITURE/FIXTURES	173	850	850	400
20-22	OFFICE SUPPLIES	1,973	2,128	2,128	1,489
20-23	PRINTING AND DUPLICATING	3,489	4,100	4,100	3,800
20-25	CUSTODIAL	829	833	833	1,150
20-26	PROGRAM EXPENSES/SUPPLIES	-	-	-	2,000
20-29	UNIFORMS/UNIFORM ALLOW	1,190	1,271	1,271	1,255
20-31	BOOKS	-	200	200	-
20-32	SECURITY/SAFETY MATERIALS	544	600	600	1,079
20-37	COMPUTER SOFTWARE	-	70	70	75
20-38	COMPUTER HARDWARE	-	7,600	7,600	-
20-46	CITY BLDG MAINT SUPPLIES	3,672	6,296	6,296	7,430
20-58	WATER/SEWER	2,199	3,300	3,300	3,300
	MATERIALS & SUPPLIES	14,069	27,248	27,248	21,978
30-21	TELEPHONE/FAX	2,174	2,900	2,900	2,200
30-22	POSTAGE	178,896	209,071	209,071	168,550
30-23	ELECTRICITY	96,564	88,500	88,500	88,500
30-24	HEATING OIL/GAS	408	408	408	450
30-25	ADVERTISEMENT	3,383	4,300	4,300	3,000
30-27	SUBSCRIPTIONS AND DUES	801	1,051	1,051	1,340
30-28	TRAINING/CONF/FOOD/TRAVEL	1,172	1,000	1,000	8,200
30-31	CONTRACTUAL SERVICES	2,584	2,150	2,150	2,000
30-43	ENVIRONMENTAL EXPENSES	-	77	77	2,775
30-61	OFF EQUIP/REPAIRS & MAINT	8,226	9,048	9,048	9,085
30-62	GASOLINE	3,730	4,386	4,386	5,500
30-66	OTHER EQUIP REPAIRS/MAINT	3,416	3,654	3,654	3,725
30-67	RADIO REPAIRS/MAINTENANCE	468	477	477	500
	ADMINISTRATIVE EXPENDITURES	301,822	327,022	327,022	295,825
40-25	OTHER EQUIP - PURCHASE	25,110	-	-	-
	CAPITAL OUTLAY	25,110	-	-	-
	TOTAL EXPENDITURES	750,856	778,095	714,165	669,977
	REVENUES:				
	GENERAL FUND	725,746	778,095	714,165	669,977
	GOVERNMENTAL CAPITAL PROJECTS FUNI	25,110	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	6.0	6.0

FLEET MAINTENANCE

110-2800-572

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	247,970	244,543	247,635	264,010
10-12	OVERTIME	1,425	1,500	13,989	1,500
10-14	FICA	18,514	18,407	19,650	19,879
10-15	HEALTH INSURANCE	53,842	60,211	57,820	66,226
10-16	LID	1,312	1,322	1,322	1,342
10-17	WORKMANS COMP.	8,564	9,989	10,614	10,780
10-19	PENSION	42,019	43,589	41,500	13,444
10-20	OPEB	6,211	-	-	-
	PERSONNEL COSTS	379,857	379,561	392,530	377,181
20-22	OFFICE SUPPLIES	248	204	204	200
20-23	PRINTING AND DUPLICATING	324	356	356	375
20-25	CUSTODIAL	99	102	102	100
20-26	PROGRAM EXPENSES/SUPPLIES	298,056	300,344	300,344	367,700
20-29	UNIFORMS/UNIFORM ALLOW	1,360	1,560	1,560	1,536
20-31	BOOKS	-	102	102	600
20-32	SECURITY/SAFETY MATERIALS	775	1,385	1,385	1,431
20-33	SMALL TOOLS	3,783	5,050	5,050	5,000
20-37	COMPUTER SOFTWARE	1,679	2,142	2,142	2,100
20-38	COMPUTER HARDWARE	-	2,800	2,800	-
20-46	CITY BLDG MAINT SUPPLIES	14	1,020	1,020	1,000
	MATERIALS & SUPPLIES	306,338	315,065	315,065	380,042
30-21	TELEPHONE/FAX	397	500	500	400
30-28	TRAINING/CONF/FOOD/TRAVEL	495	800	800	800
30-43	ENVIRONMENTAL EXPENSES	11	1,200	1,200	1,200
30-62	GASOLINE	1,578	2,244	2,244	2,000
30-67	RADIO REPAIRS/MAINTENANCE	300	306	306	306
	ADMINISTRATIVE EXPENDITURES	2,781	5,050	5,050	4,706
	TOTAL EXPENDITURES	688,976	699,676	712,645	761,929
	REVENUES:				
	GENERAL FUND	688,976	699,676	712,645	761,929
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	6.0	6.0	6.0	6.0

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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Prepared 145 agendas	Prepared 142 agendas	Prepare ≥ 142 agendas

2. Number of meeting minutes transcribed.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Transcribed minutes for 134 meetings	Transcribed minutes for 109 meetings	Transcribe minutes for ≥ 109 meetings

3. Number of meeting hours attended.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Attended 175 meeting hours	Attended 127 meeting hours	Attend ≥ 127 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Processed 460 cubic feet of records	Processed 1,027 cubic feet of records	Process \geq 1,000 cubic feet of records

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Imaged 43,599 documents	Imaged 44,237 documents	Image \geq 50,000 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Processed 27 amendments	Processed 38 amendments	Process \geq 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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Data not available	Data available through Customer Relations Management Software did not accurately represent a true measure of this goal	Prepare a Customer Service survey to obtain measurement data

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).

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	3,154 voters registered	This process has been automated through GIS software	This process has been automated and will no longer be tracked

2. Number of voters processed during municipal elections.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Processed 4,747 voters (September 2007, December 2007, and April 2008 Municipal Elections)	Processed ≥2,941 voters	Process ≥3,000 voters

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Provide Council training sessions on Robert's Rules of Order, FOIA (including serial meetings), and Ex-parte Communication.** A training session on Robert's Rules of Order (Parliamentary Procedures) was held on June 9th by registered parliamentarian Michael Swift. City Council, Planning Commission, Board of Adjustment, Historic District Commission, and civilian committee members were invited to attend. The training was well attended and good information was provided. Information packets on FOIA and Ex-parte Communication were provided to all members of all of the above-mentioned groups for a better understanding of both issues. This goal has been met.
2. **Review and revise internal and external policies and procedures to provide information in a more user-friendly format.** This objective is part of the Administrative Support program and advances the critical success factors of Effective Organizational and Community Communications. Policies/handling procedures have been developed or revised for the following: Re-zonings, Alley Abandonments, Advertising Ordinances, Pension meetings, Recording Council/Committee meetings, Posting Resolutions/Ordinances to Website, Posting Meeting Video to Verizon TV, Conduct of Municipal Elections and Pension Elections (including the handling of absentee ballots and affidavits) and FOIA complaints. This goal has been met.

3. **Post prior years Committee Minutes to the City's website. This objective is part of the Administrative Support program and advances the critical success factors of Effective Organizational and Community Communications.** Goal of posting of minutes from 1992 to 1997 (Five Years) has been exceeded. All minutes from 1990 to 1999 have been posted to the website and will be indexed into FORTIS so that the paper documents can be sent to archives for permanent retention.
4. **Work in cooperation with all City departments to utilize the paperless document storage system (FORTIS).** Goal of working with one department per year until all are fully functional by June 2010 has been met. The department worked with two members of the City Manager's Office this year and their Administrative Assistant considers herself "fully functional" in the use of FORTIS. She has begun scanning/storing older documents so that the paper copies can be disposed of (either destroyed or sent to archives).

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

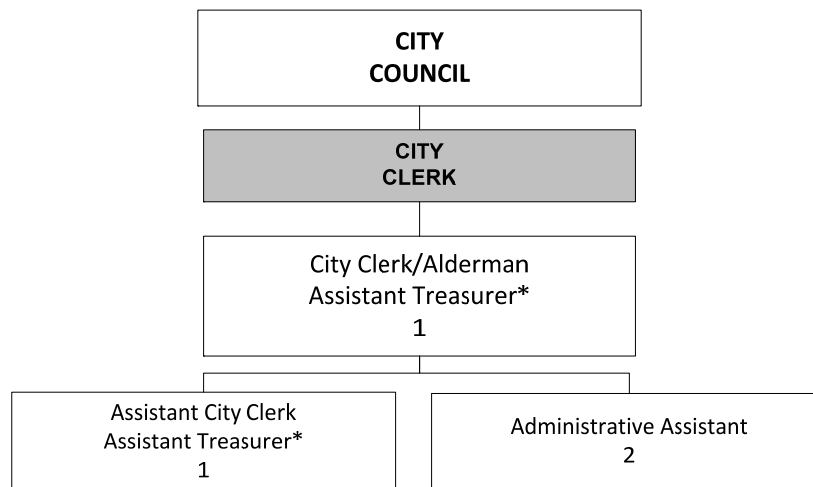
1. **Work with the Election Board and the GIS Department to develop a recommendation for redistricting based on the results of the 2010 Census.** This objective supports the Municipal Elections and Referenda program and advances the critical success factors of giving residents a fair and equal opportunity 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.

Measure: Present recommendation within three months of receiving the data.

2. **Provide the remaining Charter Review Committee recommendations to the Legislative, Finance, and Administration Committee for review and recommendation to Council.** This objective supports the Administrative Support program and advances the critical success factors of providing administrative support for Council and Council Committees.

Measure: Present recommendations by January 2010.

CITY CLERK
ORGANIZATION CHART
FISCAL YEAR 2011



* Appointed by Council

CITY CLERK

110-1100-511

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	152,196	157,339	147,918	171,103
10-14	FICA TAXES	11,176	11,732	11,083	12,291
10-15	HEALTH INSURANCE	30,986	33,021	36,891	42,234
10-16	L I D INSURANCE	1,081	1,118	1,177	1,210
10-17	WORKERS COMPENSATION	684	834	784	894
10-18	EDUCATIONAL ASSISTANCE	-	7,500	7,500	10,000
10-19	PENSION	36,735	38,946	32,821	6,635
10-20	OPEB	3,725	35	-	-
	PERSONNEL COSTS	236,583	250,525	238,174	244,367
20-21	FURNITURE/FIXTURES	168	-	-	-
20-22	OFFICE SUPPLIES	3,347	2,900	2,900	2,900
20-23	PRINTING AND DUPLICATING	4,734	3,000	3,000	3,000
20-37	COMPUTER SOFTWARE	245	245	245	225
20-38	COMPUTER HARDWARE	1,983	2,800	2,800	1,150
	MATERIALS & SUPPLIES	10,477	8,945	8,945	7,275
30-21	TELEPHONE/FAX	624	646	646	646
30-25	ADVERTISEMENT	520	550	550	600
30-27	SUBSCRIPTIONS AND DUES	561	625	625	625
30-28	TRAINING/CONF/FOOD/TRAVEL	940	985	985	1,680
30-31	CONTRACTUAL SERVICES	11,772	16,154	16,154	20,050
30-34	ELECTION RELATED EXPENSES	12,684	9,990	9,990	10,000
30-61	OFF EQUIP/REPAIRS & MAINT	423	2,160	2,160	2,160
	ADMINISTRATIVE EXPENDITURES	27,524	31,110	31,110	35,761
	TOTAL EXPENDITURES	274,584	290,580	278,229	287,403
	REVENUES:				
	GENERAL FUND	274,584	290,580	278,229	287,403
	PERSONNEL:				
	FULL-TIME EQUIVALENT	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, where customers are comfortable conducting their business.

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	95.13 percent satisfaction rating	95 percent satisfaction rating	≥95 percent satisfaction rating

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

Measure: Maintain five minutes or less of hold time, 95 percent of the time.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Not measured this fiscal year	Five minutes of hold time, 95 percent of the time	≤Five minutes of hold time, 95 percent of the 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	99 percent accuracy	98 percent accuracy	≥98 percent accuracy

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 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 rate to the Annual Citizen Survey question, "Do you find the City's utility bill is easy to understand?"

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizen Survey was not conducted.	Annual Citizen Survey was not conducted	Due to budgetary constraints the Annual Citizen Survey will not be conducted.

DELINQUENT COLLECTIONS

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

Measure: Percentage of delinquent accounts collected.

	2008-2009 Actual	2009-2010 Actual	2010-2011 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 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

Note: In May 2010, the meter reading department was reduced from a staff of five to three employees. The meters are still 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Not measured this fiscal year	Not measured this fiscal year	≥99 percent of accounts collected in house.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Provide customers with the ability to view utility bill and account history on the City of Dover web site.** This objective is a part of the Customer Service Program and advances the critical success factors of Customer Satisfaction and Effective Community Communication. Customers are now able to access their utility account, recent charges, consumption history, chart usage, and make yearly/monthly usage comparisons. They have the option to access the Choice Pay web site to make a payment. This goal has been met.
2. **Improve the design of the utility and tax bill form and bill content.** This objective is a part of the Customer Service and Billing programs and advances the critical success factors of Customer Satisfaction and Effective Community Communication. The current bill design for the tax and utility bills have been used for more than ten years. There are features that can be added such as consumption history, rate class, and current rate. Many customers have been requesting this information on their utility bill. A focus group comprised of City of Dover staff and utility customers will meet and develop a new utility bill design. The proposed utility bill was presented to Council for approval in May 2010. This goal has been completed.
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.** This objective is a part of all of the Customer Service programs and advances of the critical success factor of Employee Satisfaction and Effective Organizational Communication. The Finance department conducts a yearly audit. Customer Services will become familiar with the requirements and, by division, conduct a test of controls and review of duty assignments on a monthly basis. Monthly reporting to Finance is scheduled to begin in January 2010. This goal has been completed.

4. **Review revenue resources and policies by benchmarking other utilities and municipalities.** This objective is a part of the Customer Service program and advances the critical success factor of Cost and Revenue Efficiency. Select local utility companies and municipalities to discuss current revenue, fee and penalty resources. Comparisons will be documented and presented to the Director by March 2010. This goal has been completed.

5. **Identity Theft program and guidelines, set up administration authorization to ensure compliance with Federal FACT Act.** This objective is a part of the Customer Service program and advances the critical success factors of Customer Service and Effective Community Communication. Effective November 1, 2008, policies for the protection of customers' identity have been put into place. A review of the standards set by the department will be conducted and an administrator will be assigned to ensure the established guidelines are being maintained. Review will be complete and reported to Director by March 2010. This goal has been completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Implement use of the improved design of the utility bill.** This project includes measures to be taken in Fiscal Year 2010 to evaluate the design of the utility bill. A focus group has been created comprised of City of Dover staff and utility customers. This objective is part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures:

- a. Project team will coordinate and form a focus group comprised of staff and customers. The resulting ideas for improvements will be formulated and presented to the City Manager for approval by May 2010.
- b. Pending Council approval, launch the new utility bill July 2010.

2. **Review the utility delinquent notification process.** Currently, a separate notice (blue letter) is sent to inform our customers of delinquent utility balances and to request payment of the delinquency, in order to avoid interruption of service. It is possible for all the information to be available on the utility bill and could result in a significant savings in postage and operating costs. This objective is a part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Result will be documented and presented to the Director by September 2010.

3. **Mass update of customer information.** Customer Service staff will develop a method to obtain current customer contact information and update our records. There are times when it is necessary to contact a customer and we find outdated or no contact information. Customer Service does update records as we assist customers on a regular basis; however, there are many customers that we do not routinely contact. This objective is a part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

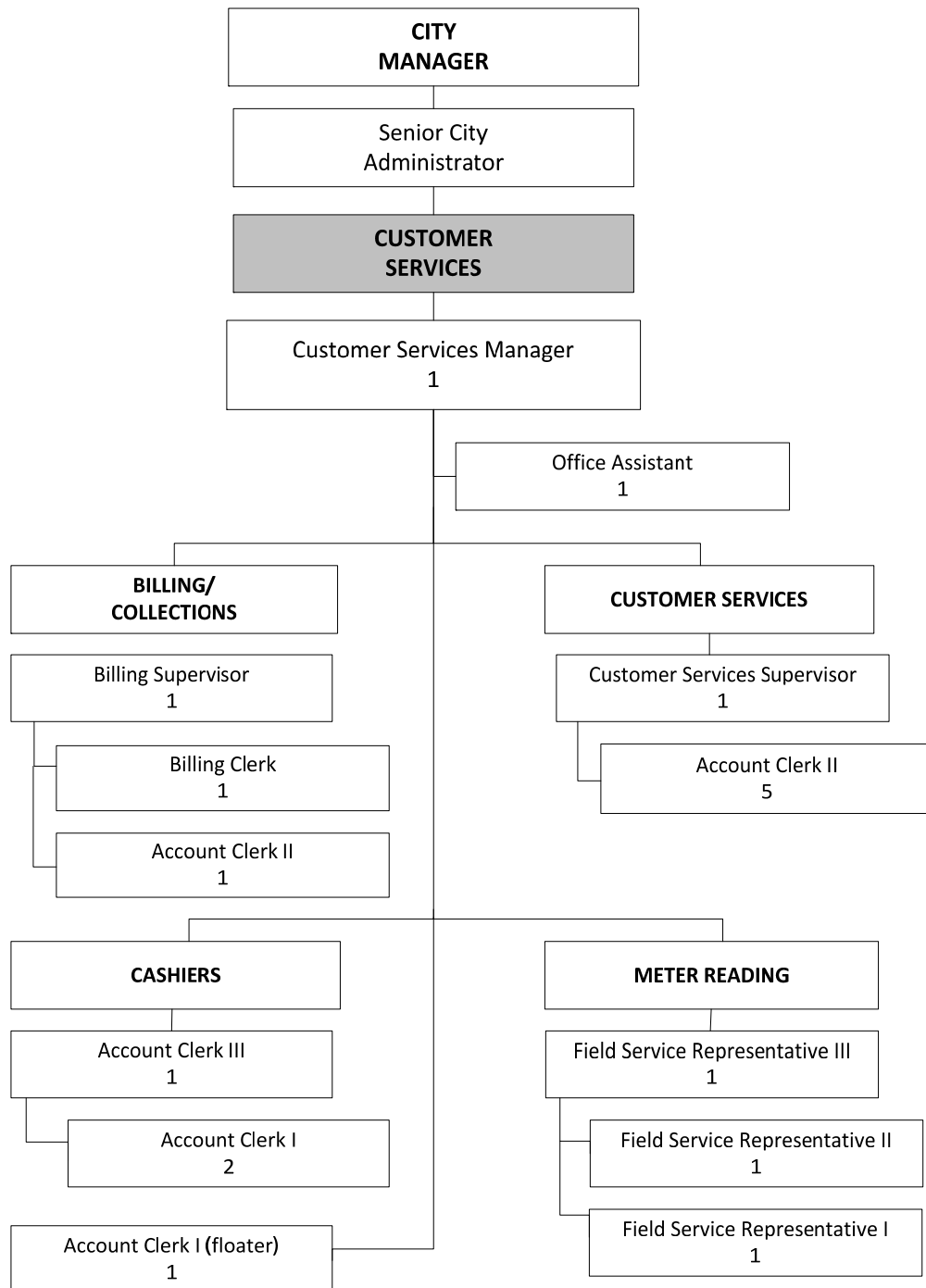
Measure: A plan to be submitted to the Director by January 2011.

4. **Remote deposit implementation and Lock box.** These two services are currently offered by the bank serving the City of Dover. Customer Service cashiers currently process and upload utility and tax payments; however, checks will be deposited through electronic transmission to the bank. The lock box service will process all utility and tax payments by directing the payments to a PO Box established by the lockbox processor. This project is a part of the Cash Processing program and advances the critical success factors of Employee Satisfaction and Effective Organization Communication.

Measures:

- a. Implement the remote deposit banking feature by July 2010.
- b. The conversion to the lockbox service should be completed by December 2010.

CUSTOMER SERVICES ORGANIZATION CHART FISCAL YEAR 2011



CUSTOMER SERVICE

110-2900-529

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	560,573	522,504	531,757	566,225
10-14	FICA TAXES	41,912	39,627	40,177	42,592
10-15	HEALTH INSURANCE	115,147	123,392	115,895	132,840
10-16	L I D INSURANCE	3,560	3,334	3,390	3,416
10-17	WORKERS COMPENSATION	2,492	2,798	2,818	3,002
10-18	EDUCATIONAL ASSISTANCE	-	2,250	2,250	11,000
10-19	PENSION	114,279	111,517	106,000	25,397
10-20	OPEB	13,865	-	-	-
	PERSONNEL COSTS	851,828	805,422	802,287	784,472
20-21	FURNITURE/FIXTURES	279	-	-	-
20-22	OFFICE SUPPLIES	16,583	16,900	16,900	16,900
20-23	PRINTING AND DUPLICATING	26,589	26,986	26,986	26,986
20-38	COMPUTER HARDWARE	-	9,800	9,800	7,100
20-46	CITY BLDG MAINT SUPPLIES	1,620	1,610	1,610	1,610
	MATERIALS & SUPPLIES	45,071	55,296	55,296	52,596
30-21	TELEPHONE/FAX	2,945	2,936	2,936	2,936
30-25	ADVERTISEMENT	234	400	400	400
30-31	CONTRACTUAL SERVICES	7,787	9,000	9,000	9,000
30-61	OFF EQUIP/REPAIRS & MAINT	21,179	20,000	20,000	20,000
	ADMINISTRATIVE EXPENDITURES	32,145	32,336	32,336	32,336
	TOTAL EXPENDITURES	929,044	893,054	889,919	869,404
	REVENUES:				
	GENERAL FUND	929,044	893,054	889,919	869,404
	PERSONNEL:				
	FULL-TIME EQUIVALENTS	16.0	15.0	15.0	15.0

WATER METER READING

412/417-6600-566

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	36,926	37,767	35,644	-
10-12	OVERTIME	3,466	2,603	7,458	-
10-14	FICA TAXES	3,068	3,022	3,298	-
10-15	HEALTH INSURANCE	7,121	8,677	5,956	-
10-16	L I D INSURANCE	205	206	206	-
10-17	WORKERS COMPENSATION	1,388	1,698	1,750	-
10-19	PENSION	10,269	11,722	10,200	-
10-20	OPEB	992	-	-	-
	PERSONNEL COSTS	63,435	65,695	64,512	-
20-29	UNIFORMS/UNIFORM ALLOW	1,089	1,000	1,000	-
20-32	SECURITY/SAFETY MATERIALS	-	75	75	-
20-33	SMALL TOOLS	1,721	1,500	1,500	-
20-55	METER READING SUPPLIES	48	53	53	-
	MATERIALS & SUPPLIES	2,858	2,628	2,628	-
30-21	TELEPHONE/FAX	393	380	380	-
30-62	GASOLINE	2,570	2,730	2,730	-
30-64	TRUCK REPAIRS/MAINTENANCE	-	164	164	-
30-66	OTHER EQUIP REPAIRS/MAINT	700	700	700	-
30-67	RADIO REPAIRS/MAINTENANCE	220	236	236	-
	ADMINISTRATIVE EXPENDITURES	3,883	4,210	4,210	-
	TOTAL EXPENDITURES	70,176	72,533	71,350	-
	REVENUES:				
	WATER/WASTEWATER FUND	70,176	72,533	71,350	-
	WATER/WASTEWATER I & E FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	-

NOTE: This position was eliminated due to advances in technology. The Electric Meter Reading division is now allocated as follows: 25%-Water/Wastewater Fund; and 75%-Electric Fund.

ELECTRIC METER READING

480/487-8500-565

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	157,300	155,894	154,991	127,495
10-12	OVERTIME	8,465	12,100	12,800	13,610
10-14	FICA TAXES	12,551	12,706	12,757	10,582
10-15	HEALTH INSURANCE	29,105	32,270	30,968	28,646
10-16	L I D INSURANCE	944	951	951	751
10-17	WORKERS COMPENSATION	5,694	7,059	6,813	5,699
10-19	PENSION	36,230	41,289	35,500	5,996
10-20	OPEB	4,113	-	-	-
	PERSONNEL COSTS	254,402	262,269	254,780	192,779
20-29	UNIFORMS/UNIFORM ALLOW	4,304	4,500	4,500	4,014
20-32	SECURITY/SAFETY MATERIALS	58	336	336	285
20-33	SMALL TOOLS	-	78	78	1,500
20-38	COMPUTER HARDWARE	4,480	-	-	-
20-55	METER READING SUPPLIES	5,471	4,534	4,534	4,534
	MATERIALS & SUPPLIES	14,313	9,448	9,448	10,333
30-21	TELEPHONE/FAX	2,134	1,596	1,596	1,596
30-62	GASOLINE	9,744	11,640	11,640	11,640
30-66	OTHER EQUIP REPAIRS/MAINT	3,955	3,400	3,400	5,810
30-67	RADIO REPAIRS/MAINTENANCE	570	750	750	750
	ADMINISTRATIVE EXPENDITURES	16,403	17,386	17,386	19,796
	TOTAL EXPENDITURES	285,118	289,103	281,614	222,908
	REVENUES:				
	ELECTRIC FUND	285,118	289,103	281,614	167,181
	WATER/WASTEWATER FUND	-	-	-	55,727
	PERSONNEL:				
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	3.0

NOTE: One position was eliminated from this division due to advances in technology. This division is now allocated as follows: 25%-Water/Wastewater Fund; and 75%-Electric Fund.

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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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Goal was met for all benchmarks	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 business decisions.

Measure: Meet 95 percent of due dates and deadlines.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Met 90 percent of due dates and deadlines.	Met 88 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Not Applicable	Each staff member conducted one workshop	Each staff member will conducted one workshop

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Coordinate audit program with the Legislative, Finance, & Administrative Committee. Meet all deadlines as established in the audit program.** This objective is part of the Financial Reporting program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. This goal has been completed.
2. **Fortis training and implementation for Payroll and Accounts Payable.** This objective is a part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and Cost and Revenue Efficiency. This goal has been completed.
3. **Each Staff Member will take three in-house Sungard training sessions.** This objective is a part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and is scheduled to be completed by June 30, 2010.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Develop Days Sales Outstanding (DSO) monthly report to provide timely information on receivable collections.** This objective is a part of the Financial Reporting program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

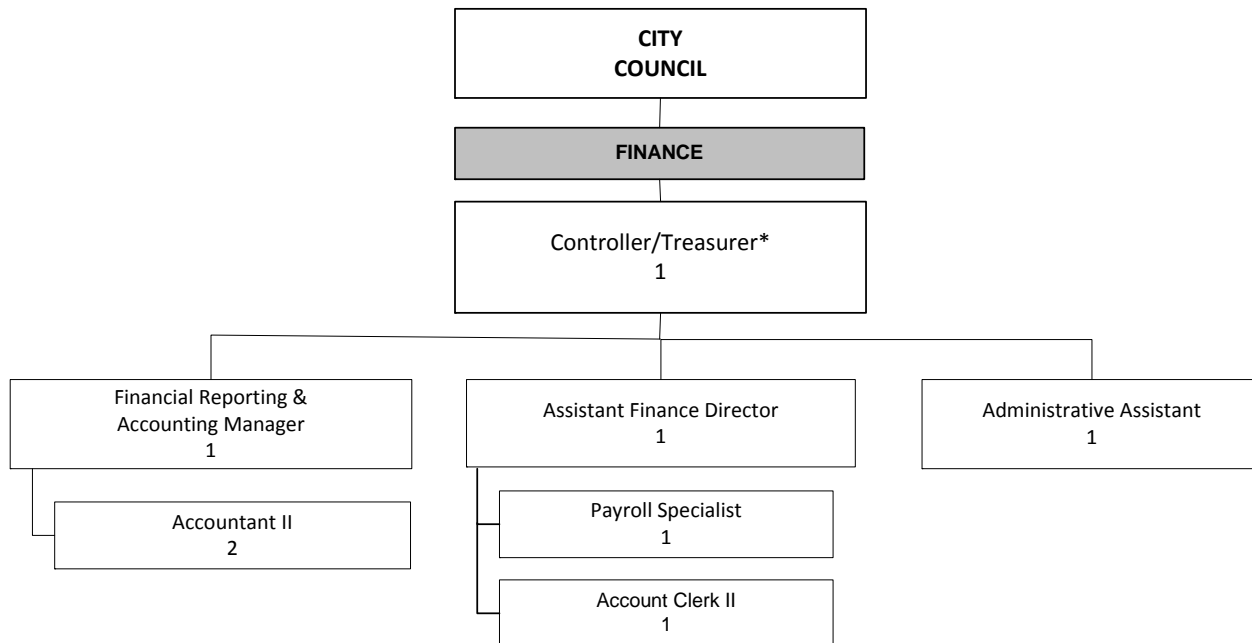
Measure: Estimated completion date is September 30, 2010.
2. **Assist with implementation of inventory system for Electric Plant inventory.** This objective is part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and Cost and Revenue Efficiency.

Measure: Estimated completion date is July 31, 2010.
3. **Implementation and transition to an external service for time keeping and payroll.** This objective is a part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and Cost and Revenue Efficiency.

Measure: Estimated completion date is October 31, 2010.
4. **Implement and transition to lockbox and remote deposit services for cash receipts.** This objective is a part of the Administration advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and Cost and Revenue Efficiency.

Measure: Estimated completion date September is 30, 2010.

FINANCE
ORGANIZATION CHART
FISCAL YEAR 2011



* Appointed by Council

FINANCE

110-2300-517

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	491,165	468,731	465,470	491,495
10-12	OVERTIME	-	-	2,000	3,000
10-14	FICA TAXES	36,300	33,351	34,829	35,468
10-15	HEALTH INSURANCE	62,196	83,301	78,818	76,802
10-16	L I D INSURANCE	2,574	3,051	2,666	2,712
10-17	WORKERS COMPENSATION	2,204	2,482	2,459	2,598
10-19	PENSION	66,150	66,108	60,782	22,494
10-20	OPEB	12,172	-	-	-
	PERSONNEL COSTS	672,761	657,024	647,024	634,569
20-22	OFFICE SUPPLIES	1,266	2,500	2,500	2,500
20-23	PRINTING AND DUPLICATING	6,287	6,500	8,700	8,500
20-38	COMPUTER HARDWARE	-	2,800	2,800	2,700
	MATERIALS & SUPPLIES	7,553	11,800	14,000	13,700
30-21	TELEPHONE/FAX	1,714	2,000	2,000	2,000
30-22	POSTAGE	106	220	220	100
30-25	ADVERTISEMENT	149	300	300	300
30-27	SUBSCRIPTIONS AND DUES	2,064	1,720	1,720	2,200
30-28	TRAINING/CONF/FOOD/TRAVEL	4,282	5,000	5,000	5,000
30-29	CONSULTING FEES	8,525	-	-	-
30-31	CONTRACTUAL SERVICES	87,257	95,617	105,617	163,600
30-37	OTHER EXPENSES	147	200	300	300
30-61	OFF EQUIP/REPAIRS & MAINT	6,406	7,910	5,610	5,400
	ADMINISTRATIVE EXPENDITURES	110,650	112,967	120,767	178,900
	TOTAL EXPENDITURES	790,964	781,791	781,791	827,169
	REVENUES:				
	GENERAL FUND	790,964	781,791	781,791	827,169
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0

FIRE

DEPARTMENTAL VISION

The Dover Fire Department provides quality fire protection and rescue services to the citizens of the City of Dover through the team effort of volunteer firefighters from the community. Our firefighters are highly trained and dedicated individuals who value the needs of the public by holding themselves to the highest standards ensuring the public's trust in the services we provide.

MAJOR PROGRAMS

FIRE SUPPRESSION AND RESCUE RESPONSE

Objective: The objective of this program is to continue to provide a timely and quality response to emergency calls for service.

Measures:

1. Maintain a 72 percent or better confidence rating in the Annual Citizen Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	72 percent confidence rating	Annual Citizen Survey not conducted	Due to budgetary constraints, Annual Citizen Survey will not be conducted.

2. Maintain 90 percent or better quality service rating in the Annual Citizen Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	88 percent quality service rating	Annual Citizen Survey not conducted	Due to budgetary constraints, Annual Citizen Survey will not be conducted.

3. Maintain an average 6.0 minute response time or better Citywide.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	6.1 minutes	6.0 minutes	6.0 minutes

FIRE COMMUNICATIONS

Objective: The objective of this program is to provide capable, competent fire dispatchers through training to increase their knowledge, skills, and abilities in handling emergency 911 calls, mapping, and other procedures.

Measures:

1. Percent of monitored calls handled correctly. Each fire dispatcher will receive Emergency Fire Dispatched (EFD) training and become nationally certified fire dispatchers. (Required continuing education and evaluation of calls.)

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	95 percent of monitored calls handled correctly	95 percent of monitored calls handled correctly	≥95 percent of monitored calls handled correctly

2. Percent of training hours per dispatcher.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Provided eight hours of training per dispatcher.	Provided eight hours of training per dispatcher.	Provide ≥24 hours of training per dispatcher.

FIRE PREVENTION

Objective: The objective of this program is to minimize injuries and deaths related to fire by educating citizens on the dangers of fire and by providing smoke detectors to those who need them.

Measures:

1. Monitor fire related injuries and deaths within the City. Fire related injuries (calendar year): 2004 – two injuries; 2005 – three injuries; 2006 – three injuries. Our firefighters are trained in all aspects of fire ground safety.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Three injuries, One death	Three injuries, One death	0 injuries, 0 deaths

2. Continue to educate at least 3,000 children per year on fire prevention.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Educated ≥ 3,000 children	Educated ≥3,500 children	Educate ≥ 3,500 children

3. Hand out 1,000 or more smoke detectors each fiscal year.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Handed out ≥ 1500 smoke detectors	Handed out ≥1000 smoke detectors	Hand out ≥ 1,000 smoke detectors

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Increase recruitment of new firefighters.** This objective is important to maintain staffing levels and for prompt responses to emergencies. This objective is part of the Fire Suppression and Rescue Response program and advances the critical success factor of Citywide Safety.

Measure: Training and recruitment of 12 new firefighters by July 2011. Begin training for National Pro-Board Firefighter I & II and the Pro-Board Hazmat Awareness & Operations. This goal has been completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Form a committee to design a ladder truck to replace Ladder 1 in accordance with 2012 CIP.** Due to the costly repairs and multiple operational issues with Ladder 1, a committee will be formed to design a ladder truck. Ladder 1 has been shut down several times when setting up the main aerial. Another malfunction of this equipment could mean the difference between life and death. This objective is a part of the Fire Suppression and Rescue Response program and advances the critical success factor of Citywide Safety.

Measure: Form committee and begin design work by June 2010.

2. **Upgrade and replace 80 Motorola fire pagers for alerting volunteer firefighters.** This project is mandated by the FCC in order to comply with the change in fire service frequencies by 2013. This objective is a part of the Fire Communications objective and advances the critical success factor of Citywide Safety.

Measure: Complete the replacement of fire pagers by June 2011.

3. **Purchase ten 800 MHz radios,** to equip each position on all apparatus with a radio for fire ground accountability and safety. This objective is a part of the Fire Communications objective and advances the critical success factor of Citywide Safety.

Measure: Purchase radios and train all staff on correct usage by June 2011.

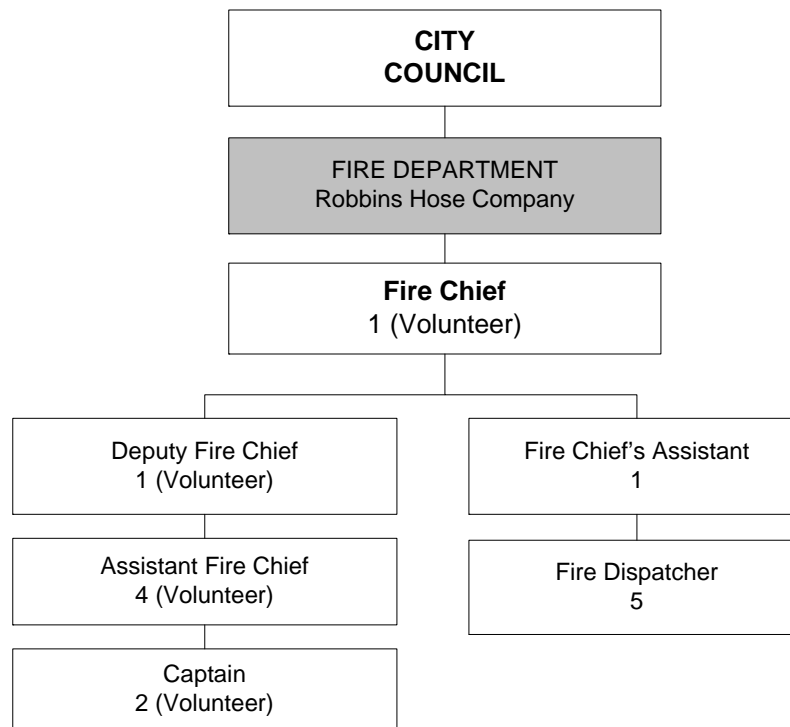
4. **Upgrade to New World dispatching program** to incorporate mobile dispatching terminals (MDT), and EFD. This objective is a part of the Fire Communications objective and advances the critical success factor of Citywide Safety.

Measure: Ensure updates are completed and dispatchers are trained by June 2011

5. **Establish a Capital Investment Project plan for Station 2** to repair and maintain satisfactory building conditions. This objective is a part of the Fire Suppression and Rescue Response program and advances the critical success factor of Citywide Safety.

Measure: Repair/replace HVAC, Roof and Operational Areas by June 2011.

FIRE
ORGANIZATION CHART
FISCAL YEAR 2011



FIRE

110-1400-514

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	238,679	291,582	230,159	268,610
10-12	OVERTIME	36,882	8,000	47,979	38,365
10-13	TEMPORARY HELP	13,163	25,070	25,070	25,070
10-14	FICA TAXES	21,925	28,355	23,134	25,418
10-15	HEALTH INSURANCE	38,490	42,672	37,414	52,785
10-16	L I D INSURANCE	1,237	1,302	1,161	1,449
10-17	WORKERS COMPENSATION	1,374	1,970	1,647	1,760
10-19	PENSION	56,849	70,202	70,202	15,113
10-20	OPEB	6,807	-	-	-
	PERSONNEL COSTS	415,406	469,153	436,766	428,570
20-22	OFFICE SUPPLIES	13	200	-	-
20-26	PROGRAM EXPENSES/SUPPLIES	39,720	36,630	-	-
20-28	MEDICAL SUP & PHYSICALS	207	700	-	-
20-29	UNIFORMS/UNIFORM ALLOW	23,972	26,100	-	-
20-32	SECURITY/SAFETY MATERIALS	3,098	3,150	-	-
20-33	SMALL TOOLS	3,312	4,800	-	-
20-46	CITY BLDG MAINT SUPPLIES	658	1,950	-	-
20-58	WATER/SEWER	2,150	2,150	-	-
	MATERIALS & SUPPLIES	73,130	75,680	-	-
30-21	TELEPHONE/FAX	17,521	19,340	-	-
30-22	POSTAGE	42	-	-	-
30-23	ELECTRICITY	50,131	53,820	-	-
30-24	HEATING OIL/GAS	18,232	20,000	-	-
30-28	TRAINING/CONF/FOOD/TRAVEL	2,450	8,365	-	-
30-31	CONTRACTUAL SERVICES	15,250	16,587	281,292	281,292
30-62	GASOLINE	16,489	21,000	-	-
30-64	TRUCK REPAIRS/MAINTENANCE	78,519	60,500	-	-
30-66	OTHER EQUIP REPAIRS/MAINT	6,885	4,000	-	-
30-67	RADIO REPAIRS/MAINTENANCE	6,440	2,000	-	-
	ADMINISTRATIVE EXPENDITURES	211,959	205,612	281,292	281,292
40-26	RADIO - PURCHASE	16,998	4,000	4,000	-
40-31	CONSTRUCTION - PURCHASE	293,094	288,210	288,210	288,210
	CAPITAL OUTLAY	310,092	292,210	292,210	288,210
	TOTAL EXPENDITURES	1,010,587	1,042,655	1,010,268	998,072
	REVENUES:				
	GENERAL FUND	700,495	750,445	718,058	709,862
	GOVERNMENTAL CAPITAL PROJECTS FUND	310,092	292,210	292,210	288,210
	PERSONNEL:				
	FULL-TIME EQUIVALENT	6.0	6.0	6.0	6.0

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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, 95 percent of new hires complete probation and are performing satisfactorily.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	80 percent of new hires performing satisfactorily	100 percent of new hires performing satisfactorily	≥95 percent of new hires performing satisfactorily

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	95 percent of new hires performing satisfactorily after five years	97 percent of new hires performing satisfactorily after five years	≥97 percent 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Analyzed surveys; prepared adjustment recommendations	Surveys analyzed; prepared adjustment recommendations	Analyze surveys; prepare adjustment recommendations

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Recommendations were made to City Manager in March 2008	Recommendations were 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Next survey is scheduled to be completed in Fiscal Year 2009	Survey results reviewed and shared with employees December 2009	Employee Survey conducted by NCS completed in March 2010

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Another identified weakness was addressed in Fiscal Year 2009	Another identified weakness was addressed	Weakness will be identified and addressed

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Update the 2004 City of Dover Personnel Policy Handbook by June 2010.** 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 2010. This goal was reassigned to Fiscal Year 2010-2011.

2. **Enhance the Human Resources link on the City of Dover's website by providing more in-depth details about the benefits 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. This goal has not been completed due to staffing levels within the Information Technology department.

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

Measure: The Benefit Fair to be held by June 2010. This goal has been completed.

4. **Implement the PFP evaluation system for bargaining unit employees.** This objective advances the critical success factors of Employee Satisfaction and Effective Organization Communication. Success will be determined by the eagerness of supervisors to utilize the program.

Measure: This objective is to be completed by January 2010. This goal has not been completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Establish a Health Benefits Committee.** This objective is a part of the Employee Benefits and the Recruitment and Employment program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication in addition to Cost and Revenue Efficiency.

Measures:

- a. Establish goals, meeting times, and preliminary ideas for the Committee
- b. Work with the committee to provide all of the necessary information needed for their review.
- c. Provide City Council a report of the committee's recommendations to reduce health care costs while preserving the ability to recruit employees.

2. **Complete contract negotiations with Fraternal Order of Police.** This objective is a part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

- a. Conduct strategy meeting with the City Manager.
- b. Develop strategy and negotiation timeline for approval by Council
- c. Successfully conclude negotiations with a third year wage agreement that is acceptable to Council.

3. **Minority Recruiting Strategy.** This objective is a part of the Recruitment and Employment program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

- a. Conduct research of other communities and employees to find examples of minority recruiting strategies.
- b. Interview current minority employees within a focus group to discuss and exchange ideas.

4. **Continue Employee Handbook Review and Update.** This objective is a part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

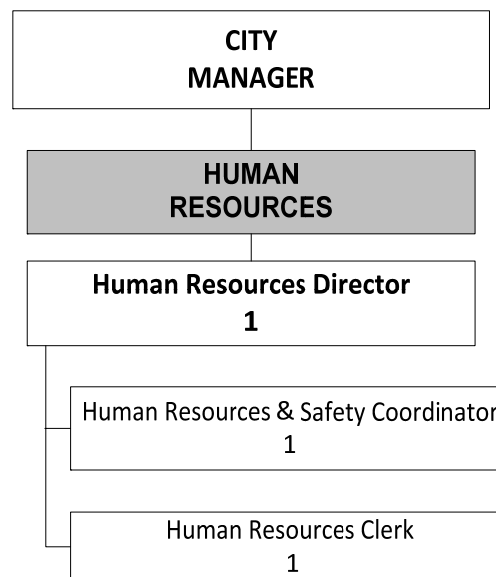
- a. Continue review of employee handbook and update with outstanding policy changes.
- b. Recommend changes that are required by State and Federal law.
- c. Complete rough draft by May 2011.

5. **Establish Career Ladders and create a Career Ladder policy.** This objective is a part of the Recruitment and Employment program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

- a. Prepare a policy to govern the career ladder process.
- b. Identify three - four job titles and work with department heads to develop benchmarks for each selected job title.

HUMAN RESOURCES ORGANIZATION CHART FISCAL YEAR 2011



HUMAN RESOURCES

110-3100-518

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	195,774	200,702	181,896	186,459
10-12	OVERTIME	181	-	-	1,000
10-14	FICA TAXES	14,490	14,967	13,617	13,444
10-15	HEALTH INSURANCE	34,293	38,376	31,978	34,662
10-16	L I D INSURANCE	1,356	1,323	1,272	1,214
10-17	WORKERS COMPENSATION	879	1,063	959	963
10-18	EDUCATIONAL ASSISTANCE	-	16,000	16,000	6,000
10-19	PENSION	55,254	57,868	48,654	7,498
10-20	OPEB	4,859	-	-	-
	PERSONNEL COSTS	307,086	330,299	294,376	251,240
20-21	FURNITURE/FIXTURES	222	-	-	-
20-22	OFFICE SUPPLIES	1,676	1,590	1,590	1,590
20-23	PRINTING AND DUPLICATING	3,787	5,500	5,500	5,500
20-26	PROGRAM EXPENSES/SUPPLIES	1,810	1,850	1,850	1,850
20-28	MEDICAL SUP & PHYSICALS	14,955	29,800	29,800	15,873
20-32	SECURITY/SAFETY MATERIALS	13,217	9,500	9,500	11,300
20-37	COMPUTER SOFTWARE	-	100	100	75
20-38	COMPUTER HARDWARE	-	2,800	2,800	3,800
20-48	PERSONNEL RELATED SUP	22,248	20,750	20,750	16,500
	MATERIALS & SUPPLIES	57,915	71,890	71,890	56,488
30-21	TELEPHONE/FAX	633	700	700	600
30-25	ADVERTISEMENT	2,433	6,000	6,000	3,000
30-27	SUBSCRIPTIONS AND DUES	1,893	3,000	3,000	2,457
30-28	TRAINING/CONF/FOOD/TRAVEL	2,680	1,000	1,000	600
30-29	CONSULTING FEES	195	9,500	9,500	9,500
30-31	CONTRACTUAL SERVICES	30,272	1,000	5,000	1,600
30-39	IN-HOUSE TRAINING	1,123	1,000	1,000	1,000
30-41	UNEMPLOYMENT COMP EXPENSE	35,787	26,971	36,971	31,200
30-61	OFF EQUIP/REPAIRS & MAINT	180	600	600	1,205
	ADMINISTRATIVE EXPENDITURES	75,196	49,771	63,771	51,162
	TOTAL EXPENDITURES	440,197	451,960	430,037	358,890
	REVENUES:				
	GENERAL FUND	440,197	451,960	430,037	358,890
	PERSONNEL:				
	FULL-TIME EQUIVALENT	4.0	4.0	3.0	3.0

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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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Hardware Lifecycle Program deferred until Fiscal Year 2009-2010	Replaced 39 desktops, 13 laptops, one server and 13 printers	Replace ≥37 desktops, ≥18 laptops, and ≥17 printers

3. Provide training to 200 or more participants.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Held 75 classes and 202 participants	Held 53 classes and 179 participants	Increase classes and attendance by 10 percent over last year

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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Upgrade to Track-It! 8.5 - New Version provides improved self service web to submit work orders and access to a knowledge base	The first electronically performed Customer Satisfaction Survey, TAC Survey, was completed with a positive overall outcome.	Perform 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, in addition to intranet and mainframe programming for City departments.

Measures:

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Implemented Third Party Credit Card Processing for Utility Bills	Web Programmer position vacant	Web Programmer position vacant

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Implemented Electric Material Blanket Bid Application and CIP Upgrades	- Policies and Forms were introduced February 2009 - Performed Intranet enhancements in May 2009	Web Programmer position vacant

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).

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Conducted two meetings on 7/11/2008 and 9/29/2008	No meetings conducted due to projects being put on hold due to budget constraints	No TAC meetings anticipated

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Created the Acceptable Usage Policy	Created the Password/Security Policy	Formalize ten policies as identified by auditors

3. Advance communication technology.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	N/A	Implement a surveillance camera system in a portion of downtown	Continue implementation of additional surveillance cameras downtown.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Implement revised e-Government Services 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. In October 2009, we were able to offer citizens a free e-mail subscription service to notify the public when web updates such as agendas, minutes, and paperless packets are posted on the internet. Since June 2009, our citizens have been able to retrieve their Utility Bill information on-line. The goal has been completed.

2. **Implement Surveillance camera system in a portion of downtown** - In 2009 the City received grant funding to deploy some surveillance cameras downtown. This will be limited in scope to a couple of cameras due to limited funding but will have an impact where it is installed. This objective is part of our Support program and advances the critical success factor of Citywide Safety.

Measure: The community will feel safer and complaints in those camera areas will decrease. During the summer of 2009 we identified priority areas to cover with cameras, received funding, and worked with a third party vendor to identify the type of equipment that could be deployed. It is anticipated that the system will be in place this fiscal year. The goal has been completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Website Upgrade.** This objective is a part of the Support program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures:

- a. Prepare a cost comparison, for the City Manager's review, of the proposed RFP's to in-house staff cost by July 2010.
- b. If proven cost effective, select appropriate vendor and oversee contract implementation within the agreed timeframe.

2. **Provide technical and quality control support for the second phase of the Mayor's security camera initiative.** This objective is a part of the Support program and advances several critical success factors including Citywide Safety.

Measure: Using the additional funds budgeted assist the Mayor by providing technical and quality control support by December 2011.

3. **Implement upgrades to various software systems.** This objective is a part of the Support program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication.

Measures:

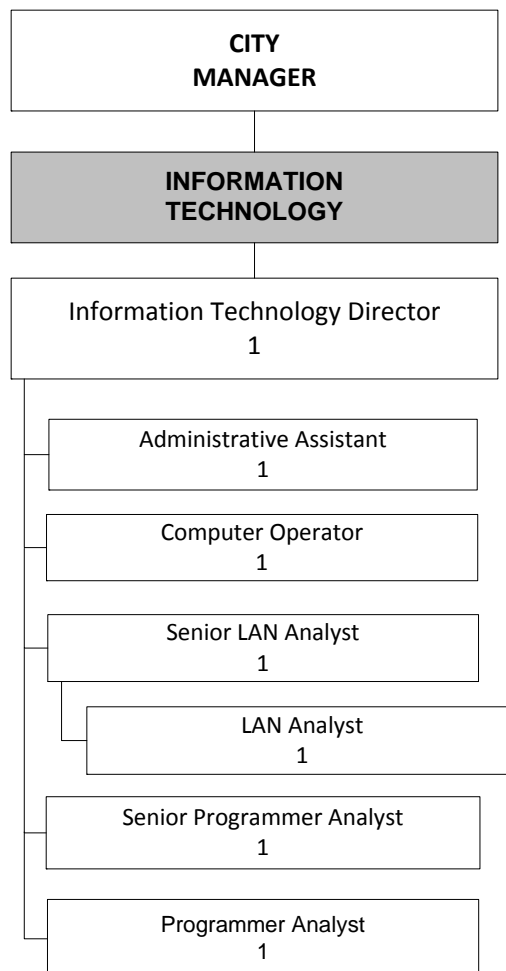
- a. Upgrade to MS Office 2012 and/or Windows 7, where applicable, and provide necessary training.
- b. Complete upgrades to SPS by March 2011.

4. **Greater Dover Cyber Security Committee.** The objective is a part of several programs and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures:

- a. Establish a fully functioning working group.
- b. Schedule regular meetings and ensure all tasks assigned to the committee are completed by December 2010.

INFORMATION TECHNOLOGY ORGANIZATION CHART FISCAL YEAR 2011



INFORMATION TECHNOLOGY

110-2200-516

		2008-2009	2009-2010	2009-2010	2010-2011
ACCT	DESCRIPTION	ACTUAL	BUDGET	REVISED	TOTAL
10-11	SALARIES	409,094	423,355	374,327	380,390
10-14	FICA TAXES	30,053	32,449	28,134	25,697
10-15	HEALTH INSURANCE	71,815	84,828	59,648	60,316
10-16	L I D INSURANCE	2,159	2,197	2,275	2,219
10-17	WORKERS COMPENSATION	1,850	2,324	1,887	1,826
10-19	PENSION	85,644	94,622	77,500	16,060
10-20	OPEB	10,136	-	-	-
	PERSONNEL COSTS	610,751	639,775	543,771	486,508
20-21	FURNITURE/FIXTURES	331	881	881	350
20-22	OFFICE SUPPLIES	653	1,125	1,125	1,125
20-31	BOOKS	-	50	50	50
20-34	DATA PROCESSING SUPPLIES	1,852	2,400	2,400	2,400
20-37	COMPUTER SOFTWARE	63,155	67,143	67,143	64,306
20-38	COMPUTER HARDWARE	16,580	15,055	15,055	25,512
	MATERIALS & SUPPLIES	82,571	86,654	86,654	93,743
30-21	TELEPHONE/FAX	3,721	3,850	3,850	3,804
30-27	SUBSCRIPTIONS AND DUES	805	850	850	320
30-28	TRAINING/CONF/FOOD/TRAVEL	272	-	-	-
30-31	CONTRACTUAL SERVICES	9,355	10,460	20,460	14,460
30-39	IN-HOUSE TRAINING	10,340	12,000	12,000	10,000
30-61	OFF EQUIP/REPAIRS & MAINT	123,090	129,371	129,371	139,279
30-62	GASOLINE	30	115	115	100
	ADMINISTRATIVE EXPENDITURES	147,613	156,646	166,646	167,963
40-28	COMPUTER HARDWARE/CAPITAL	73,545	7,000	7,000	12,000
	CAPITAL OUTLAY	73,545	7,000	7,000	12,000
	TOTAL EXPENDITURES	914,480	890,075	804,071	760,214
	REVENUES:				
	GENERAL FUND	840,935	883,075	797,071	748,214
	GOVERNMENTAL CAPITAL PROJECTS FUND	73,545	7,000	7,000	12,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	6.0	7.0

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PARKS AND RECREATION

DEPARTMENTAL VISION

The Parks and Recreation Department is a valued resource for our customers. Through the efforts of Department staff and volunteers, Parks and Recreation has a reputation for meeting the ever-changing needs of our customers. We provide beautiful park settings, competitive sport leagues, and programs that are educational and fun for a diverse population.

MAJOR PROGRAMS

PARKS AND PARK MANAGEMENT

Objective: The objective of this program is to provide safe, clean, well-maintained sports fields and playground sites for the enjoyment of the citizens of Dover.

Measure:

1. Maintain a softball satisfaction rating of 74 percent, as measured in the Annual Softball League Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	75 percent softball satisfaction rating	74 percent softball satisfaction rating	≥74 percent softball satisfaction rating

2. Conduct a survey of the City's Field Hockey League and the Central Delaware Soccer Association Fall League participants to determine user satisfaction with park facilities and maintenance.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	N/A	N/A	This is a new measure and a benchmark will be established

RECREATION

Objective: The objective of the Recreation Program is to provide outdoor and indoor recreation opportunities year-round so that the citizens of Dover are satisfied with performance programs offered.

Measures:

1. Conduct surveys of team managers from the City's Softball & Field Hockey Leagues to determine their overall satisfaction with league structure. Maintain a 90 percent or greater satisfaction rating.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	90 percent satisfaction rating with Softball & Field Hockey League structure	90 percent satisfaction rating with Softball & Field Hockey League structure	≥90 percent satisfaction rating with Softball & Field Hockey League structure

- Conduct surveys of Concerts on The Green participants to determine their overall satisfaction with performances. Maintain a 95 percent or greater satisfaction rating.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	99 percent overall satisfaction rating with Concerts on The Green	95 percent overall satisfaction rating with Concerts on The Green	≥95 percent overall satisfaction rating with Concerts on The Green

RECREATION – JOHN W. PITTS RECREATION CENTER

Objective: The objective of this program is to provide year round indoor recreation opportunities at the John W. Pitts Recreation Center, so that the citizens of Dover are satisfied with performance programs offered.

Measures:

- Conduct surveys of JWP Recreation Center participants to determine customer satisfaction “good to excellent” with programs offered.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Benchmark will be established in Fiscal Year 2009	90 percent customer satisfaction	≥90 percent customer satisfaction

- Maintain a customer satisfaction “good to excellent”, rating of 90 percent or better for a variety of fitness programs offered, as measured by the JWP Recreation Center Winter Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	91 percent customer satisfaction rating for variety of fitness programs offered	90 percent customer satisfaction rating for variety of fitness programs offered	≥90 percent customer satisfaction rating for variety of fitness programs offered

- Maintain a customer satisfaction “good to excellent” rating of 85 percent or better for sport leagues offered, as measured by the JWP Recreation Center Winter Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	86 percent customer satisfaction rating for sport leagues offered	85 percent customer satisfaction rating for sport leagues offered	≥85 percent customer satisfaction rating for sport leagues offered

FISCAL YEAR 2009 – 2010 STRATEGIC ACCOMPLISHMENTS

- Increase web presence for John W. Pitts Recreation Center (One Year project).** Improve the Parks & Recreation webpage to include updated park information and recreational information on the John W. Pitts Recreation Center. Information to be included: recreational programs, pertinent building statics, facility rental information, and other frequently asked questions. This objective is part of the Administrative Support program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Information posted to webpage on a quarterly time schedule. This goal has been completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010– 2011

1. **Skate Spots.** The construction of skate spots in three City parks to provide the youth of Dover with a safe place to ride their skateboards. This objective is part of the Parks and Recreation Management program and advances the critical success factors of Citywide safety, customer satisfaction, and effective community communications.

Measure: The skate spots will be constructed by May 2011.

2. **Park and Playground Improvement Program.** Resurface the basketball court at Mayfair Park. This objective is a part of the Parks and Recreation Management Program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communications.

Measure: Basketball court at Mayfair Park to be resurfaced by November 2010.

3. **Silver Lake Management Plan.** Watershed Coordinator will develop a management plan for Silver Lake. This objective is a part of the Parks Management program and advances the critical success of the Customer Satisfaction and Effective Community Communications.

Measure: Management Plan to be completed by May 2011.

4. **Schutte Park Master Plan.** Coordinate and utilize the resources of several departments, including the Planning and the GIS division to develop a Schutte Park Master Plan. This objective is a part of the Parks Management program and advances the critical success of the Customer Satisfaction and Effective Community Communications.

Measure: Develop the master plan, hold a public hearing, and present to the Parks, Recreation & Community Enhancement Committee for approval by March 2011.

LIBRARY

DEPARTMENTAL VISION

The library meets the educational, cultural, and recreational needs of a diverse population through library collections and library services with a well-trained staff available to promote library resources and to assist with their use.

MAJOR PROGRAMS

CIRCULATION AND USAGE

Objective: The objective of this program is to ensure that the library provides current information and popular materials in a timely manner so that the needs of library patrons are met and the library remains vital to the lives of citizens and patrons.

Measures:

1. Increase materials circulated by at least five percent each year by the end of the fiscal year.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	428,633 materials circulated 4.8 percent increase	375,632 circulated 11 percent decrease*	400,000 items circulated ≥ 5 percent increase

* Circulation Rules were changed by the Automation Consortium allowing for items to check out for three weeks rather than two. The number of times an item can be renewed has been reduced from two to one. This has affected circulation statistics throughout the consortium

2. Increase number of visitors to the library by at least ten percent by the end of the fiscal year.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	395,217 visitors recorded at the library, 1 percent decrease	358,381 visitors recorded at the library. *	≥400,000 or ≥1 percent increase in number of visitors

*Many programs were held off site due to a lack of space.

3. Maintain a 63 percent rating or better of “good to excellent” in the variety of materials at the library as measured in the Library’s Annual Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	65 percent of patrons surveyed rated the variety of materials at the library “good to excellent”	The library’s annual survey has not been performed to date due to staff shortages.	≥63 percent of patrons surveyed rated the variety of materials at the library “good to excellent”

CUSTOMER SERVICE

Objective: The objective of this program is to provide “good to excellent” service to library patrons.

Measures:

1. Maintain a 67 percent or better “good to excellent” rating in the Annual Citizen Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizen Survey was not conducted	Annual Citizen Survey was not conducted	Due to budgetary constraints, the Annual Citizen Survey will not be conducted

- Maintain an 81 percent rating or better of “good to excellent” in overall customer satisfaction on the Library’s Annual Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Library Survey was not conducted.	The library’s annual survey has not been performed to date due to staff shortages.	≥81 percent of patrons surveyed rated library customer service as “good to excellent”

- Maintain security guards to ensure a safe and pleasant library environment and reduce the number of incident reports filed at the library.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	11 incidents reported	12 incidents reported	≤14 incidents reported

REFERENCE AND READERS’ SERVICES

Objective: The objective of this program is to provide timely and accurate answers to patrons’ reference, research, and reader’s advisory questions.

Measures:

- Maintain an 85 percent or better overall satisfaction rating for those library patrons surveyed on the Library’s Annual Survey who need reference assistance.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	65 percent of patrons surveyed said they were “extremely” or “very” satisfied with reference assistance	The library’s annual survey has not been performed to date due to staff shortages.	≥85 percent of patrons surveyed gave reference assistance an overall satisfaction rating

- Achieve an 85 percent overall satisfaction rating for the availability of and usage of on-line resources by library patrons on the Library’s Annual Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	70 percent of patrons surveyed said they “frequently” or “always” felt satisfied with on-line resources	The library’s annual survey has not been performed to date due to staff shortages.	≥85 percent of patrons surveyed gave the availability and usage of on-line resources an overall satisfaction rating

PROGRAMMING

Objective: The objective of this program is to promote the library and its collection by providing educational, informational, and recreational programs to children, teenagers, and adults.

Measures:

- Maintain the programs offered for children, teens, and adults.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	325 programs offered for children, teens, and adults	417 programs offered for children, teens, and adults	≥300 programs offered for children, teens, and adults

2. Increase program participation by children, teens, and adults by five percent.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	9,968 patrons participated in programs offered	9,898 patrons participated in programs offered. Attendance remained static.	≥10,000 patrons participated in programs offered or ≥5 percent increase

3. Administer computer classes to teach library patrons how to acquire e-mail accounts, use the Internet, and conduct research.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	23 computer classes held	24 computer classes held	Conduct ≥30 computer classes

4. Develop and conduct classes to instruct patrons in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Two classes conducted in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center	Two classes conducted in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center	Conduct ≥two classes in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center

5. Establish usage benchmarks for the Cooperating Collection of the Foundation Center.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Due to unexpected staff shortages, this goal was not accomplished.	This goal was not accomplished due to staff shortages.	Results based on benchmarks established in Fiscal Year 2010 for the Cooperating Collection of the Foundation Center

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Secure the necessary financial support to complete the funding plan for the new Dover Public Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Horizon Philanthropic was contracted with in May 2009 to manage the capital campaign for the new library. The fundraising goal was set at \$5.7 million. The Major Donor solicitation section of the capital campaign was officially launched January 25, 2010. By June 30, 2010, approximately \$700,000 has been raised in gifts, pledges and grants. The Bond Bill appropriation came in at higher than anticipated. This goal is being met.

2. **Finalize the building design and site construction plans for the new Dover Public Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: The Schematic and Design & Development phases of the project were completed in December 2009. The building's design was approved by the Historical Review Commission. The site plan was approved by the Planning Commission in early 2010. Work on the Construction Documents has begun. This goal has been completed.

3. **Hire a construction company and begin construction of the new Dover Public Anchor Library.** This objective is part of the Capital Investment Plans (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Holzman Moss and Becker Morgan have begun work on the Construction Documents for the new building. EDiS has been hired as Construction Manager for the first phases of the project. The relocation of utilities along the DNREC property line has been completed. The building of the new access road will begin this summer. This goal has been completed.

4. **Replace the Adult Services Librarian II position to oversee the work of the reference and circulation departments and supervise staff in those departments.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: The Librarian II Head of Adult Services position was restored and has been filled by an in-house candidate. This goal has been completed.

5. **Ensure a clean and sanitary Library facility during busy weekend hours.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: An RFP for contractual custodial services has been drafted and will be put out to bid. This goal has been completed.

6. **Expand the availability of online reference and research resources.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Due to budgetary constraints, this goal has not been accomplished.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Secure the necessary funding to complete the funding plan for the new Dover Public Anchor Library.** This objective is part of the Capital Investment Plans (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Two-thirds of the capital campaign's goal of \$5.7 million will be raised by March 30, 2011.

2. **Finalize building design and site construction plans for the new Dover Public Anchor Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Construction documents will be complete by December 2010. Bidding will begin in January 2011.

3. **Hire a construction company and begin construction of the new Dover Public Anchor Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Contractors will be hired and work will begin on the construction of a new library facility by April 30, 2011.

4. **Replace the Teen Services Librarian I position to provide reference, readers advisory, and programming services to the teens of Dover.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: A Teen Librarian I will be hired by September 1, 2010.

5. **Ensure a clean and sanitary Public Library facility during busy weekend hours.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: A contract for custodial services for weekend hours will be in place by July 1, 2010.

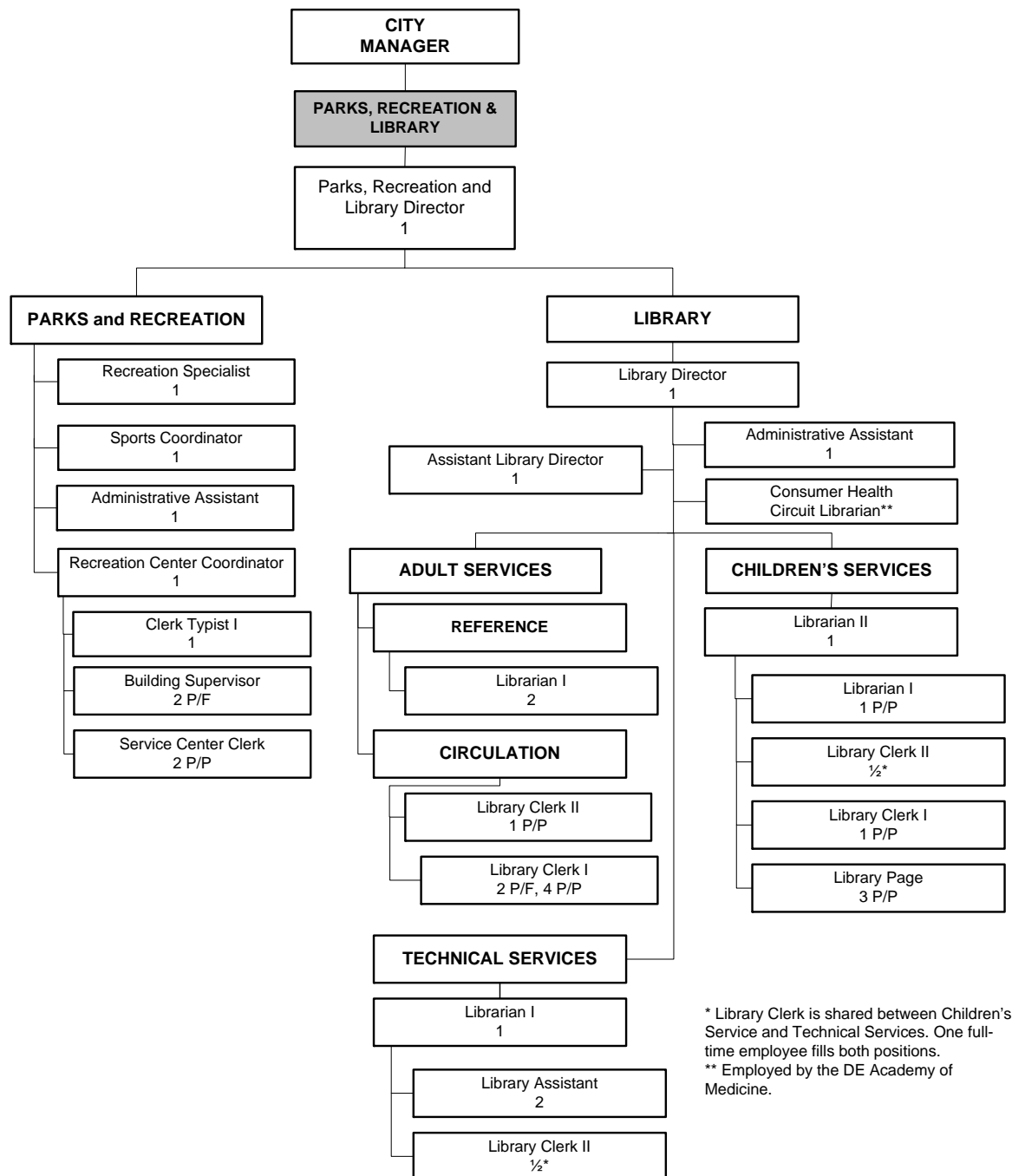
6. **The Dover Public Library will become one of five new Job and Learning Centers established by the Delaware Division of Libraries.** The Job and Learning Center will be open all the hours the library is open and will provide services to support customers' search for employment and the development of skills to increase employability. This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Grant funding will be in place to staff the new Job and Learning Center by September 30, 2010.

PARKS, RECREATION AND LIBRARY

ORGANIZATION CHART

FISCAL YEAR 2011



PARKS and RECREATION

110-1500-525

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	321,060	332,766	331,181	356,413
10-13	TEMPORARY HELP	26,808	16,083	16,083	28,489
10-14	FICA TAXES	26,427	25,988	26,400	28,873
10-15	HEALTH INSURANCE	41,415	48,783	51,180	64,267
10-16	L I D INSURANCE	2,009	2,048	2,031	2,035
10-17	WORKERS COMPENSATION	2,513	2,645	2,645	2,288
10-19	PENSION	41,318	45,580	41,046	15,130
10-20	OPEB	6,647	-	-	-
	PERSONNEL COSTS	468,197	473,893	470,566	497,495
20-21	FURNITURE/FIXTURES	1,995	-	-	-
20-22	OFFICE SUPPLIES	3,329	2,800	2,800	2,800
20-23	PRINTING AND DUPLICATING	1,579	2,500	2,500	2,500
20-26	PROGRAM EXPENSES/SUPPLIES	36,038	55,000	55,000	46,275
20-28	MEDICAL SUP & PHYSICALS	428	250	250	250
20-29	UNIFORMS/UNIFORM ALLOW	-	300	300	300
20-32	SECURITY/SAFETY MATERIALS	1,266	1,307	1,307	1,307
20-37	COMPUTER SOFTWARE	1,655	1,675	1,675	2,100
20-38	COMPUTER HARDWARE	60	6,900	6,900	2,800
20-46	CITY BLDG MAINT SUPPLIES	6,701	6,000	6,000	6,000
20-58	WATER/SEWER	857	1,200	1,200	1,000
	MATERIALS & SUPPLIES	53,908	77,932	77,932	65,332
30-21	TELEPHONE/FAX	2,415	2,500	2,500	2,500
30-23	ELECTRICITY	78,752	83,000	83,000	83,000
30-24	HEATING OIL/GAS	6,532	10,000	10,000	10,000
30-25	ADVERTISEMENT	75	1,000	1,000	1,000
30-27	SUBSCRIPTIONS AND DUES	350	400	400	400
30-28	TRAINING/CONF/FOOD/TRAVEL	1,929	2,000	2,000	2,000
30-31	CONTRACTUAL SERVICES	108,812	104,000	104,000	114,000
30-44	AGENCY BILLING-TEMP HELP	3,834	-	-	-
30-61	OFF EQUIP/REPAIRS & MAINT	1,660	1,500	1,500	1,500
30-62	GASOLINE	493	700	700	700
30-67	RADIO REPAIRS/MAINTENANCE	531	542	542	542
	ADMINISTRATIVE EXPENDITURES	205,383	205,642	205,642	215,642
40-21	OFFICE EQUIP - PURCHASE	2,774	-	-	-
40-25	OTHER EQUIP - PURCHASE	13,725	-	-	-
40-31	CONSTRUCTION - PURCHASE	125,586	-	70,000	45,000
	CAPITAL OUTLAY	142,085	-	70,000	45,000
	TOTAL EXPENDITURES	869,573	757,467	824,140	823,469
	REVENUES				
	GENERAL FUND	727,488	757,467	754,140	778,469
	GOVERNMENTAL CAPITAL PROJECTS FUND	142,085	-	70,000	45,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0

LIBRARY

110-1500-523

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	689,193	672,587	658,665	715,592
10-12	OVERTIME	3,290	-	7,366	3,500
10-14	FICA TAXES	51,834	51,616	50,292	53,902
10-15	HEALTH INSURANCE	76,229	85,791	94,793	119,495
10-16	L I D INSURANCE	3,219	3,494	3,245	3,792
10-17	WORKERS COMPENSATION	3,119	3,638	3,530	3,807
10-19	PENSION	121,109	130,717	109,717	26,916
10-20	OPEB	12,973	-	-	-
	PERSONNEL COSTS	960,966	947,843	927,608	927,004
20-21	FURNITURE/FIXTURES	112	-	-	-
20-22	OFFICE SUPPLIES	645	691	691	3,264
20-23	PRINTING AND DUPLICATING	1,463	2,111	2,111	2,111
20-26	PROGRAM EXPENSES/SUPPLIES	5,875	5,825	5,825	3,252
20-31	BOOKS	64,854	64,789	64,789	54,026
20-32	SECURITY/SAFETY MATERIALS	264	264	264	264
20-37	COMPUTER SOFTWARE	126	1,407	1,407	1,407
20-38	COMPUTER HARDWARE	-	5,150	5,150	3,500
20-46	CITY BLDG MAINT SUPPLIES	13,726	10,200	10,200	14,550
20-47	AUDIO VISUAL SUPPLIES	1,052	1,054	1,054	1,054
20-58	WATER/SEWER	1,560	1,650	1,650	1,650
	MATERIALS & SUPPLIES	89,677	93,141	93,141	85,078
30-21	TELEPHONE/FAX	20,686	20,771	20,771	19,700
30-22	POSTAGE	52	54	54	50
30-23	ELECTRICITY	37,202	38,892	38,892	38,892
30-24	HEATING OIL/GAS	6,517	7,000	7,000	7,000
30-27	SUBSCRIPTIONS AND DUES	14,544	14,544	14,544	17,500
30-28	TRAINING/CONF/FOOD/TRAVEL	(4)	240	240	240
30-31	CONTRACTUAL SERVICES	28,483	25,000	25,000	27,258
30-61	OFF EQUIP/REPAIRS & MAINT	1,229	1,231	1,231	3,505
	ADMINISTRATIVE EXPENDITURES	108,709	107,732	107,732	114,145
40-31	CONSTRUCTION - PURCHASE	737,066	8,912,433	1,560,580	6,687,039
	CAPITAL OUTLAY	737,066	8,912,433	1,560,580	6,687,039
	TOTAL EXPENDITURES	1,896,418	10,061,149	2,689,061	7,813,266
	REVENUES				
	GENERAL FUND	1,159,352	1,148,716	1,128,481	1,126,227
	GOVERNMENTAL CAPITAL PROJECTS FUND	737,066	8,912,433	1,560,580	6,687,039
	PERSONNEL:				
	FULL-TIME EQUIVALENT	18.0	18.0	15.5	17.5

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POLICE

DEPARTMENTAL VISION

The City of Dover Police Department proudly serves the community by protecting the life and property of its citizens and visitors; enforcing the law; and working in partnership with the public to enhance the quality of life; as well as nurturing public trust by holding ourselves to the highest standards of performance and ethics.

MAJOR PROGRAMS

CORE LAW ENFORCEMENT (*PATROL, CRIMINAL INVESTIGATION, SPECIAL ENFORCEMENT, EMERGENCY OPERATIONS*)

Objective: The objective of this program is to continue to provide timely response to calls for service and to continue to exceed national averages for criminal clearance rates.

Measure:

1. Monitor average response times.*

* The times below reflect the average time officers respond to priority one and two calls, once dispatched.

	2008-2009 Actual	2009-2010 Actual	20010-2011 Projected
Results	4.00 minutes	4.00 minutes	≤4.00 minutes

2. Monitor the violent crimes average clearance rate. The current benchmark of 47.9 percent is the 2007 national average rate.

	2008-2009 Actual	2009-2010 Actual	20010-2011 Projected
Results	76.8 percent violent crimes clearance rate	76.8 percent violent crimes clearance rate	≥76.8 percent violent crimes clearance rate

3. Achieve a good to excellent overall performance rating (65 percent or better) as reported in the Annual Citizen Survey.

	2008-2009 Actual	2009-2010 Actual	20010-2011 Projected
Results	Annual Citizen Survey Not Conducted	Annual Citizen Survey Not Conducted	Due to budgetary constraints the Annual Citizens Survey will not be conducted

OPERATIONAL SUPPORT SERVICES (*DISPATCH, EVIDENCE AND PHOTOGRAPHY, PLANNING AND TRAINING, VICTIM SERVICES*)

Objective: The objective of this program is to provide training, technical, and administrative support to department personnel to maintain high quality police services.

Measure:

1. Monitor average dispatch times.

	2008-2009 Actual	2009-2010 Actual	20010-2011 Projected
Results	3.8 minutes	3.8 minutes	≤3.8 minutes

* The times above reflect the average time dispatchers answer and respond to priority one and two calls.

ADMINISTRATIVE SUPPORT SERVICES (RECORDS, COMPUTER SUPPORT, FINANCIAL ADMINISTRATION, BUILDING MAINTENANCE, PURCHASING, AND FLEET MAINTENANCE)

Objective: The objective of this program is to provide timely and cost-effective administrative support for all sworn personnel, to enhance their effectiveness.

Measure: Establish target benchmark for the processing of incident reports. Assess progress toward benchmark.

	2008-2009 Actual	2009-2010 Actual	20010-2011 Projected
Results	25.30 minutes	25.30 minutes	≤25.30 minutes

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Obtain grant funding from the COPS Hiring Recovery Program to replace one police officer position vacated through attrition.** The funding for this program was made available through the American Recovery and Reinvestment Act, signed by the President in February 2009. This grant program provides funding directly to law enforcement agencies to hire and/or rehire a career law enforcement officer in an effort to create and preserve jobs, and to increase their community policing capacity and crime prevention efforts. The Police Department successfully competed for this grant which was awarded in July 2009. The new replacement police officer was hired and started the Police Academy in October 2009. This objective is a part of the Core Law Enforcement program and advances the critical success factors of Cost and Revenue Efficiency in addition to Citywide Safety. This goal has been met.
2. **Obtain grant funding from the Edward Byrne Memorial Competitive Grant Program to hire an additional dispatcher position.** The funding for this program was also made available through the American Recovery and Reinvestment Act, signed by the President in February 2009. The grant program provided funding in several categories that relate to law enforcement agencies. Category IV of this grant allows for the hiring of civilian staff in law enforcement agencies for up to two years and the focus of the grant was to implement ways to make sworn law enforcement officers more available on the street in an effort to reduce and prevent crime. The Police Department did not successfully compete to receive this grant award. This objective is a part of the Core Law Enforcement program and advances the critical success factors of Cost and Revenue Efficiency in addition to Citywide Safety. This goal was not met.

3. **Obtain grant funding from the Edward Byrne Memorial Justice Assistance Grant Program to purchase police vehicles.** The funding for this program was also made available through the American Recovery and Reinvestment Act, signed by the President in February 2009 and is a formula based grant program. Funds were allocated to law enforcement agencies nationwide based on a set of predetermined factors. The Dover Police Department received their grant award for \$294,831 in May 2009 and completed purchase actions to purchase the eight Ford Crown Victoria police interceptor vehicles that were cut out of the department's Fiscal Year 2009 budget due to fiscal constraints. This objective is a part of the Core Law Enforcement program and advances the critical success factors of Cost and Revenue Efficiency in addition to Citywide Safety. This goal has been met.
4. **Complete the actions necessary to purchase a Crisis Negotiation Team (CNT) vehicle.** Funding totaling \$125,000 was secured from the Department of Homeland Security on a Federal grant requested by the Delaware Emergency Management Agency (DEMA). For this grant, DEMA acted as both a pass-through agency for the funding as well as the procurement agent for the programs granted. DEMA purchased the customized vehicle for the Police Department which was delivered directly to them in September 2009. This objective is a part of the Core Law Enforcement program and advances the critical success factors of Cost and Revenue Efficiency in addition to Citywide Safety. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Pursue grant funding to hire an additional dispatcher position.** Although the Police Department was unsuccessful during Fiscal Year 2009 in securing Recovery Act grant funds for this additional position; the department will continue to research and apply for grants in the future for this purpose. This objective is a part of the Core Law Enforcement program and advances the critical success factors of Cost and Revenue Efficiency in addition to Citywide Safety.

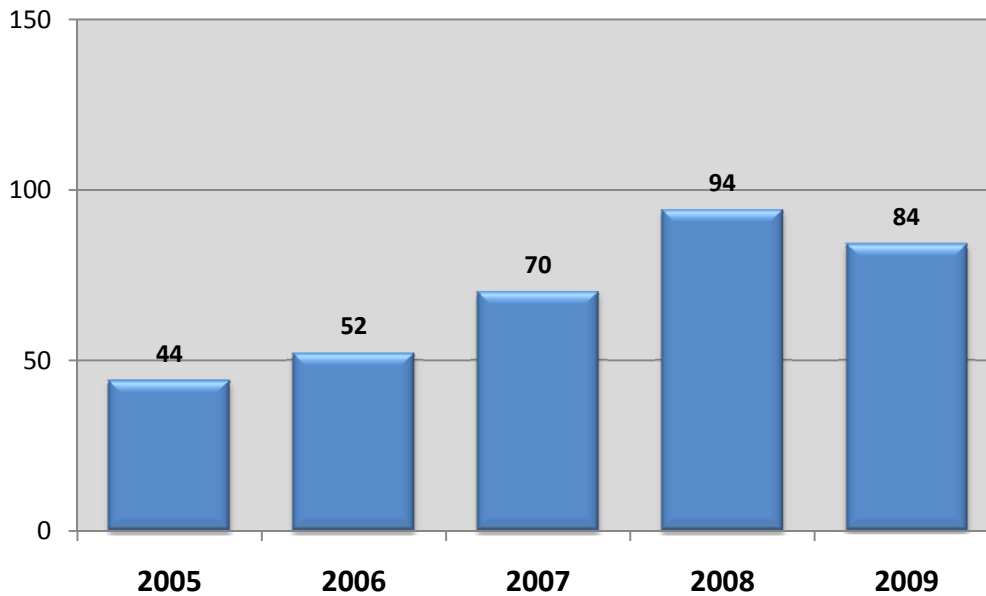
Measure: Find a grant for this purpose and if possible, and obtain approval for the grant application.

2. **Fully fund the maintenance contract with Advantech for the Police Department's building access control and closed circuit TV (CCTV) monitoring system.** The maintenance contract was not funded correctly when it was initiated in Fiscal Year 2009. Advantech provided a different cost estimate for the Fiscal Year 2009 budget cycle. Unfortunately, the problem was not identified until an issue with the CCTV cameras was discovered during the summer of 2008. This objective is a part of the Operational Support Services program and advances the critical success factor of Citywide Safety.

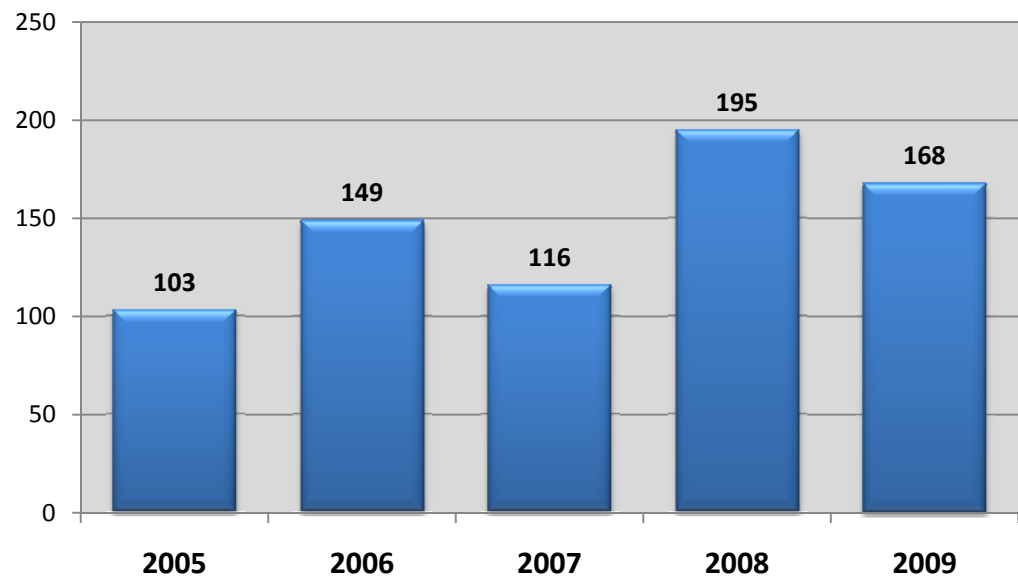
Measure: Increase the funding of this contract to cover both the access control and CCTV monitoring systems within the building.

Dover Police Department Five-Year Crime Rate Comparisons

Robberies



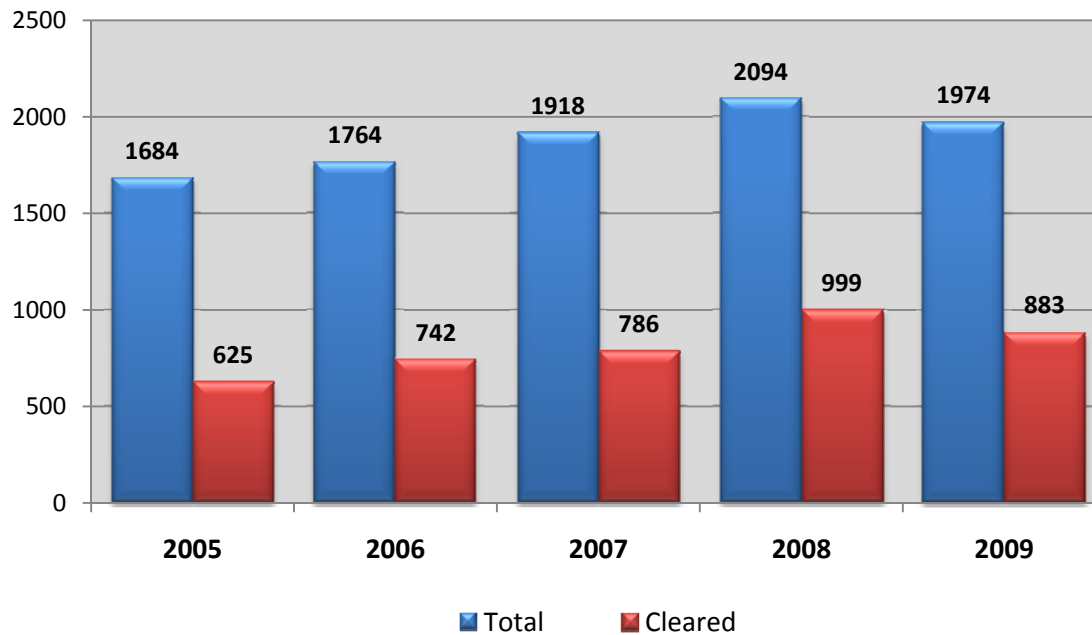
Burglaries



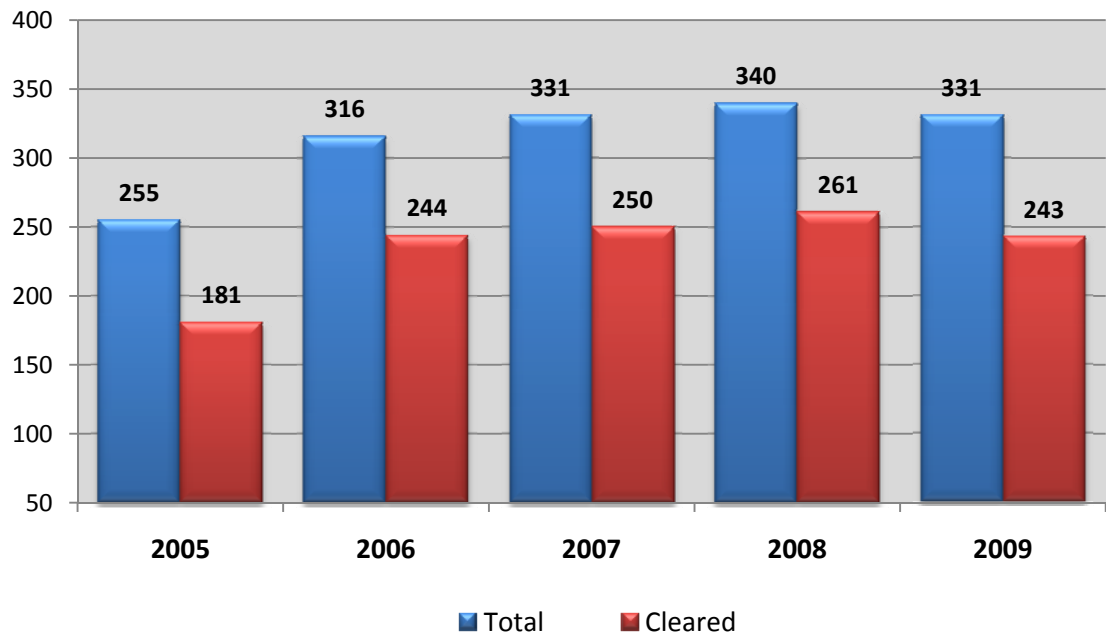
Source: City of Dover Police Department 2009 Annual Report

Dover Police Department Five-Year Comparisons – Total vs. Cleared

Property Crime



Violent Crime



Source: City of Dover Police Department 2009 Annual Report

Crime Clearance Comparison

National Average vs. Dover Police Department

Cities with population of 25,000 to 49,999

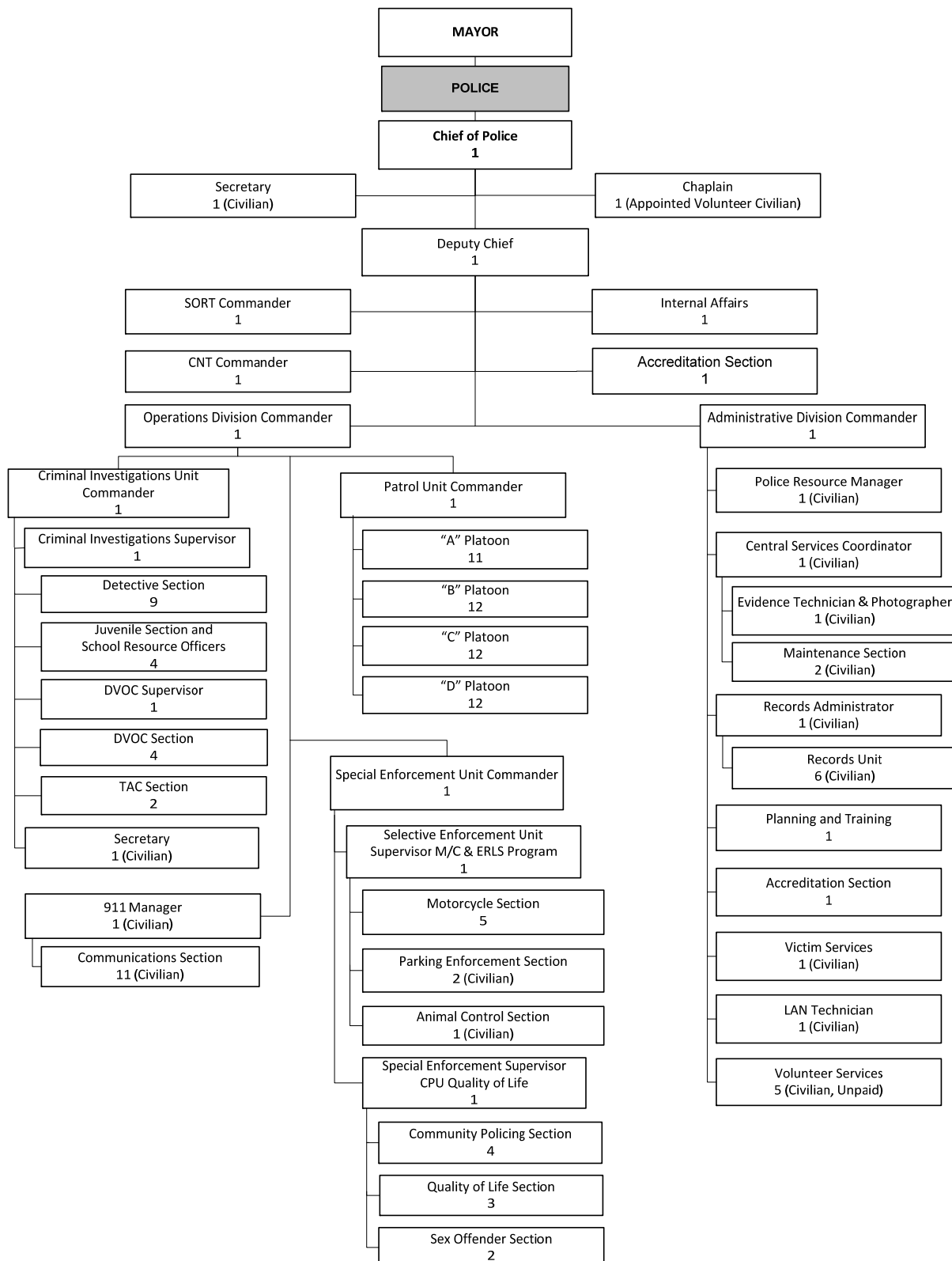
	National 2008	Dover 2008	Dover 2009
VIOLENT CRIME (TOTAL)	48.1%	76.8%	73.4%
Murder	71.4%	100%	0.0%
Forcible Rape	35.4%	90.9%	78.0%
Robbery	30.9%	70.2%	63.1%
Aggravated Assault	57.6%	76.3%	77.5%
PROPERTY CRIME (TOTAL)	20.3%	47.7%	44.7%
Burglary	12.5%	60.0%	46.4%
Theft	23.1%	48.2%	45.5%
Motor Vehicle Theft	13.3%	25.9%	21.7%
Arson	19.7%	28.6%	62.5%
<hr/>			
FORCIBLE RAPE			
Rape by Force	33.7%	95.2%	81.0%
Assault to Rape	42.1%	100%	100%
ROBBERY			
Firearm	24.7%	79.6%	57.1%
Knife	33.7%	85.7%	80.0%
Other Dangerous Weapon	32.0%	60.0%	50.0%
Strong-arm	34.6%	53.6%	67.9%
AGGRAVATED ASSAULT			
Firearm	43.6%	72.0%	61.0%
Knife	62.6%	87.2%	82.0%
Other Dangerous Weapon	57.4%	77.3%	89.0%
Hands, Feet, Other	61.3%	61.5%	72.7%
BURGLARY			
Forcible Entry	11.6%	53.2%	44.6%
Unlawful Entry, No Force	13.7%	68.7%	45.2%
Attempted Forcible Entry	10.5%	66.7%	100%
MOTOR VEHICLE THEFT			
Autos	13.4%	29.9%	26.8%
Trucks and Buses	13.1%	30.8%	16.7%
Other Vehicles	9.7%	8.0%	9.5%
ARSON			
Structural	22.1%	42.9%	53.8%
Mobile	11.9%	33.3%	N/A
Other	19.9%	0.0%	100%

Source: City of Dover Police Department 2009 Annual Report

POLICE

ORGANIZATION CHART

FISCAL YEAR 2011



POLICE – CIVILIAN

110-1700-542

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	1,194,206	1,138,087	1,248,068	1,286,327
10-12	OVERTIME	48,148	-	50,000	50,000
10-14	FICA TAXES	94,251	94,729	98,909	102,306
10-15	HEALTH INSURANCE	192,228	211,955	213,413	240,605
10-16	L I D INSURANCE	7,052	7,045	7,517	7,425
10-17	WORKERS COMPENSATION	6,911	8,155	10,842	8,723
10-18	EDUCATIONAL ASSISTANCE	-	3,800	3,800	4,200
10-19	PENSION	272,988	292,142	287,134	55,659
10-20	OPEB	30,794	-	-	-
	PERSONNEL COSTS	1,846,578	1,755,913	1,919,683	1,755,245
	TOTAL	1,846,578	1,755,913	1,919,683	1,755,245

POLICE – LAW ENFORCEMENT

110-1700-543

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	6,185,419	5,927,614	6,244,157	6,554,618
10-12	OVERTIME	461,508	459,946	478,922	450,000
10-14	FICA TAXES	503,589	437,703	503,256	484,941
10-15	HEALTH INSURANCE	819,791	925,637	873,783	1,014,227
10-16	L I D INSURANCE	26,450	26,539	24,817	24,888
10-17	WORKERS COMPENSATION	271,516	295,072	318,342	347,772
10-18	EDUCATIONAL ASSISTANCE	39,076	10,000	38,000	28,100
10-19	PENSION	920,950	944,655	920,000	852,082
10-20	OPEB	172,377	-	-	-
	PERSONNEL COSTS	9,400,676	9,027,166	9,401,277	9,756,628
	TOTAL	9,400,676	9,027,166	9,401,277	9,756,628

POLICE – EXTRA DUTY

110-1700-544

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	404,400	400,000	400,000	400,000
10-14	FICA TAXES	30,937	30,600	30,600	30,600
10-17	WORKERS COMPENSATION	19,694	18,916	18,916	18,916
	PERSONNEL COSTS	455,031	449,516	449,516	449,516
	TOTAL	455,031	449,516	449,516	449,516

POLICE – ADMINISTRATION

110-1700-541

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
20-21	FURNITURE/FIXTURES	123	-	-	-
20-22	OFFICE SUPPLIES	6,978	6,600	6,600	6,600
20-23	PRINTING AND DUPLICATING	12,452	15,000	15,000	15,000
20-24	PHOTOGRAPHIC	626	2,000	2,000	2,000
20-25	CUSTODIAL	4,353	4,120	4,120	4,120
20-26	PROGRAM EXPENSES/SUPPLIES	43,521	53,000	53,000	53,000
20-28	MEDICAL SUP & PHYSICALS	14,188	21,500	21,500	21,500
20-29	UNIFORMS/UNIFORM ALLOW	85,894	87,950	118,165	92,000
20-31	BOOKS	3,189	4,000	4,000	4,000
20-32	SECURITY/SAFETY MATERIALS	17,269	18,500	18,500	18,500
20-36	ANIMAL CARE EXPENSES	7,974	8,500	8,500	8,500
20-37	COMPUTER SOFTWARE	18,267	22,446	22,446	19,000
20-38	COMPUTER HARDWARE	7,900	63,400	63,400	73,200
20-46	CITY BLDG MAINT SUPPLIES	24,547	31,400	31,400	31,400
20-58	WATER/SEWER	5,824	2,100	2,100	2,100
	MATERIAL & SUPPLIES	253,105	340,516	370,731	350,920
30-21	TELEPHONE/FAX	54,635	55,000	55,000	55,000
30-22	POSTAGE	6	-	-	-
30-23	ELECTRICITY	103,630	100,500	100,500	100,500
30-24	HEATING OIL/GAS	16,141	17,000	17,000	17,000
30-25	ADVERTISEMENT	1,765	2,100	2,100	2,100
30-26	INSURANCE	-	2,500	2,500	2,500
30-27	SUBSCRIPTIONS AND DUES	5,475	4,440	4,440	4,440
30-28	TRAINING/CONF/FOOD/TRAVEL	14,966	14,050	14,050	19,450
30-29	CONSULTING FEES	7,229	9,700	9,700	9,700
30-31	CONTRACTUAL SERVICES	261,867	22,500	22,500	32,700
30-61	OFF EQUIP/REPAIRS & MAINT	35,776	84,360	84,360	60,965
30-62	GASOLINE	134,174	150,000	150,000	150,000
30-63	AUTO REPAIRS/MAINTENANCE	90,827	120,600	120,600	123,100
30-67	RADIO REPAIRS/MAINTENANCE	12,252	15,625	15,625	15,625
30-68	RADIO EQUIPMENT/LEASE	16,162	17,500	17,500	2,500
	ADMINISTRATIVE EXPENDITURES	754,905	615,875	615,875	595,580
40-21	OFFICE EQUIP - PURCHASE	-	10,000	10,000	-
40-22	AUTOMOBILES - PURCHASE	81,569	-	21,006	282,380
40-28	COMPUTER HARDWARE PURCH	-	53,500	53,500	-
40-42	LEASED EQUIP & VEHICLES	7,856	10,200	10,200	-
	CAPITAL OUTLAY	89,425	73,700	94,706	282,380
	TOTAL EXPENDITURES	12,799,720	12,262,686	12,851,788	13,190,269
	REVENUES				
	GENERAL FUND	12,710,295	12,188,986	12,757,082	12,907,889
	GOVERNMENTAL CAPITAL PROJECTS FUND	89,425	73,700	94,706	282,380
	PERSONNEL:				
	FULL-TIME EQUIVALENT	122.0	119.0	120.0	120.0

* Due to current economic conditions, total number of authorized law enforcement positions has been temporarily reduced to 91. Staffing levels will be restored upon improving economic conditions.

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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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Conducted the Revaluation/Equalization Program and the Sales/Market Ratio Study	Finalized the Revaluation/Equalization Program and the Sales/Market Ratio Study	Utilize Assessment Valuation obtained for the Revaluation Equalization Program

2. Percent and number of assessments changed within 30 days of building permit completion. Goal is to complete 100 percent per month.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	2500± assessments with 90 percent changed within 30 days of building permit completion	2500± assessments with 90 percent changed within 30 days of building permit completion	≥2500 assessments with ≥90 percent 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 ensures 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.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	90 percent of all requested addresses assigned	90 percent of all requested addresses assigned	≥90 percent of all requested addresses assigned

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	35 mapping changes; 100 percent processed on time	35 mapping changes; 100 percent processed on time	≥35 mapping changes; 100 percent processed on time

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

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	250 requests; 90 percent response rate	250 requests; 90 percent response rate	≥250 requests; ≥90 percent response rate

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **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.
 - a. Worked with the Senior City Administrator to accomplish this task and presented changes to Council for consideration in May 2009. This goal has been met.
 - 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. This task was completed in January 2009. This goal has been met.
2. **City-Wide Revaluation.** This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. This goal has been met.
3. **Annual Appeal Process Ordinance.** This objective is part of the administration program and advances the critical success factors for Employee Satisfaction and Effective Organization Communication. Update the Annual Appeal Process Ordinance and submit to Council for approval. This goal has been met.
4. **Changes to City Charter and City Code.** Based on the recommendations from the IAAO Audit Report conducted in June 2008, make the necessary changes to the City Charter and Code by January 2010. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. This goal has been met.
5. **Implementation of Third Party Software for GIS System.** The project creates a bridge between the CAMA software and the GIS system, allowing the exchange of data. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. Due to budgetary constraints this project has been placed on hold.

6. **Development Land-Split for Five Subdivisions.** There are several subdivisions in the City that need to split into individual lots per the recorded plat. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure: The development of the land-split is schedule to be completed after the revaluation process has been completed in August 2010. This goal is on schedule for completion.

7. **Oblique Software.** The project includes purchasing software that allows the viewing of images and enhanced tools for data collection from oblique aerial photos. Oblique photography is an aerial photograph that is taken at an angle. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. Due to budgetary constraints this project has been placed on hold.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Implement the Third Party Software for GIS System.** The project creates a bridge between the CAMA software and the GIS system, allowing the exchange of data. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure: Implementation is scheduled to be completed by June 2011.

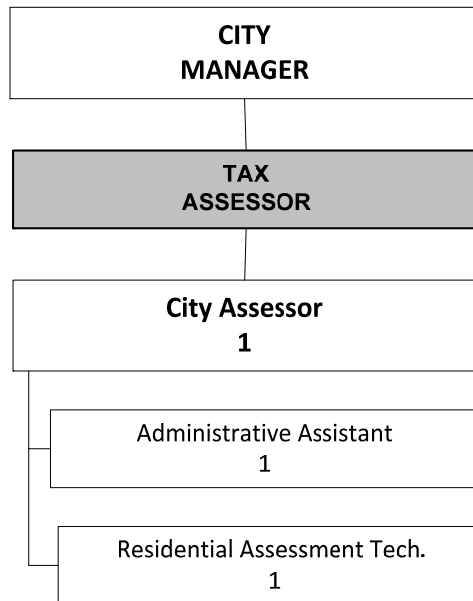
2. **Development of land-splits for Five Subdivisions.** There are several subdivisions in the City that need to split into individual lots per the recorded plat. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure: The development of the land-split is scheduled to be completed after the revaluation process has been completed in August 2010.

3. **Oblique Software.** The project includes purchasing software that allows the viewing of images and enhanced tools for data collection from oblique aerial photos. Oblique photography is an aerial photograph that is taken at an angle. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure: Purchase/installation of software is scheduled to be completed by June 2010.

**TAX ASSESSOR
ORGANIZATION CHART
FISCAL YEAR 2011**



TAX ASSESSOR

110-1300-513

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	114,176	114,594	116,144	125,548
10-12	OVERTIME	-	-	-	-
10-13	TEMPORARY HELP	5,043	5,736	5,736	11,649
10-14	FICA TAXES	9,010	9,131	9,259	10,244
10-15	HEALTH INSURANCE	20,846	23,334	15,863	18,158
10-16	L I D INSURANCE	906	918	942	950
10-17	WORKERS COMPENSATION	687	773	442	863
10-18	EDUCATIONAL ASSISTANCE	11,778	14,000	14,000	10,000
10-19	PENSION	13,997	14,517	14,015	6,764
10-20	OPEB	2,817	-	-	-
	PERSONNEL COSTS	179,260	183,003	176,401	184,176
20-21	FURNITURE/FIXTURES	-	-	-	-
20-22	OFFICE SUPPLIES	1,901	1,728	1,728	2,988
20-23	PRINTING AND DUPLICATING	540	510	510	510
20-31	BOOKS	229	460	460	460
20-37	COMPUTER SOFTWARE	7,845	-	-	50
20-38	COMPUTER HARDWARE	-	-	-	-
	MATERIALS & SUPPLIES	10,515	2,698	2,698	4,008
30-21	TELEPHONE/FAX	1,159	1,200	1,200	1,105
30-25	ADVERTISEMENT	478	500	500	500
30-27	SUBSCRIPTIONS AND DUES	1,153	1,200	1,200	1,200
30-28	TRAINING/CONF/FOOD/TRAVEL	470	1,000	1,000	-
30-31	CONTRACTUAL SERVICES	400,580	381,500	381,500	5,000
30-44	AGENCY BILLING-TEMP HELP	-	-	-	-
30-61	OFF EQUIP/REPAIRS & MAINT	-	165	165	-
30-62	GASOLINE	901	1,260	1,260	1,260
30-63	AUTO REPAIRS/MAINTENANCE	-	-	-	-
	ADMINISTRATIVE EXPENDITURES	404,741	386,825	386,825	9,065
	TOTAL EXPENDITURES	594,516	572,526	565,924	197,249
	REVENUES:				
	GENERAL FUND	594,516	572,526	565,924	197,249
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	4.0	3.0	3.0	3.0

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PLANNING AND COMMUNITY ENHANCEMENT SERVICES

DIVISIONAL VISION

The Division of Planning protects the quality of life and character within the City of Dover while balancing growth and economic development according to the City's adopted Comprehensive Plan, Zoning Ordinances, and Land Subdivision Regulations.

MAJOR PROGRAMS

STAFF SUPPORT FOR CITY COUNCIL/COMMISSIONS/BOARDS

Objective: The objective of this program is to provide support to advisory Boards/Commissions and City Council regarding land use and zoning issues to ensure compliance with adopted land use regulations.

	2008 Calendar Year Actual	2009 Calendar Year Actual	2010 Calendar Year Projected
Results	20 Board of Adjustment Applications; 59 Planning Commission Applications (not incl. rezoning & annexation); 11 Rezoning Applications; Three Annexation Applications.	15 Board of Adjustment Applications; 33 Planning Commission Applications (not incl. rezoning & annexation); Five Rezoning Applications; One Annexation Application	≥12 Board of Adjustment Applications; ≥35 Planning Commission Applications (not incl. rezoning & annexation); ≥Six Rezoning Applications; ≥Five Annexation Applications.

ZONING AND LAND USE ADMINISTRATION

Objective: The objective of this program is to ensure compliance with plans and ordinances by proactively providing accurate information to the general public, property owners, developers, and design professionals in a timely fashion.

Measure:

1. Provide written comments to applicants on plan reviews within 20 working days of receipt.

	2008-2009 Actual	2009-2010 Actual	2009-2010 Projected
Results	N/A	Measure being developed	Of at least 75 percent of all plan submission received for review within time frame.

2. Maintain a community satisfaction rating for Land Use and Zoning of 50 percent or better as documented in the annual citizen survey.

	2008-2009 Actual	2009-2010 Actual	2009-2010 Projected
Results	Annual Citizen Survey was not conducted.	Annual Citizen Survey was not conducted.	Due to budgetary constraints, the Annual Citizen Survey will not be conducted

PLAN REVIEW

Objective: The objective of this program is to review development plans, applications, and permits for consistency with the Zoning Ordinance, Land Subdivision Regulations, and the Comprehensive Plan.

Measure: Monitor the number of administrative plan reviews, the number of plan reviews requiring Commission or Board approval, and the number of sign permits issued.

	2008 Calendar Year Actual	2009 Calendar Year Actual	2010 Calendar Year Projected
Results	30 administrative plans reviewed; 90 plans required commission or board approval; 203 sign permits issued.	27 administrative plans reviewed; 58 plans required commission or board approval; 192 sign permits issued (Total of 282 signs)	≥30 administrative plan reviews; ≥60 plans that require commission or board approval; ≥200 sign permits issued

POLICY DEVELOPMENT

Objective: The objective of this program is to develop and implement City of Dover Ordinances and Administrative Policies to support the goals of the Comprehensive Plan and to meet the needs of the City of Dover in order to maintain a high quality of life for residents, businesses, and visitors.

Measure:

1. Monitor the number of ordinances created and adopted.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Five ordinances created & adopted	Five ordinances created & adopted; Three ordinances in development	≥Six ordinances created & adopted

Measure for 2009-2010:

2. Monitor the percentage of recommended implementation actions and projects completed as identified in 2008 Comprehensive Plan, Chapter 15 Implementation for the Immediate Actions (post adoption steps) and Short Term Implementation Actions (2009-2010).

New Measure for 2010-2011:

3. Monitor the percentage of recommended implementation actions and projects completed as identified in 2008 Comprehensive Plan as amended, Chapter 15 Implementation for the Short-Term Implementation Actions (2009-2010) and Intermediate Term Implementation Actions (2010-2013).

	2008-2009 Actual	2009-2010 Actual (YTD)	2010-2011 Projected
Results	Planning Commission forwarded the 2008 Comprehensive Plan to City Council on December 2, 2008. City Council adopted 2008 Comprehensive Plan on February 9, 2009.	Comprehensive Rezoning Project: zoning map revisions adopted by City Council on November 23, 2009. Total of 20 Short Term Implementation Actions: 3 complete, 8 in process, 9 with no action to date.	Continue to work on and initiate recommended other projects, studies, and code amendments listed in the Implementation Actions.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Complete a site development master plan for the Garrison Tract.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction & Effective Community Communication.

Measures: The Conceptual Subdivision Plan component of the site development master plan for the Garrison Oak Technical Park was submitted for review in December 2009. Due to weather conditions which cancelled the December meeting, the Planning Commission granted conditional approval to the Conceptual Subdivision Plan on January 19, 2010. A Site Plan for Lot 15 as the Dover Sun Park was granted conditional approval on February 16, 2010. The next step is the submission of the Preliminary Subdivision Plan for review. This goal has been met.

2. **Complete the Comprehensive Rezoning process in accordance with the Planning Office work plan.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction & Effective Community Communication.

Measures: Following a series of public workshops in the summer of 2009, the public hearing and review process occurred in the fall. The Planning Commission provided its recommendations following a public hearing on October 20, 2009. The City Council conducted a public hearing on November 2, 2010, and then took final action to approve a series of rezonings on November 23, 2009. In conjunction with the Comprehensive Rezoning, a series of Comprehensive Plan amendments were approved to the Land Development Plan including text in Chapter 12 and the associated Map 12-1. This goal has been met.

3. **Rewrite the environmental protections within the zoning ordinance.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factors of Customer Satisfaction & Effective Community Communication.

Measures: A working group that includes staff from DNREC, representatives from the environmental advocate community, and representatives from the real estate and development communities was developed. The first meeting was held January 27, 2010, and monthly meetings are continuing. The target date for presentation of a draft ordinance will be revised. Goal partially met.

4. **Draft an Affordable Housing Ordinance that will offer incentives for affordable home-ownership in new subdivisions.** This objective is a part of several programs and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: This goal was not met; and was superseded by other priorities.

5. **Prepare an update to the sign regulations.** This objective is a part of the Policy Development program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures: Staff completed the research and development of the draft ordinance with input gained for presentations to the sign business community and other interest groups. Following public hearing and review, the Planning Commission recommended adoption of the revised Supplementary Sign Regulations (Zoning Ordinance, Article 5, Section 4) on September 21, 2009. The Ordinance was approved by City Council on October 12, 2009. This goal has been met.

6. **Improve the annexation process within the City of Dover.** This objective is a part of the Zoning and Land Use program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: This goal was not met during reporting period as target dates are later in 2010.

7. **Streamline text amendments to allow for an additional extension of site plan approvals and to create a zoning review for change of use where new site disturbance is not proposed.** This objective is a part of the Zoning and Land Use program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: This goal was not met; and was superseded by other priorities..

8. **Complete at least four miscellaneous zoning text amendments, including a rewrite of the Board of Adjustment provisions to bring them into line with State statutes and case law.** This objective is a part of the Zoning and Land Use program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures: Goal exceeded as a series of five zoning text amendments were drafted and adopted. The adopted text amendments include: revisions to the off-street parking requirements and the addition of a bicycle parking requirement; revised signage regulations; revisions to uses and bulk standard of IPM-2; establishment of race weekend parking requirements; and revisions to C-2 off-street parking requirements. Several other zoning text amendments are in the development stage including the rewrite of the Board of Adjustment provisions and the establishment of an open space zone.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Rewrite the environmental protections within the zoning ordinance.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factors of Customer Satisfaction & Effective Community Communication.

Measures:

- a. Continue monthly working group meetings that include staff from DNREC, representatives from the environmental advocate community, representatives from the real estate and development communities to review environmental provisions.
- b. Conduct meetings and prepare a draft ordinance to present to the Parks, Recreation and Community Enhancement Committee by summer 2010 with the adoption review process to follow.

2. **Update the Historic District Design Standards and Guidelines.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factors of Improving Downtown and Surrounding Neighborhoods; and Customer Satisfaction & Effective Community Communication.

Measures:

- a. Continue discussions of necessary improvements to the existing Design Standards and Guidelines then seek technical assistance and public input on revised concepts by February 2011.
- b. Create new Design Standards and Guidelines document for review and adoption by summer 2011.

3. **Improve the annexation process within the City of Dover.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factors of Customer Satisfaction & Effective Community Communication; and Economic Development and Job Growth.

Measures:

- a. Draft a charter amendment to address annexation and submit to Legislative, Finance and Administration Committee for review by November 2010.
- b. Conduct meetings with City staff to develop incentives for annexation of Category One areas.

4. **Streamline text amendments to address process requirements in Zoning Ordinance,** Article 10 pertaining to site plans, conditional uses, and zoning amendments. Also amendments to allow for an additional extension of site plan approvals and to create a zoning review for change of use where new site disturbance is not proposed. This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measure: Draft and present a series of zoning text amendments to the Parks, Recreation and Community Enhancement Committee by December 2010 which address these process requirements.

5. **Complete at least four miscellaneous zoning text amendments.** Potential topics include a rewrite of the Board of Adjustment provisions to bring them into line with State statutes and case law; an update to the Agricultural Zone; and additional changes to the C-2 zone to improve redevelopment opportunities downtown. This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factors of Customer Satisfaction & Effective Community Communication; and Improve Downtown and Surrounding Neighborhoods.

Measure: Complete amendments to the Zoning Ordinance by June 2011.

6. **Develop a Bicycle Advisory Group.** This object is a part of the Zoning and Land Use Administration and Transportation Planning, which advances the critical success factors to Improve Downtown and Surrounding Neighborhood; and Citywide Safety.

Measures:

- a. Continue participation in the Dover/Kent County MPO Bicycle Study.
- b. Convene a working group of transportation planners, citizens, and other interest groups in fall 2010 to discuss bicycle and pedestrian networks and planning for improvements.

7. **Involvement in the NPDES Permit for Stormwater.** This objective is a part of the Zoning and Land Use Administration and Public Works Infrastructure Management, which advances the critical success factor of Customer Satisfaction & Effective Community Communication; Improve Downtown and Surrounding Neighborhoods; and Citywide Safety.

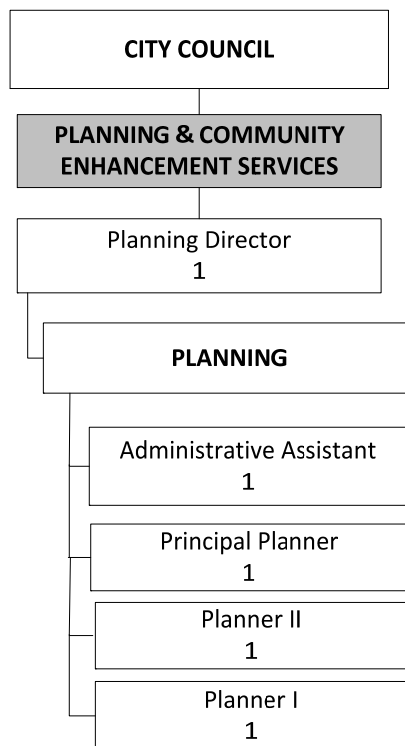
Measure:

- a. Develop an ordinance to encourage the use of green technologies for stormwater management in new development by December 2010.

8. **Draft an Affordable Housing Ordinance that will offer incentives for affordable home-ownership in new subdivisions.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factors of Customer Satisfaction & Effective Community Communication.

Measure: Present draft ordinance to the Parks, Recreation and Community Enhancement Committee by 2011.

PLANNING ORGANIZATIONAL CHART FISCAL YEAR 2011



PLANNING

110-1600-533

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	271,062	266,010	268,082	290,615
10-12	OVERTIME	2,720	3,606	3,606	3,606
10-13	TEMPORARY HELP	23,409	19,171	14,000	18,956
10-14	FICA TAXES	21,978	21,504	21,511	23,131
10-15	HEALTH INSURANCE	34,271	37,076	38,337	43,901
10-16	L I D INSURANCE	1,697	1,684	1,711	1,725
10-17	WORKERS COMPENSATION	1,532	1,804	1,669	1,937
10-19	PENSION	25,412	26,930	25,400	16,292
10-20	OPEB	6,762	-	-	-
	PERSONNEL COSTS	388,843	377,785	374,316	400,163
20-21	FURNITURE/FIXTURES	990	1,100	1,100	100
20-22	OFFICE SUPPLIES	1,335	1,500	1,500	1,500
20-23	PRINTING AND DUPLICATING	3,005	5,000	5,000	5,000
20-31	BOOKS	818	900	900	900
20-37	COMPUTER SOFTWARE	-	170	170	-
20-38	COMPUTER HARDWARE	-	11,200	8,729	3,750
	MATERIALS & SUPPLIES	6,148	19,870	17,399	11,250
30-21	TELEPHONE/FAX	1,368	1,300	1,300	1,400
30-25	ADVERTISEMENT	2,004	2,200	2,200	2,200
30-27	SUBSCRIPTIONS AND DUES	2,253	2,680	2,680	2,680
30-28	TRAINING/CONF/FOOD/TRAVEL	5,668	3,000	3,000	3,000
30-29	CONSULTING FEES	9,650	2,500	-	2,500
	ADMINISTRATIVE EXPENDITURES	20,943	11,680	9,180	11,780
	TOTAL EXPENDITURES	415,934	409,335	400,895	423,193
	REVENUES:				
	GENERAL FUND	415,934	409,335	400,895	423,193
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	6.0	5.0	5.0	5.0

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CODE ENFORCEMENT

DIVISIONAL VISION

The Code Enforcement Division is responsible for enforcement of City codes, including property maintenance, zoning, and other requirements of the Dover Code of Ordinances to promote the health, safety, and welfare of the City and its neighborhoods while maintaining a standard for a suitable environment for residents to live, visit, work, and conduct business.

MAJOR PROGRAM S

PROACTIVE INSPECTION PROGRAM

Objective: The objective of this program is to proactively seek out and address code violations within the City before they become a source of complaint.

Measures:

1. Monitor the number of pick-up (initiated by Departmental staff) cases versus the number of complaints received by the department.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	3,676 pick ups 1,026 complaints	2,700 pick ups 956 complaints*	≥3,500 pick ups ≥1,000 complaints

*Number of cases is lower due to military deployments

2. Monitor the number and percentage of cases brought into voluntary compliance within 30 days of case initiation.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Measure under development – working with IT staff to extract information from HTE	81 percent of cases brought into voluntary compliance within 30 days of case initiation	≥50 percent of cases brought into voluntary compliance within 30 days of case initiation

3. Number of vacant building inspections.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	15 Vacant Building Inspections	12 Vacant Building Inspections	≥15 Vacant Building Inspections

4. Attend community association meetings.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Seven community association meetings attended	15 community association meetings attended	≥12 community association meetings attended

5. Continue to perform Annual Housing Inspections on residential rental properties in the City.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	800 Annual Housing Inspection cases opened	773 Annual Housing Inspection cases opened	≥750 Annual Housing Inspection cases opened

6. Maintain a community satisfaction rating for Dover's overall appearance of 60 percent or more in the annual Citizen Survey

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizen Survey was not conducted	Annual Citizen Survey was not conducted	Due to budgetary constraints, the Annual Citizen Survey will not be conducted

7. Reduce the percentage of residents who saw run-down buildings, weed lots, or junk vehicles as a major problem in the Annual Citizen Survey to less than 14 percent.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizen Survey was not conducted	Annual Citizen Survey was not conducted	Due to budgetary constraints, the Annual Citizen Survey will not be conducted

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Code Enforcement Customer Relations Improvements.** Develop a program to improve and promote a positive image of code enforcement within the City through education, public workshops, and community awards. This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. Due to budgetary constraints, this goal has not been completed.

Measures:

- Purchase Laptop computer for Power Point presentations. This can be used for Community Association meetings and also to hold classes at the Dover Police public assembly room.
- Purchase supplies and equipment to operate a public education and awareness booth. Some items needed, will be tables, fliers and giveaways. Giveaways could include magnets for refrigerators, miniature footballs, yard sticks/rulers, notepads, key chains, and other such items.
- Develop program to reward homeowners, tenants, businesses, and such for the most improved/outstanding properties in relation to the maintenance, appearance, or improvement of the property. Inspectors would pick locations within their districts, and the awards will be presented annually or semi-annually at a City Council meeting.

2. **Complete at least 30 vacant building inspections.** This objective is a part of the Proactive Inspection program and advances the critical success factors of Customer Satisfaction and Effective Community Communication. .

Measure: Ensure inspections of vacant buildings are completed by May 30, 2010. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Track and monitor the progress of collections for unpaid enforcement fines and vacant building fees.** This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

Measure: Track and monitor the progress of collections for unpaid enforcement fines and vacant building fees

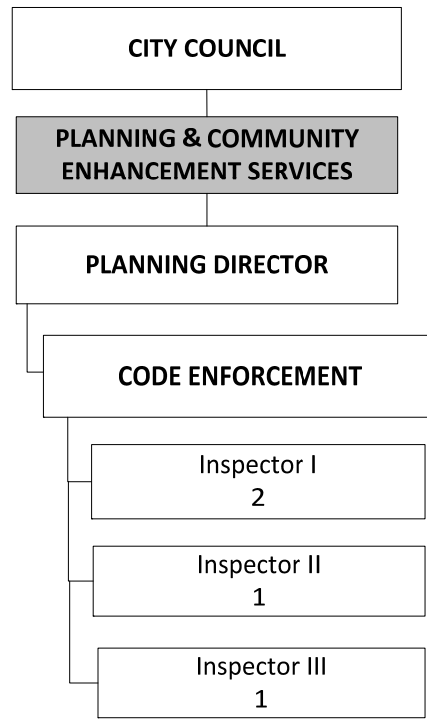
2. **Implement the problem rental dwelling procedure.** This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

Measure: Begin tracking the number of properties that have their rental licenses suspended by June 2011.

3. **Publish a list of dangerous buildings and activities.** This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

Measure: Implement program to allow the public access to a list of dangerous buildings located within the City. List will include information on what priority level the building is categorized, what state the dangerous building process is in, and what are the next steps for demolition, repair or removal. Complete and publish list by June 2011.

**CODE ENFORCEMENT
ORGANIZATIONAL CHART
FISCAL YEAR 2011**



CODE ENFORCEMENT

110-1600-532

		2008-2009	2009-2010	2009-2010	2010-2011
ACCT	DESCRIPTION	ACTUAL	BUDGET	REVISED	TOTAL
10-11	SALARIES	190,933	210,700	199,816	169,682
10-12	OVERTIME	1,106	4,702	4,702	3,000
10-13	TEMPORARY HELP	1,215	-	-	-
10-14	FICA TAXES	13,838	16,174	15,264	12,549
10-15	HEALTH INSURANCE	41,135	51,487	50,547	50,377
10-16	L I D INSURANCE	1,054	1,150	1,235	1,016
10-17	WORKERS COMPENSATION	1,635	2,200	2,080	1,717
10-18	EDUCATIONAL ASSISTANCE	1,563	6,000	6,000	3,500
10-19	PENSION	50,317	63,509	57,250	7,270
10-20	OPEB	3,804	-	-	-
	PERSONNEL COSTS	306,600	355,922	336,894	249,111
20-21	FURNITURE/FIXTURES	60	-	-	-
20-22	OFFICE SUPPLIES	966	1,400	1,400	1,300
20-23	PRINTING AND DUPLICATING	2,132	1,900	1,900	2,200
20-24	PHOTOGRAPHIC	190	200	200	200
20-26	PROGRAM EXPENSES/SUPPLIES	6,126	8,000	8,000	8,000
20-28	MEDICAL SUP & PHYSICALS	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	1,475	1,500	1,500	1,500
20-31	BOOKS	273	500	500	300
20-32	SECURITY/SAFETY MATERIALS	1,239	625	625	625
20-33	SMALL TOOLS	104	100	100	100
20-37	COMPUTER SOFTWARE	40	-	-	300
20-38	COMPUTER HARDWARE	-	-	-	4,800
	MATERIALS & SUPPLIES	12,605	14,225	14,225	19,325
30-21	TELEPHONE/FAX	1,560	2,400	2,400	2,400
30-27	SUBSCRIPTIONS AND DUES	30	45	45	145
30-28	TRAINING/CONF/FOOD/TRAVEL	561	500	500	500
30-62	GASOLINE	4,246	4,700	4,700	4,700
30-63	AUTO REPAIRS/MAINTENANCE	1,765	200	200	200
30-67	RADIO REPAIRS/MAINTENANCE	-	100	100	100
	ADMINISTRATIVE EXPENDITURES	8,162	7,945	7,945	8,045
	TOTAL EXPENDITURES	327,367	378,092	359,064	276,481
	REVENUES:				
	GENERAL FUND	327,367	378,092	359,064	276,481
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	5.0	4.0	4.0

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COMMUNITY DEVELOPMENT

DIVISIONAL VISION

Community Development provides funds and assists eligible residents by making decent, safe, and affordable housing available and providing appropriate support services to low/moderate income persons.

MAJOR PROGRAMS

COMMUNITY DEVELOPMENT REHABILITATION PROGRAM

Objective: The objective of this program is to provide low/moderate income persons a better way of life by improving living conditions.

Measure: Monitor the number of homes brought up to code for the program year. Homes are allotted up to \$15,000 each for rehabilitation.

	2008-2009 Actual	2009-2010 Actual	2009-2010 Projected
Results	Twelve homes improved, \$106,595 spent	Three homes improved, \$38,623 spent	≥Three homes improved ≥\$40,000 spent

HOMEOWNERSHIP INITIATIVES PROGRAM

Objective: The objective of this program is to expand homeownership assistance to low/moderate income persons.

Measure: Monitor the number of families assisted with settlement assistance funding. Each family is allotted up to \$10,000 for settlement assistance.

	2008-2009 Actual	2009-2010 Actual	2009-2010 Projected
Results	Five families assisted, \$50,000 spent	Three families assisted, \$30,000 spent	≤Four families assisted ≥\$35,000 spent

SUB-RECIPIENT PROGRAM

Objective: The objective of this program is to monitor the spending of grant monies allocated to sub-recipients to ensure compliance with the grant requirements.

Measure: Monitor the number of sub-recipients in compliance with grant requirements.

	2008-2009 Actual	2009-2010 Actual	2009-2010 Projected
Results	Five (100 percent) in compliance	Three (100 percent) in compliance	≥Five (100 percent) in compliance

ACTION PLAN/TIMELINESS STANDARD

Objective: The objective of the action plan is to focus on developing and sustaining viable communities and addressing the needs of low and moderate income persons as well as expending CDBG funds in a timely manner.

Measure: For the HUD timeliness requirement, a community may have no more than 1.5 times their most recent annual grant remaining in the line of credit 60-days prior to the end of the program year.

	2008-2009 Actual	2009-2010 Actual	2009-2010 Projected
Results	1.0 times the most recent annual grant remaining	1.4 times the most recent annual grant remaining	≥1.2 times the most recent annual grant remaining

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Complete implementation of the Neighborhood Preservation Program.** This objective is a part of the Community Redevelopment Rehabilitation program and advances the critical success factor of Improving Downtown and Surrounding Neighborhoods.

Measure: The program was implemented with several partners. The program has purchased eight Neighborhood Stabilization Homes that will be resold as affordable housing to qualified families. This goal has been partially met.

2. **Compliance with all HUD requirements associated with grant funding.** This objective is a part all of the programs for this division and advances the critical success factors of Customer Satisfaction and Effective Community Communication. As a federal funding source, it is important that CDBG funds be administered in a way that complies with all requirements of the Department of Housing and Urban Development. For Fiscal Year 2008-2009, the program met the timeliness standard at 1.00 well in compliance of the 1.50 HUD standards for remaining funding in the line of credit.

Measure: The City's CDBG program received a favorable review by HUD during its Annual Community Assessment on December 10, 2009. A HUD audit of the program was not conducted; Staff is expected to be monitored in Fiscal Year 2011. This goal has been partially met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Compliance with all HUD requirements associated with grant funding.** As a federal funding source, it is important that CDBG funds be administered in a way that complies with all requirements of the Department of Housing and Urban Development. This objective is a part of all the programs for this division and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures:

- a. Comply with the timeliness standard for expending CDBG Funds.
- b. Continue to achieve a favorable review in the Annual Community Assessment performed by HUD.
- c. Successfully complete the HUD audit with no negative findings.

2. **Complete implementation of the Neighborhood Preservation Program.** This objective is a part of several major programs and advances the critical success factors of Improving Downtown and Surrounding Neighborhoods.

Measure: To successfully sell the eight homes purchased through the Neighborhood Stabilization Program to provide affordable housing to low to moderate income persons.

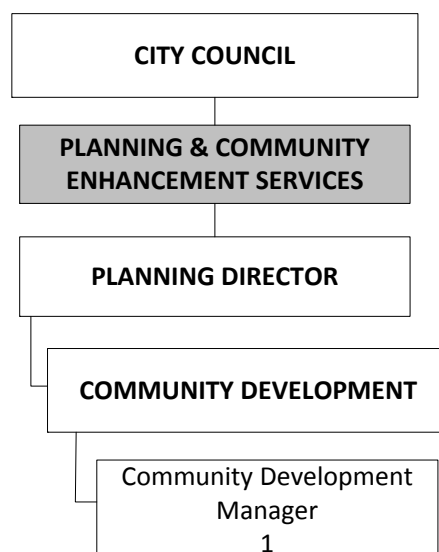
3. **Complete a Fair Housing Plan.** The City will work in cooperation with the State and County to develop a Fair Housing Plan. This objective is a part of several major programs and advances the critical success factors of Customer Satisfaction & Effective Community Communication; Improve Downtown and Surrounding Neighborhoods; and Economic Development and Job Growth.

Measure: To successfully complete a Fair Housing Plan in conjunction with the State and County that will assist in eliminating barriers to affordable housing.

4. **Implementation of the 2010 Consolidated Plan.** The 2010 Consolidated Plan establishes a series of goals and objectives to be carried out with the use of Community Development Block Grant funding and other program initiatives. This objective is a part of several major programs and advances the critical successful factors of Customer Satisfaction & Effective Community Communication; Improve Downtown and Surrounding Neighborhoods; Economic Development and Job Growth; and Citywide Safety.

Measure: Focus on meeting the goals and objectives identified in the Plan in order to provide decent safe and affordable housing in Dover. This will be accomplished through the implementation of programs and sub-grant projects.

COMMUNITY DEVELOPMENT ORGANIZATIONAL CHART FISCAL YEAR 2011



COMMUNITY DEVELOPMENT

715-9900-596

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	50,670	49,988	40,369	53,698
10-13	TEMPORARY HELP	-	-	4,000	6,000
10-14	FICA TAXES	3,817	3,788	3,014	4,536
10-15	HEALTH INSURANCE	6,176	6,888	6,551	7,575
10-16	LI D INSURANCE	365	368	350	377
10-17	WORKERS COMPENSATION	269	265	214	345
10-19	PENSION	3,040	3,113	2,423	3,222
10-20	OPEB	1,262	-	-	-
	PERSONNEL COSTS	65,599	64,410	56,921	75,753
20-22	OFFICE SUPPLIES	307	310	310	310
20-23	PRINTING AND DUPLICATING	267	300	300	300
	MATERIALS & SUPPLIES	574	610	610	610
30-21	TELEPHONE/FAX	263	250	250	250
30-25	ADVERTISEMENT	537	468	468	468
30-27	SUBSCRIPTIONS AND DUES	360	360	360	360
30-28	TRAINING/CONF/FOOD/TRAVEL	2,644	1,500	1,500	1,500
	ADMINISTRATIVE EXPENDITURES	3,804	2,578	2,578	2,578
70-42	CLOSING COST/DWNPYMT PROG	-	30,000	154	40,000
70-43	CONNECTIONS COMM SUPPORT	-	-	-	12,000
70-44	DOVER INTERFAITH MINISTRY	-	-	-	-
70-45	COMMUNITY REHAB ASSISTANCE	-	60,000	56,196	48,000
70-52	COMM REVITALIZATION INFAS	-	-	-	63,434
70-58	DOVER COMMUNITY POLICING (DCP)	-	-	-	-
70-59	FIRST STATE RES CONSV & DEV	-	35,000	35,000	32,000
70-60	GEM PROP 217-219 W. REED ST	-	6,956	6,956	-
70-61	MURPHY SCHOOL	-	50,483	50,483	-
70-62	DOWNTOWN DOVER PARTNERSHIP	-	42,000	14,652	-
70-63	HABITAT FOR HUMANITY	-	-	-	32,000
	CAPITAL OUTLAY	-	224,439	163,441	227,434
	TOTAL EXPENDITURES	69,977	292,037	223,550	306,375
	REVENUES:				
	GENERAL FUND	69,977	292,037	223,550	306,375
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0

PUBLIC SERVICES

**CONTAINS THE FOLLOWING
SUBSECTIONS:**

LIFE SAFETY

INSPECTIONS AND PERMITTING

ECONOMIC DEVELOPMENT

GROUNDS

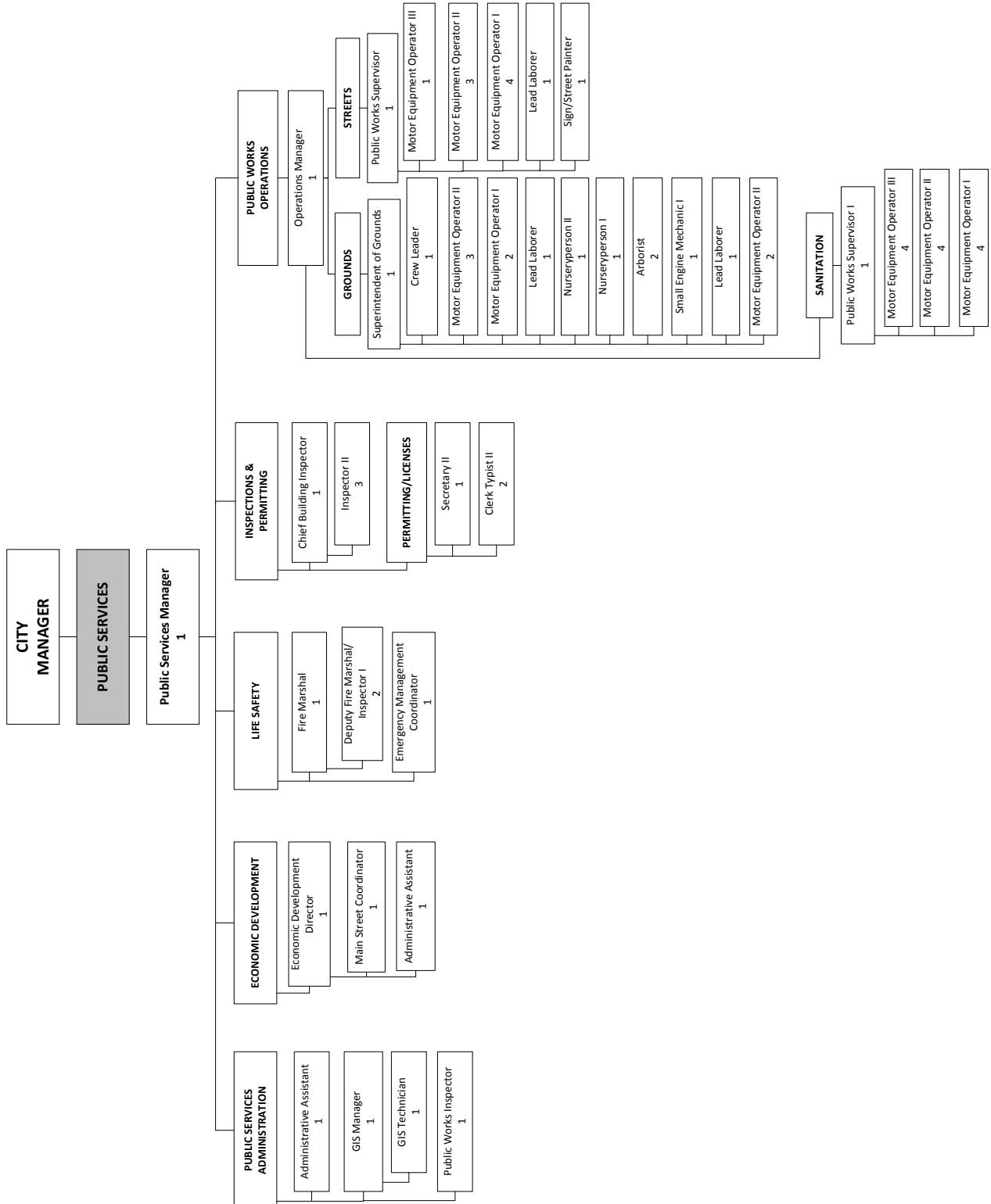
STREETS

SANITATION

ADMINISTRATION

PUBLIC SERVICES

ORGANIZATION CHART FISCAL YEAR 2011



LIFE SAFETY

DIVISIONAL VISION

Within the Department of Public Services, the Office of the Fire Marshal fosters a fire safe environment for all citizens and visitors of Dover through plan review, inspections, educational programs, and fire investigations.

MAJOR PROGRAMS

FIRE INSPECTIONS PROGRAM

Objective: The objective of this program is to ensure that new and existing buildings comply with Fire and Life Safety Codes adopted in the City of Dover.

Measures:

1. The number of inspections performed for existing buildings.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	2,550 inspections performed	2,080 inspections performed	≥3,000 inspections performed

2. The number of violations reported for those existing buildings that were inspected.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	1,150 violations reported	900 violations reported	≥1,500 violations reported

3. The number of fires in which the fixed fire protection systems deployed.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Ten fire systems deployed	Nine fire systems deployed	≥Eight fire systems deployed

FIRE SAFETY EDUCATION

Objective: The objective of this program is to educate adult citizens in the area of fire safety and prevention.

Measures:

1. Monitor the number of attendees for fire safety/prevention classes per year with a target of six classes per year.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	1,000 – 1,200 attendees, est.; Eight classes presented	1,500 attendees, Ten classes presented	≥1,500 attendees, ≥Six classes presented

Note: The Fire Marshal focuses on adult education, and the Fire Department focuses on youth education.

2. Conduct two fire safety outreach shows per year to promote fire safety for the citizens of Dover.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	No data available	5,100 people contacted, Two fire safety outreach shows conducted	≥5,100 people contacted, ≥Two fire safety outreach shows conducted

PLAN REVIEW PROGRAM

Objective: The objective of the Plan Review Program is to ensure that fixed fire protection systems being installed meet the adopted fire codes for the City of Dover as well as State of Delaware regulations.

Measure: Monitor the number of plan reviews completed per year.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	109 plan reviews	93 plan reviews	Complete ≥180 plan reviews

FIRE INVESTIGATIONS PROGRAM

Objective: The objective of the Fire Investigations Program is to determine the cause and origin of fires.

Measures:

1. The number of fires investigated.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	56 fires investigated	63 fires investigated	≥75 fires investigated

Note: All fires investigated involve over \$2,000 worth of damage; those under that dollar amount are not investigated.

2. The number of fires investigated that are suspicious in origin.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Ten fires investigated	Nine fires investigated	≥Seven fires investigated

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Complete revisions and rewrite the City's All Hazard/Emergency Operations Plan.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. A rewrite of the plan has been completed and reviewed by DEMA and City staff. The newly revised plan has been printed, and distribution is pending. Annual training was conducted. Scenario based actions plans are prepared for a number of scenarios. This goal has been completed.

Measures:

- a. Increase and expand staff readiness for emergency response and recovery operations. This measure has been completed.
- b. Expand and continue training by conducting an annual post emergency response scenario for all department staff by June 30, 2010. This measure has been completed.
- c. Prepare scenario based action plans. This measure has been completed.

- 2. **Seek all available grants funds to purchase an email based Public Alert System.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. This goal is partially complete.

Measure:

Seek the appropriate grant funds, prepare and submit information regarding the email based Public Alert System to the City Manager by June 2010. A grant application was submitted; however, funding is not currently available. Staff is now working with the Police Department to access some previously unavailable funds to possibly purchase this equipment.

- 3. **Develop conceptual plan for obtaining the powers of law enforcement for the Fire Marshals.** This objective is a part of all of the Life Safety programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. This goal is partially complete.

Measure:

Ensure basic structure in place by June 2010. An exploratory meeting was conducted with the Police Chief and Major to discuss basic outline of the proposal. This will require additional research and development on the Public Services Staff.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

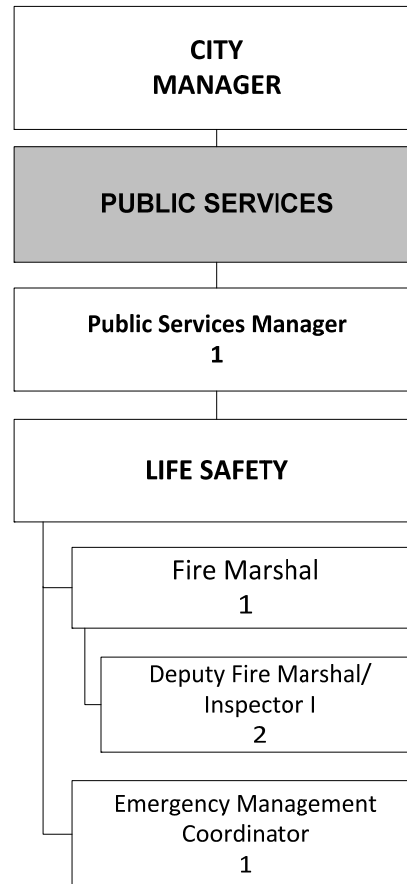
- 1. **Complete revisions to the City's Snow Emergency Plan.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

Measures:

- a. Develop a specific section for deep snow operations.
- b. Incorporate lessons learned from recent debriefings of City staff with respect to these events.
- c. Present revisions to City Council by December 1, 2010.

- 2. **Develop "full scale" exercise scenario for the failure of the Silver Lake Dam.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

**LIFE SAFETY
ORGANIZATION CHART
FISCAL YEAR 2011**



LIFE SAFETY

110-1600-531

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	188,984	184,944	190,031	199,292
10-12	OVERTIME	9,017	13,000	13,000	10,000
10-14	FICA TAXES	15,120	15,195	15,503	15,788
10-15	HEALTH INSURANCE	16,255	20,636	19,819	22,687
10-16	LI D INSURANCE	925	1,034	1,062	1,072
10-17	WORKERS COMPENSATION	1,474	1,771	1,889	1,805
10-19	PENSION	23,069	24,043	22,750	10,705
10-20	OPEB	4,850	-	-	-
	PERSONNEL COSTS	259,694	260,623	264,054	261,349
20-22	OFFICE SUPPLIES	1,048	1,000	1,000	1,000
20-23	PRINTING AND DUPLICATING	797	1,000	1,000	1,000
20-24	PHOTOGRAPHIC	276	400	400	100
20-26	PROGRAM EXPENSES/SUPPLIES	9,621	500	500	500
20-29	UNIFORMS/UNIFORM ALLOW	1,548	900	900	900
20-31	BOOKS	-	500	500	500
20-32	SECURITY/SAFETY MATERIALS	1,863	15,400	15,400	15,400
20-33	SMALL TOOLS	85	200	200	200
20-37	COMPUTER SOFTWARE	43	-	-	-
20-38	COMPUTER HARDWARE	-	5,600	5,600	2,400
	MATERIALS & SUPPLIES	15,281	25,500	25,500	22,000
30-21	TELEPHONE/FAX	2,151	3,526	3,526	3,526
30-27	SUBSCRIPTIONS AND DUES	981	1,280	1,280	1,000
30-28	TRAINING/CONF/FOOD/TRAVEL	292	2,000	2,000	2,000
30-31	CONTRACTUAL SERVICES	-	122,500	205,360	205,360
30-62	GASOLINE	5,460	5,000	5,000	5,000
30-63	AUTO REPAIRS/MAINTENANCE	881	1,400	1,400	1,400
30-67	RADIO REPAIRS/MAINTENANCE	1,270	200	200	200
	ADMINISTRATIVE EXPENDITURES	11,035	135,906	218,766	218,486
40-26	RADIO-PURCHASE	4,042	-	-	-
	CAPITAL OUTLAY	4,042	-	-	-
	TOTAL EXPENDITURES	290,052	422,029	508,320	501,835
	REVENUES:				
	GENERAL FUND	286,010	422,029	508,320	501,835
	GOVERNMENTAL CAPITAL PROJECTS FUND	4,042	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0

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INSPECTIONS AND PERMITTING

DIVISIONAL VISION

Within the Department of Public Services, the Division of Inspections and Permitting protect the existing and future public health, safety, and welfare of the City through effective implementation and enforcement of the International Building Code and other related codes.

PERMITTING & LICENSING ADMINISTRATION

Objective: The purpose of this program is to receive and process permits, licenses, and miscellaneous fees in accordance with Dover Code and in a timely and satisfactory manner.

Measures:

1. Maintain the median time between intake and approval for permit reviews.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Accessory = 75% in 24 hrs New Residential = 70% in 48 hrs New Commercial = 70% in five days for those with all other approvals. (Estimate)	Accessory = 80% in 24 hrs New Residential = 80% in 48 hrs New Commercial = 80% in five days for those with all other approvals.	Accessory = $\geq 82\%$ in 24 hrs New Residential = $\geq 82\%$ in 48 hrs New Commercial = $\geq 82\%$ in five days for those with all other approvals.

2. To increase the number of business license renewals received by the 30th of September, with a target of 98% collected.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	6,900 of 7,100 business license renewals received = 97% collected	3,496 of 3,594 business license renewals received = 97% collected	$\geq 3,528$ of 3,600 business license renewals received = $\geq 98\%$ collected

3. To increase the number of rental licenses and public occupancy license renewals received by the 31st of March, with a target of 98% collected.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	3,000 of 3,100 renewals received = 97% collected	3,000 of 3,100 renewals received = 97% collected	$\geq 4,143$ of 4,228 renewals received = 98% collected

BUILDING CONSTRUCTION & INFRASTRUCTURE INSPECTIONS PROGRAM

Objective: The objective of this program is to provide building permit and infrastructure related inspection services to citizens; to ensure the construction of safe, code compliant buildings and properties within the City of Dover.

Measures:

1. Track the number of building/plumbing/mechanical inspections and the number of permits issued.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	7,786 inspections 2,443 permits issued	8,236 inspections 2,270 permits issued	≥8,300 inspections ≥2,300 permits issued

2. Track the number of building inspections, re-inspections, and second re-inspections performed in relation to the number of required inspections.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	7,000 – first inspections 780 – re-inspections 100 – second re-inspections	7,000 – first inspections 780 – re-inspections 100 – second re-inspections	≥7,000 – first inspections ≥780 – re-inspections ≥100 – second re-inspections

Note: Required inspections = First Inspections. All permit totals are driven by construction activity.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Implement operational improvements to the licensing and permitting processes.** This objective is a part of the Licensing and Permitting Administration program, and advances the critical success factors of Employee Satisfaction and Effective Organization Communication. A number of operational procedures have been developed and implemented. Formal Customer Service training by an outside trainer was deferred due to budget constraints. In-house training and evaluation is ongoing. This goal has been partially completed.

Measures:

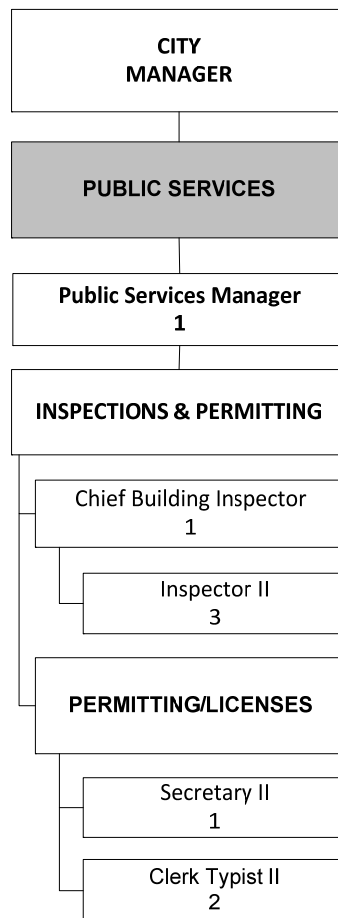
- a. Develop a procedure for sequencing approvals to prevent delays by December 2009. This measure has not been completed.
- b. Ensure all staff receives Customer Service Training by December 2009. This measure has been completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Schedule no less than four training sessions during the fiscal year regarding the new 2009 IBC codes recently adopted by the City of Dover.** This objective is a part of the Licensing and Permitting Administration program, and advances the critical success factors of Employee Satisfaction and Effective Organization Communication.

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

INSPECTIONS AND PERMITTING ORGANIZATION CHART FISCAL YEAR 2011



INSPECTIONS AND PERMITTING

110-1600-534

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	259,744	273,363	276,302	294,736
10-12	OVERTIME	16	2,500	2,500	1,500
10-13	TEMPORARY HELP	40,655	20,000	7,868	-
10-14	FICA TAXES	22,751	20,962	21,771	22,270
10-15	HEALTH INSURANCE	49,996	56,794	60,879	72,092
10-16	L I D INSURANCE	1,633	1,647	1,669	1,682
10-17	WORKERS COMPENSATION	2,056	2,367	2,429	2,494
10-19	PENSION	49,206	56,830	53,100	14,380
10-20	OPEB	6,473	-	-	-
	PERSONNEL COSTS	432,530	434,463	426,518	409,154
20-21	FURNITURE/FIXTURES	386	-	-	-
20-22	OFFICE SUPPLIES	2,797	2,975	2,975	2,975
20-23	PRINTING AND DUPLICATING	4,028	4,000	4,000	4,000
20-24	PHOTOGRAPHIC	25	25	25	25
20-29	UNIFORMS/UNIFORM ALLOW	923	1,400	1,400	1,400
20-31	BOOKS	821	1,000	1,000	1,000
20-32	SECURITY/SAFETY MATERIALS	539	500	500	500
20-33	SMALL TOOLS	57	125	125	125
20-38	COMPUTER HARDWARE	-	2,800	2,800	5,600
	MATERIALS & SUPPLIES	9,576	12,825	12,825	15,625
30-21	TELEPHONE/FAX	4,707	4,400	4,400	4,400
30-27	SUBSCRIPTIONS AND DUES	280	700	700	700
30-28	TRAINING/CONF/FOOD/TRAVEL	834	2,300	2,300	2,300
30-33	DEMOLITION EXPENSES	37,937	50,000	50,000	50,000
30-61	OFF EQUIP/REPAIRS & MAINT	7,290	4,668	4,668	4,668
30-62	GASOLINE	4,947	5,500	5,500	5,500
30-63	AUTO REPAIRS/MAINTENANCE	-	200	200	200
30-67	RADIO REPAIRS/MAINTENANCE	2,007	2,260	2,260	2,260
	ADMINISTRATIVE EXPENDITURES	58,002	70,028	70,028	70,028
	TOTAL EXPENDITURES	500,108	517,316	509,371	494,807
	REVENUES:				
	GENERAL FUND	500,108	517,316	509,371	494,807
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	7.0	7.0	7.0	7.0

ECONOMIC DEVELOPMENT

DIVISIONAL VISION

Within the Department of Public Services, the Economic Development division has been charged to improve the quality of life in Dover by attracting and retaining quality jobs, supporting a vibrant town center, and creating an atmosphere that encourages and fosters business growth.

MAJOR PROGRAMS

DOWNTOWN DOVER PARTNERSHIP (DDP)

Objective: Provide administrative and other staff support to the Downtown Dover Partnership so that the organization can foster grass roots driven downtown redevelopment.

Measures:

1. Number of events where DDP is either the lead organizer or partner in event.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Eight events held in Downtown where DDP is either the lead organizer or partner.	13 events (one cancellation) held in Downtown where DDP is either the lead organizer or partner.	≥Ten events held in Downtown where DDP is either the lead organizer or partner.

2. Set and reach an annual fundraising goal for the DDP.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Measure under development	Raised ≥\$10,000 for DDP activities currently in development.	Raise ≥\$25,000 for DDP activities

3. Monitor downtown merchant and business owner satisfaction.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Measure under development	Survey developed and completed in April 2010 with above average ratings.	Increase survey response rate and maintain above average rating

DOWNTOWN DOVER BUSINESS GROWTH

Objective: Promote Downtown Dover as a location for new businesses, and provide support to existing businesses to ensure they survive.

Measures:

1. Monitor number of businesses opened in the Downtown Target Area.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Five new businesses open in Downtown Target Area; Three net new businesses open in Downtown Target Area	Five new businesses opened with a net of three new businesses open in Downtown Target Area	≥Six new businesses open in Downtown Target Area ≥Four net new businesses open in Downtown Target Area

2. Work with property owners and entrepreneurs to fill vacant commercial spaces on Loockerman Street with viable businesses.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Six vacant commercial tenant spaces filled	Four vacant commercial tenant spaces filled	≥Four vacant commercial tenant spaces filled

CITY-WIDE ECONOMIC DEVELOPMENT

Objective: Promote Dover as a location for business growth.

Measures:

1. Maintain an unemployment rate for the City of Dover that is lower than national and state averages.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	9.4% - U.S. Rate 8.2% - DE Rate 9.5% - City of Dover Rate in July 2009	8.8% unemployment rate in July 2010	<10% unemployment rate in July 2011

2. Monitor number of contacts with small businesses and with out-of-town companies interested in locating in Dover.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Ten contacts with potential small businesses; Nine contacts with out-of-town companies interested in locating in Dover.	Ten contacts YTD with potential small businesses; Seven contacts YTD with out-of-town companies interested in locating in Dover.	≥20 contacts with potential small businesses; ≥Ten contacts with out-of-town companies interested in locating in Dover

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Select an engineering firm and complete a site development master plan for the Garrison tract.** This objective is a part of the Citywide Economic Development program and advances the critical success factors of Economic Development and Job Growth. This goal has been completed.

Measure: Develop an overall marketing plan for this site and attract at least one serious prospect by December 31, 2009. Becker Morgan was selected as the engineering firm and the site development plan has been completed. A lease has been signed with MacQuarrie Cook Power, Inc.

2. **Promote Citywide economic development initiatives.** This objective is a part of the Citywide Economic Development program and advances the critical success factors of Economic Development and Job Growth. This goal has been completed.

Measures:

- a. Improve the working relationship with Kent Economic Partnership by providing quarterly updates to the Partnership and working with the Partnership's Economic Development Committee. This measure is ongoing with no set completion date.
- b. Rewrite the Memorandum of Understanding (MOU) with Kent County for Aero Park development to insure that the process is more streamlined. MOU completed in October 2009, and signed by Kent County on February 16, 2010. This measure has been completed.
- c. Attract one serious prospect to the Aero Park by June 15, 2010. ILC moved into Aero Park in April 2010. This measure has been completed.
- d. Develop a Job Growth Report of the City's twelve largest employers and provide to Council on a quarterly basis. This measure has been completed.
- e. Develop a table of vacant buildings over 20,000 square feet; and vacant properties of five acres or more to track leasing and/or sales activity. This measure is ongoing with no set completion date.

3. **Advance initiatives of the Downtown Dover Partnership.** This objective is a part of the Downtown Dover Partnership program and advances the critical success factors of Economic Development and Job Growth. This goal is partially complete.

Measures:

- a. Develop Façade Grant Program to improve the appearance of vacant buildings downtown by September 30, 2009. The Facade Grant Program was revised and expanded to include Facade Grants, Facade Improvement Loans, and Economic Development Loans. This measure has been completed. The following grants were awarded between December 2009 and May 2010:
 - Russ Widder, A Center for Human Development, 148 S Bradford Street - \$1500
 - Mitten & Winters, 117-119 W Loockerman Street - \$2500;
 - Chris Raubacher, 123 & 125B W Loockerman Street - \$2000;
 - Greater Dover Community Foundation – 101 W Loockerman Street - \$1330
- b. Develop a marketing plan to change the status of vacant buildings by December 31, 2009. DDP received an \$800 grant from DEDO's Vacancy Improvement Initiative to be matched by funds from the Partnership. The Design Committee held a Clean-up Day on March 6, 2010, which included trash removal, power washing, and the exterior of several businesses were painted. Window displays were installed in three properties along with signage indicating their availability for leasing. Interior renovations have begun and a new business is slated to open location by June 2010. This measure has been completed.

- c. Develop a site development master plan for the Downtown Dover Partnership's Governors and Bradford Street properties by May 31, 2010. This measure is ongoing.
- d. Hire a recruitment consultant to develop a program to attract new business to downtown by October 31, 2009. Due to budgetary constraints, this measure has been postponed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Complete a site development master plan for the Garrison tract.** This objective is a part of the Citywide Economic Development program and advances the critical success factors of Economic Development and Job Growth.

Measures:

- a. Develop an overall marketing plan for this site and attract at least one serious prospect by June 30, 2011.
- b. Complete the CEDS Application for Infrastructure Development of Garrison Tract by October 30, 2010.
- c. Complete a professional marketing brochure by December 31, 2010.

2. **Promote citywide economic development initiatives.** This objective is a part of the Citywide Economic Development program and advances the critical success factors of Economic Development and Job Growth.

Measures:

- a. Continue to improve working relationship with Kent Economic Partnership by providing quarterly updates to the Partnership and working with the Partnership's Economic Development Committee. This measure is ongoing with no set completion date.
- b. Attract one serious prospect to the Aero Park by June 15, 2011.
- c. Update the Job Growth Report of the City's twelve largest employers including Dover Air Force Base and State Government and provide to Council.
- d. Develop a table of vacant buildings over 20,000 square feet; and vacant properties of ten acres or more to track leasing and/or sales activity. This measure is ongoing with no set completion date.
- e. Develop a list of renewable energy manufacturers and higher education renewable energy researchers, and bring them together in a roundtable with state officials. Develop a strategy to attract renewable energy manufacturers to Dover by September 30, 2010.

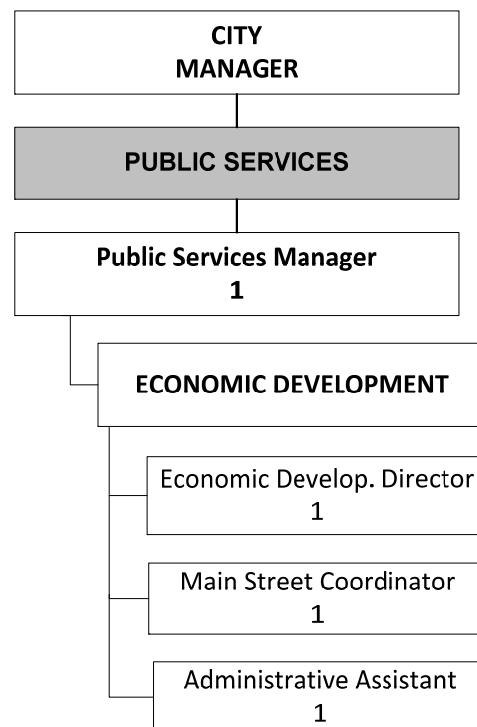
3. **Advance initiatives of the Downtown Dover Partnership.** This objective is a part of the Downtown Dover Partnership program and advances the critical success factors of Economic Development and Job Growth.

Measures:

- a. Develop a recruitment strategy to attract new business to downtown with the assistance of the Recruitment Subcommittee of the Economic Development Committee by August 31, 2010.
- b. Develop a marketing brochure which includes a current vacant property list and a map of the downtown district as part of a business recruitment package. Brochure will be provided to commercial realtors and be accessible on the Downtown Dover Partnership website. Complete by August 31, 2010.
- c. Complete asbestos clean-up at 22-24 W Lookerman Street. Recruit a business partner to renovate interior of the building and recruit a tenant by March 31, 2011.

- d. Facilitate a meeting of downtown property owners to develop a strategy to bring vacant buildings up to code and attract tenants by September 30, 2010.
- e. Coordinate with the Dover/Kent Metropolitan Planning Organization (MPO) to host a charrette to develop a strategy for economic development and rehabilitation of the Business Improvement District by December 31, 2010.
- f. Complete the Memorandum of Agreement between the DDP and DELDOT for the development of a public private partnership for the Transit Center by July 31, 2011.
- g. Recruit a private partner for the P3 Agreement to construct the Transit Center Building by December 31, 2011.

ECONOMIC DEVELOPMENT ORGANIZATION CHART FISCAL YEAR 2011



ECONOMIC DEVELOPMENT

110-1600-535

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	107,447	128,502	128,403	136,353
10-14	FICA TAXES	8,280	9,924	9,743	10,400
10-15	HEALTH INSURANCE	14,495	20,568	19,785	22,652
10-16	L I D INSURANCE	788	1,048	1,008	1,016
10-17	WORKERS COMPENSATION	680	874	787	922
10-18	EDUCATIONAL ASSISTANCE	-	2,000	2,000	-
10-19	PENSION	15,461	17,188	16,550	7,395
10-20	OPEB	2,665	-	-	-
	PERSONNEL COSTS	149,816	180,104	178,276	178,738
20-21	FURNITURE/FIXTURES	734	-	-	-
20-22	OFFICE SUPPLIES	811	600	600	600
20-23	PRINTING AND DUPLICATING	2,364	1,400	1,400	1,400
20-24	PHOTOGRAPHIC	190	-	-	-
20-26	PROGRAM EXPENSES/SUPPLIES	15,088	-	-	-
20-37	COMPUTER SOFTWARE	48	-	-	-
20-38	COMPUTER HARDWARE	6,072	-	-	-
	MATERIALS & SUPPLIES	25,307	2,000	2,000	2,000
30-21	TELEPHONE/FAX	2,598	2,450	2,450	2,450
30-25	ADVERTISEMENT	321	500	500	500
30-27	SUBSCRIPTIONS AND DUES	-	300	300	300
30-28	TRAINING/CONF/FOOD/TRAVEL	3,473	2,000	2,000	2,000
30-31	CONTRACTUAL SERVICES	10,904	35,000	15,000	35,000
30-62	GASOLINE	-	500	500	500
30-91	ECONOMIC DEVELOPMENT	16,000	21,000	22,324	26,000
	ADMINISTRATIVE EXPENDITURES	33,296	61,750	43,074	66,750
	TOTAL EXPENDITURES	208,419	243,854	223,350	247,488
	REVENUES:				
	GENERAL FUND	208,419	243,854	223,350	247,488
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	3.0	3.0	3.0	3.0

GROUNDS

DIVISIONAL VISION

Within the Public Services Group, the Grounds Division is dedicated to the beautification and maintenance of Dover's green resources. Through our efforts Dover is known as a beautiful and scenic place in which to live, work, and visit.

MAJOR PROGRAMS

BEAUTIFICATION PROGRAM

Objective: The objective of the Beautification Program is to provide seasonal floral displays throughout Dover that enhance the community's appearance and make it a place people want to visit.

Measures:

1. Maintain a community satisfaction rating for overall appearance of 50% or greater as documented in the Annual Citizens Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizen Survey was not conducted.	Annual Citizen Survey was not conducted.	Due to budgetary constraints the Annual Citizen Survey will not be conducted.

2. Maintenance of the City's flower beds.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	50 flower beds maintained	50 flower beds maintained	≥50 flower beds maintained

TREE PROGRAM

Objective: The objective of the Tree Program is to maintain and continually renew Dover's tree population so that Dover remains a designated Tree City USA.

Measures:

1. Number of Trees Pruned.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	1,379 trees pruned	651 trees pruned	Prune ≥625 trees

2. Number of Trees Removed.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	480 trees removed	219 trees removed	Remove ≥300 trees

3. Number of Trees Planted.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	68 trees planted	54 trees planted	Plant ≥50 trees

TURF MAINTENANCE PROGRAM

Objective: The objective of the Turf Maintenance Program is to maintain Dover's 280 acres of turf through a seasonal mowing, planting, aeration, and top dressing program.

Measure: Maintain a community satisfaction rating for appearance and maintenance of parks of 63% or greater as documented in the Annual Citizens Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizens Survey was not conducted	Annual Citizens Survey was not conducted	Due to budgetary constraints the Annual Citizens Survey will not be conducted.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Advance the Natural Area Creation project by increasing natural acreage owned by the City of Dover and decreasing gasoline usage, carbon emissions, and labor costs associated with the mowing of lawn areas.** This objective is part of the Grounds Division and advances the critical success factors of Cost and Revenue Efficiency. The natural areas were only expanded by one acre +/-; however, the overall esthetic quality of the areas has increased due to natural progression. Staff is considering authorization of natural areas on private lands in environmentally sensitive areas especially directly adjacent to waterways.

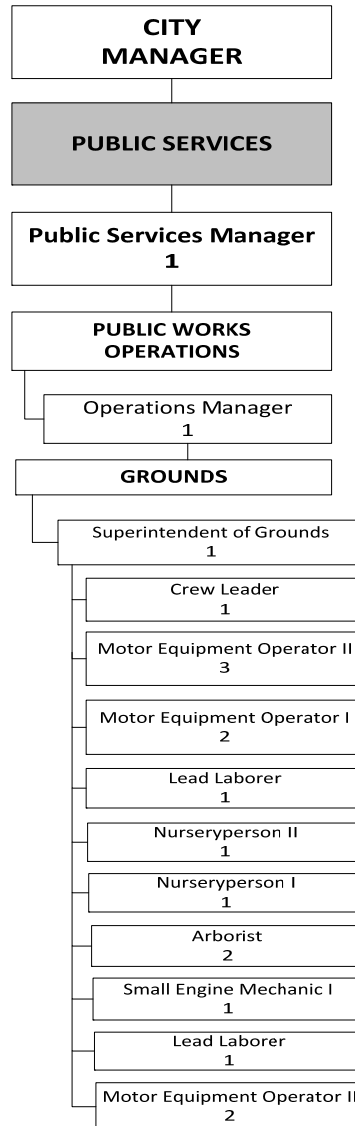
Measures:

- a. Identify at least three acres system wide that can be taken out of the mowing inventory. This goal has been completed.
- b. Improve three areas created last year by planting trees, shrubs, and flowering plants natural to Delaware and appropriate for the habitat by May 2010. This goal has been completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Expand on the St. Jones River Watershed Riparian Project.** This objective is part of the entire Grounds Division and advances the critical success factors of Cost and Revenue Efficiency.

GROUNDS
ORGANIZATION CHART
FISCAL YEAR 2011



GROUNDS

110-1500-522

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	581,654	572,040	569,723	619,274
10-12	OVERTIME	17,894	15,000	24,436	17,000
10-14	FICA TAXES	45,261	44,696	44,805	48,250
10-15	HEALTH INSURANCE	122,389	138,538	130,883	150,022
10-16	L I D INSURANCE	3,430	3,479	3,522	3,550
10-17	WORKERS COMPENSATION	20,356	24,170	23,917	25,946
10-19	PENSION	146,949	156,617	142,100	26,486
10-20	OPEB	14,844	-	-	-
	PERSONNEL COSTS	952,777	954,540	939,386	890,528
20-22	OFFICE SUPPLIES	99	150	150	150
20-25	CUSTODIAL	249	250	250	250
20-26	PROGRAM EXPENSES/SUPPLIES	53,507	50,207	50,207	50,205
20-29	UNIFORMS/UNIFORM ALLOW	3,835	3,526	3,526	3,535
20-31	BOOKS	-	100	100	100
20-32	SECURITY/SAFETY MATERIALS	3,980	4,400	4,400	4,400
20-33	SMALL TOOLS	4,298	4,411	4,411	4,411
20-44	SAND AND SALT	85	750	750	750
20-46	CITY BLDG MAINT SUPPLIES	996	400	400	400
20-58	WATER/SEWER	3,443	3,800	3,800	3,800
	MATERIALS & SUPPLIES	70,492	67,994	67,994	68,001
30-21	TELEPHONE/FAX	696	759	759	710
30-23	ELECTRICITY	3,899	3,900	3,900	3,900
30-24	HEATING OIL/GAS	5,775	8,400	8,400	8,400
30-27	SUBSCRIPTIONS AND DUES	630	385	385	385
30-28	TRAINING/CONF/FOOD/TRAVEL	2,622	1,300	1,300	1,300
30-31	CONTRACTUAL SERVICES	200	-	-	-
30-43	ENVIRONMENTAL EXPENSES	-	2,500	2,500	2,500
30-44	AGENCY BILLING-TEMP HELP	22,864	27,000	27,000	27,000
30-62	GASOLINE	30,244	32,500	32,500	32,500
30-64	TRUCK REPAIRS/MAINTENANCE	2,110	1,825	1,825	1,825
30-65	MAINT EQUIP REPAIRS/MAINT	17,762	16,800	16,800	16,800
30-67	RADIO REPAIRS/MAINTENANCE	1,535	1,708	1,708	1,708
	ADMINISTRATIVE EXPENDITURES	88,337	97,077	97,077	97,028
40-23	TRUCKS - PURCHASE	151,952	-	-	54,575
40-24	MAINT EQUIP - PURCHASE	48,253	-	-	9,100
	CAPITAL OUTLAY	200,205	-	-	63,675
	TOTAL EXPENDITURES	1,311,811	1,119,611	1,104,457	1,119,232
	REVENUE:				
	GENERAL FUND	1,111,606	1,119,611	1,104,457	1,055,557
	GOVERNMENTAL CAPITAL PROJECTS FUND	200,205	-	-	63,675
	PERSONNEL:				
	FULL-TIME EQUIVALENTS	16.0	16.0	16.0	16.0

STREETS

DIVISIONAL VISION:

Within the Public Services Group, the Streets Division is dedicated to the timely maintenance and improvements of the streets, sidewalks, and the stormwater infrastructure as well as improving our quality of life.

MAJOR PROGRAMS:

STREET AND SIDEWALK MAINTENANCE

Objective: The objective of this program is to provide cleaning, maintenance, and the timely repair of streets and sidewalks within the City of Dover.

Measures:

1. Maintain a community satisfaction rating for streets repairs of 50% or greater as documented in the Annual Citizens Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizens Survey was not conducted.	Annual Citizens Survey was not conducted.	Due to budgetary constraints, the Annual Citizens Survey will not be conducted.

2. Maintain a community satisfaction rating for street cleaning of 60% percent or greater as documented in the Annual Citizens Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizens Survey was not conducted.	Annual Citizens Survey was not conducted.	Due to budgetary constraints, the Annual Citizens Survey will not be conducted.

3. Maintain a community satisfaction rating for sidewalk maintenance of 55% or greater as documented in the Annual Citizens Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizens Survey was not conducted.	Annual Citizens Survey was not conducted.	Due to budgetary constraints, the Annual Citizens Survey will not be conducted.

4. Estimated linear feet of sidewalk repaired.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	4,139 square feet of sidewalk repaired	8,034 square feet of sidewalk repaired	≥4,500 square feet of sidewalk repaired

STORMWATER MANAGEMENT PROGRAM

Objective: To comply with the City's stormwater management quality and to support the City's National Pollutant Discharge Elimination System (NPDES) permit.

Measures:

1. Miles of streets swept.

Results	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
	13,515 miles swept	11,973 miles swept	≥15,500 miles swept

2. Cubic yards of sweeper debris.

Results	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
	2,364 cubic yards of debris	2,717 cubic yards of debris	≥2,600 cubic yards of debris

3. Number of catch basins cleaned.

Results	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
	1,596 catch basins cleaned	1,296 catch basins cleaned	≥2,800 catch basins cleaned

4. Maintain a community satisfaction rating for stormwater management of 50% or greater as documented in the Annual Citizens Survey.

Results	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
	Annual Citizens Survey was not conducted.	Annual Citizens Survey was not conducted.	Due to budgetary constraints, the Annual Citizens Survey will not be conducted.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Ensure the City's storm water system obtains NPDES (National Pollutant Discharge Elimination System) Permit Compliance.** This objective is a critical component of our Street Maintenance and Storm Water Management program. In addition, this objective advances the critical success factors of Customer Satisfaction and Effective Community Communication. Significant progress was completed on the GIS mapping of the storm water system (80% of the trunk lines are complete). Additional work was completed with the Public Affairs Coordinator regarding the newsletter and PSAs. Management of the permit is transitioning to the Planning Office, and duties will be shared Citywide in the future. This goal is partially completed.

Measures:

- a. Complete GIS mapping of the storm water system by June 2010. This measure is partially completed.
- b. Work with the Public Affairs Coordinator to develop two informational brochures on the effects that dog waste and automotive care have on the storm water system by June 2010. This measure has been completed.
- c. Update Public Service Announcements and expand information available on the City's website by June 2010. This measure has been completed.
- d. Develop and enhanced Storm Water and Sediment Ordinance with enforcement abilities by June 2010. This measure has not been completed.

2. **Complete all Homeowner notifications for inflow/infiltration repairs as identified by the Inflow/Infiltration Report.** This objective is a part of the Stormwater Management Program and advances the critical success of Cost and Revenue Efficiency. Homeowner notifications resulted in the removal of 2 E.D.U.s from the system during the fiscal year. Additional notifications are being pursued at this time.

Measure: Ensure all follow up inspections and visits by May 2010. This goal is partially completed.

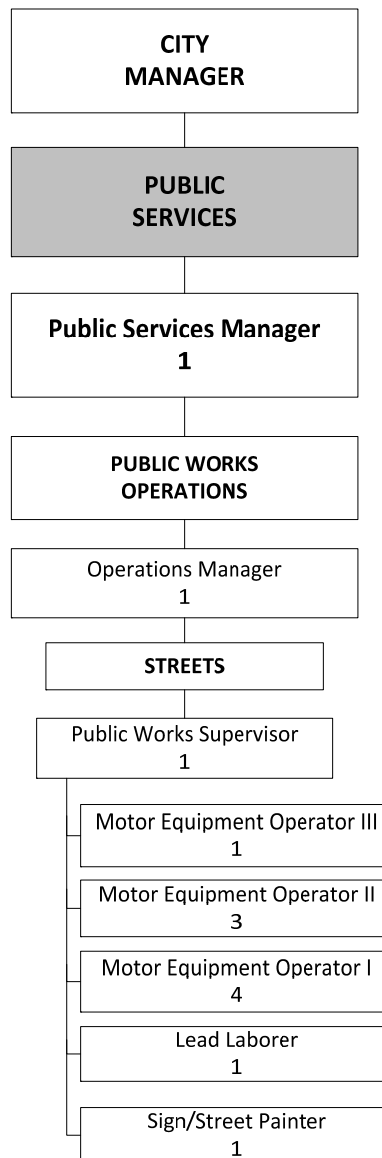
FISCAL YEAR 2010-2011 STRATEGIC OBJECTIVES

1. **Study the potential for a Storm Water Utility.** This objective is a part of the Storm Water Management program advances the critical success factors of Customer Satisfaction, Effective Community Communication and Cost Efficiency.

Measures:

- a. Conduct a study of Wilmington's existing Storm Water Utility and Newark's ongoing efforts to establish a storm water utility.
- b. Ensure the study focuses on establishing, calculating and applying rates.
- c. Determine what expenses are covered by the rates and what advantages this has brought to Wilmington and Newark.
- d. Determine applicability to the City of Dover and submit a report to Council by April 2011.

STREETS
ORGANIZATION CHART
FISCAL YEAR 2011



STREETS

110-1800-554

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	411,222	406,642	438,321	431,156
10-12	OVERTIME	5,429	13,200	13,200	13,200
10-14	FICA TAXES	31,384	33,180	34,137	33,609
10-15	HEALTH INSURANCE	78,127	86,638	90,929	99,023
10-16	L I D INSURANCE	2,537	2,557	2,615	2,618
10-17	WORKERS COMPENSATION	12,405	15,548	15,978	15,590
10-18	EDUCATIONAL ASSISTANCE	2,522	1,500	4,000	1,500
10-19	PENSION	102,051	110,730	98,477	19,677
10-20	OPEB	10,383	-	-	-
	PERSONNEL COSTS	656,060	669,995	697,657	616,373
20-21	FURNITURE/FIXTURES	133	-	-	-
20-22	OFFICE SUPPLIES	134	150	150	150
20-26	PROGRAM EXPENSES/SUPPLIES	30,715	26,707	26,707	26,707
20-29	UNIFORMS/UNIFORM ALLOW	2,115	2,076	2,076	2,076
20-32	SECURITY/SAFETY MATERIALS	4,363	4,376	4,376	4,376
20-33	SMALL TOOLS	2,775	2,893	2,893	2,893
20-35	CHEMICALS & ADDITIVES	-	100	100	100
20-38	COMPUTER HARDWARE	-	1,400	1,400	-
20-41	STREET REPAIRING MATERIAL	25,525	18,900	18,900	18,900
20-42	STREET CLEANING SUPPLIES	3,859	4,300	4,300	4,300
20-43	STREET SIGNS/MARKING	17,852	16,800	16,800	16,800
20-44	SAND AND SALT	2,853	4,000	4,000	4,000
20-46	CITY BLDG MAINT SUPPLIES	10,357	11,600	11,600	11,585
20-62	STORM SEWER SUPPLIES	789	4,000	4,000	4,000
20-64	DITCH MAINTENANCE	217	775	775	775
	MATERIALS & SUPPLIES	101,687	98,077	98,077	96,662
30-21	TELEPHONE/FAX	923	820	820	964
30-25	ADVERTISEMENT	2,247	1,500	1,500	1,000
30-28	TRAINING/CONF/FOOD/TRAVEL	28	100	100	100
30-31	CONTRACTUAL SERVICES	-	500	10,500	500
30-44	AGENCY BILLING-TEMP HELP	6,720	12,250	12,250	12,250
30-62	GASOLINE	45,115	47,780	47,780	47,780
30-64	TRUCK REPAIRS/MAINTENANCE	371	1,000	1,000	1,000
30-65	MAINT EQUIP REPAIRS/MAINT	23,271	24,000	24,000	24,000
30-67	RADIO REPAIRS/MAINTENANCE	1,303	1,400	1,400	1,400
30-99	SNOW EMERGENCY	-	-	350,000	-
	ADMINISTRATIVE EXPENDITURES	79,978	89,350	449,350	88,994
40-23	TRUCKS - PURCHASE	-	-	-	131,055
40-25	OTHER EQUIPMENT PURCHASE	30,921	-	-	-
40-31	CONSTRUCTION - PURCHASE	264,830	350,000	50,000	350,000
	CAPITAL OUTLAY	295,751	350,000	50,000	481,055
	TOTAL EXPENDITURES	1,133,476	1,207,422	1,295,084	1,283,084
	REVENUE:				
	GENERAL FUND	837,725	857,422	1,245,084	802,029
	GOVERNMENTAL CAPITAL PROJECTS FUND	295,751	350,000	50,000	481,055
	PERSONNEL:				
	FULL-TIME EQUIVALENT	11.0	11.0	11.0	11.0

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SANITATION

DIVISIONAL VISION

Within the Public Services Group, the Sanitation Division is dedicated to the timely collection and transportation of municipal solid waste. Our sanitation services significantly contribute to making the City of Dover a clean and safe community.

MAJOR PROGRAMS

SOLID WASTE COLLECTION

Objective: The objective of this program is to provide regular collection and transportation of solid waste for residential and commercial customers inside and outside of the City of Dover corporate limits. This includes automated pickup, hand trash pickup, and bulk collection.

Measures:

1. Maintain a community satisfaction rating for solid waste collection of 80% or greater as documented in the Annual Citizens Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizens Survey was not conducted	Annual Citizens Survey was not conducted	Due to budgetary constraints, Annual Citizens Survey will not be conducted.

2. Maintain a community satisfaction rating for yard waste collection of 70% or greater as documented in the Annual Citizens Survey.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Annual Citizens Survey was not conducted	Annual Citizens Survey was not conducted	Due to budgetary constraints, Annual Citizens Survey will not be conducted.

3. Total tonnage of municipal solid waste collected and delivered to DSWA landfill in Sandtown.

Results	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Automated Collection	11,859 tons	11,264 tons	≥11,825 tons
Bulk Collection	4,692 tons	4,699 tons	≥4,903 tons
Total	16,551 tons of municipal solid waste collected and delivered to landfill	15,963 tons of municipal solid waste collected and delivered to landfill	≥16,728 tons of municipal solid waste collected and delivered to landfill

CONTAINER MAINTENANCE AND REPLACEMENT

Objective: To provide timely delivery and maintenance of the City's automated containers to all customers so that solid waste can be collected efficiently.

Measures:

1. Number of man-hours spent on container maintenance and replacement.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	701 man-hours spent on container maintenance & replacement	440 man-hours spent on container maintenance & replacement	≥ 650 man-hours spent on container maintenance & replacement

2. Number of containers delivered.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
<i>90 Gallon Containers</i>	426 deliveries	345 deliveries	≥ 400 deliveries
<i>300 Gallon Containers</i>	80 deliveries	41 deliveries	≥ 40 deliveries

ELECTRONIC GOODS RECYCLING

Objective: To collect electronic goods for recycling by partnering with the Delaware Solid Waste Authority.

Measures:

1. Tonnage of electronic recycling goods collected.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	No measurement provided by DSWA	No measurement provided by DSWA	This objective will be phased out in 2011.

2. Man-hours spent collecting electronic goods for recycling.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	137 man-hours spent collection electronic goods	78 man-hours spent collection electronic goods	≥175 man-hours spent collected electronic goods

CURBSIDE RECYCLING PROGRAM

Objective: To collect single stream recycling materials by partnering with the Delaware Solid Waste Authority.

Measures:

1. Tonnage of single stream recycling materials collected.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	931 tons collected	1,352 tons collected	≥1,500 tons collected

2. Total number of recycling customers.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	6,043 recycling customers	7,684 recycling customers	≥7,850 recycling customers

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Prepare a Request for Proposal for a recycling contract.** This objective is a part of the Curbside Recycling Program and advances the critical success factors of Customer Service and Effective Community Communication. The new vendor for curbside recycling will begin on August 1, 2010. This goal has been met.

Measures:

- Ensure the RFP for the contract bids is completed by fall 2009, so proposals can be evaluated before January 2010. This measure has been completed.
- Prepare a benchmark cost estimate for taking over the Recycling Program. This measure has been completed.
- Make recommendations to the City Manager before expiration of the contract in February 2010. This measure has been completed.

FISCAL YEAR 2010-2011 STRATEGIC OBJECTIVES

1. **Evaluate a Pay-As-You-Throw (PAYT) Plan for the City of Dover.** This objective is an evolution of the current curbside recycling, regular trash, and bulk trash services provided by the City of Dover and is a part of the Solid Waste Collection program, advancing the critical success factors of Customer Service, Effective Community Communication and Cost Efficiency.

Measure: Prepare a feasibility report and submit to the City Manager by June 30, 2011.

2. **Implement an effective Yard Waste Separation Plan for the City of Dover.** This objective is a part of the Solid Waste Collection program, advancing the critical success factors of Customer Service, Effective Community Communication and Cost Efficiency.

Measure: As a result on disposal policy changes at the DSWA Landfill in Sandtown, complete and implement a Yard Waste Separation plan by June 30, 2011.

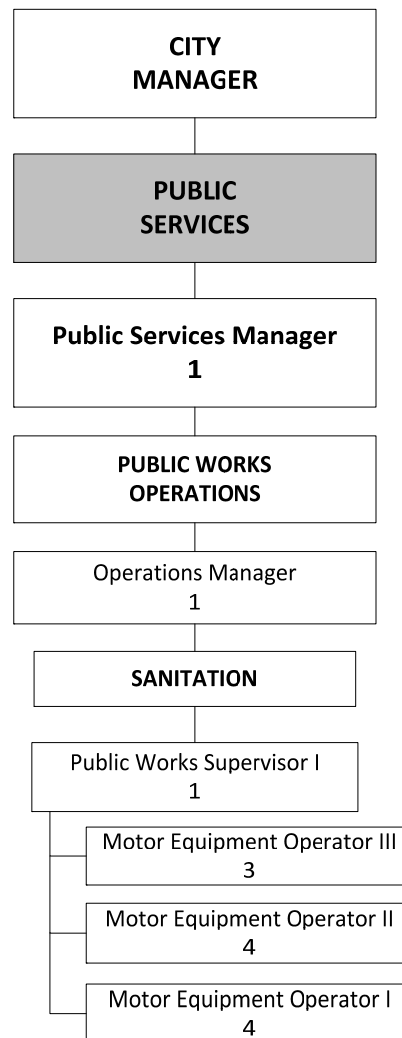
SANITATION FEE HISTORICAL SCHEDULE

YEAR	TONNAGE	% CHANGE TONNAGE	AVERAGE FEE PER TON	COST
1999/00	18,756	+9	\$58.50	\$1,007,165
2000/01	19,038	+2	\$58.50	\$1,137,334
2001/02	18,559	- 3	\$56.09	\$1,041,001
2002/03	19,169	+3	\$52.99	\$1,015,710
2003/04	20,786	+8	\$53.86	\$1,119,648
2004/05	20,333	-2	\$53.16	\$1,080,857
2005/06	20,441	+1	\$56.43	\$1,153,480
2006/07	19,683	-4	\$57.95	\$1,140,597
2007/08	18,228	-7	\$62.35	\$1,136,424
2008/09	16,552	-9	\$60.79	\$1,224,416
2009/10	15,963	-4	\$71.32	Estimated \$1,138,541
2010/11	16,728	Projected +5	\$72.00	Projected \$1,204,416

TRASH COLLECTION FEES

YEAR	REVENUE
1999/00	\$196,148
2000/01	\$724,557
2001/02	\$853,846
2002/03	\$908,909
2003/04	\$924,338
2004/05	\$905,481
2005/06	\$1,076,967
2006/07	\$1,113,317
2007/08	\$1,165,878
2008/09	\$1,224,416
2009/10	Estimated \$1,193,850
2010/11	Projected \$2,244,511

SANITATION
ORGANIZATION CHART
FISCAL YEAR 2011

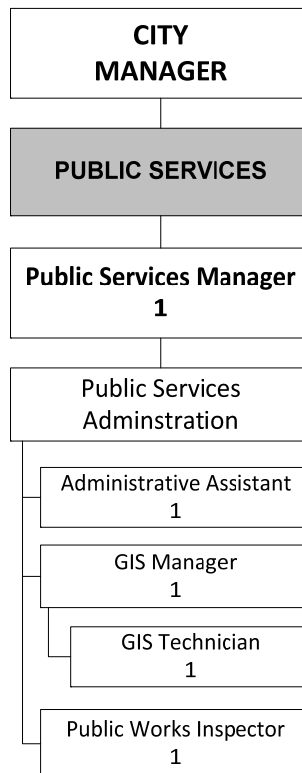


SANITATION

110-1800-555

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	438,353	454,743	418,981	449,699
10-12	OVERTIME	15,814	18,000	18,000	18,000
10-13	TEMPORARY HELP	-	-	-	-
10-14	FICA TAXES	33,590	36,630	33,078	35,282
10-15	HEALTH INSURANCE	101,647	119,331	104,587	118,166
10-16	LI D INSURANCE	2,655	2,810	2,532	2,637
10-17	WORKERS COMPENSATION	15,408	19,974	17,734	19,140
10-19	PENSION	100,411	120,368	96,000	19,685
10-20	OPEB	11,187	-	-	-
	PERSONNEL COSTS	719,065	771,856	690,912	662,609
20-21	FURNITURE/FIXTURES	124	249	249	-
20-22	OFFICE SUPPLIES	147	150	150	150
20-23	PRINTING AND DUPLICATING	-	1,000	1,000	1,000
20-26	PROGRAM EXPENSES/SUPPLIES	30,240	34,700	34,700	34,740
20-28	MEDICAL SUP & PHYSICALS	-	20	20	20
20-29	UNIFORMS/UNIFORM ALLOW	2,931	2,732	2,732	2,732
20-32	SECURITY/SAFETY MATERIALS	2,690	2,825	2,825	2,825
20-33	SMALL TOOLS	699	800	800	800
20-35	CHEMICALS & ADDITIVES	55	500	500	500
20-38	COMPUTER HARDWARE	-	-	-	1,400
20-46	CITY BLDG MAINT SUPPLIES	312	1,000	1,000	1,000
	MATERIALS & SUPPLIES	37,198	43,976	43,976	45,167
30-21	TELEPHONE/FAX	531	460	460	460
30-25	ADVERTISEMENT	1,805	3,000	3,000	1,500
30-27	SUBSCRIPTIONS AND DUES	-	-	-	-
30-28	TRAINING/CONF/FOOD/TRAVEL	65	100	100	100
30-31	CONTRACTUAL SERVICES	1,075,731	1,185,571	1,145,000	1,442,186
30-43	ENVIRONMENTAL EXPENSES	3,426	5,000	5,000	5,000
30-44	AGENCY BILLING-TEMP HELP	50,771	45,000	45,000	45,000
30-62	GASOLINE	107,024	118,000	118,000	118,000
30-64	TRUCK REPAIRS/MAINTENANCE	22,650	26,000	26,000	26,000
30-65	MAINT EQUIP REPAIRS/MAINT	1,107	-	-	-
30-67	RADIO REPAIRS/MAINTENANCE	1,358	1,322	1,322	1,322
	ADMINISTRATIVE EXPENDITURES	1,264,468	1,384,453	1,343,882	1,639,568
40-23	TRUCKS - PURCHASE	324,978	-	-	246,075
	CAPITAL OUTLAY	324,978	-	-	246,075
	TOTAL EXPENDITURES	2,345,709	2,200,285	2,078,770	2,593,419
	REVENUE:				
	GENERAL FUND	2,020,731	2,200,285	2,078,770	2,347,344
	GOVERNMENTAL CAPITAL PROJECTS FUND	324,978	-	-	246,075
	PERSONNEL:				
	FULL-TIME EQUIVALENT	13.0	13.0	12.0	12.0

**PUBLIC SERVICES ADMINISTRATION
ORGANIZATION CHART
FISCAL YEAR 2011**



PUBLIC SERVICES ADMINISTRATION

110-2400-551

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	250,585	250,590	250,947	271,227
10-12	OVERTIME	(35)	500	500	500
10-14	FICA TAXES	18,672	18,057	19,072	19,089
10-15	HEALTH INSURANCE	29,493	32,966	31,661	36,250
10-16	LI D INSURANCE	1,573	1,568	1,591	1,604
10-17	WORKERS COMPENSATION	1,740	2,123	2,107	2,181
10-18	EDUCATIONAL ASSISTANCE	-	-	-	1,500
10-19	PENSION	22,540	23,128	22,535	13,529
10-20	OPEB	6,202	-	-	-
	PERSONNEL COSTS	330,770	328,932	328,413	345,880
20-21	FURNITURE/FIXTURES	780	-	-	-
20-22	OFFICE SUPPLIES	2,988	2,500	2,500	2,500
20-23	PRINTING AND DUPLICATING	1,825	1,500	1,500	1,500
20-31	BOOKS	31	100	100	100
20-32	SECURITY/SAFETY MATERIALS	125	125	125	125
20-37	COMPUTER SOFTWARE	3,850	-	-	325
20-38	COMPUTER HARDWARE	-	6,800	6,800	700
	MATERIALS & SUPPLIES	9,599	11,025	11,025	5,250
30-21	TELEPHONE/FAX	2,789	3,700	3,700	3,688
30-27	SUBSCRIPTIONS AND DUES	1,693	1,650	1,650	1,650
30-28	TRAINING/CONF/FOOD/TRAVEL	527	1,500	1,500	1,500
30-29	CONSULTING FEES	-	5,000	5,000	-
30-31	CONTRACTUAL SERVICES	-	-	-	8,228
30-61	OFF EQUIP/REPAIRS & MAINT	-	202	202	-
30-62	GASOLINE	2,226	3,000	3,000	3,000
30-67	RADIO REPAIRS/MAINTENANCE	-	150	150	556
	ADMINISTRATIVE EXPENDITURES	7,235	15,202	15,202	18,622
40-25	OTHER EQUIP - PURCHASE	36,390	-	-	-
	CAPITAL OUTLAY	36,390	-	-	-
	TOTAL EXPENDITURES	383,994	355,159	354,640	369,752
	REVENUES:				
	GENERAL FUND	347,604	355,159	354,640	369,752
	GOVERNMENTAL CAPITAL PROJECTS FUND	36,390	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0

PUBLIC UTILITIES

**CONTAINS THE FOLLOWING
SUBSECTIONS:**

**WATER/WASTEWATER ENGINEERING &
INSPECTIONS**

WATER MANAGEMENT

WASTEWATER MANAGEMENT

WATER CONSTRUCTION

WATER TREATMENT PLANT

ELECTRIC ADMINISTRATION

SYSTEM OPERATIONS

ELECTRIC ENGINEERING

**ELECTRIC TRANSMISSION &
DISTRIBUTION**

POWER PLANT OPERATIONS

POWER SUPPLY

```

graph TD
    CM[CITY MANAGER] --> PU[PUBLIC UTILITIES]
    PU --> PUD[Public Utilities Director  
1]
    PUD --> WWM[Water/Wastewater Manager  
1]
    PUD --> A[ADMINISTRATION]
    PUD --> SO[SYSTEM OPERATIONS]
    PUD --> EE[ELECTRIC ENGINEERING]
    PUD --> ETD[ELECTRIC TRANSMISSION & DISTRIBUTION]
    PUD --> WTP[WATER TREATMENT PLANT]
    PUD --> WM[WATER MANAGEMENT]
    PUD --> WC[WATER CONSTRUCTION]
    PUD --> WWS[WASTEWATER MANAGEMENT]
    PUD --> WE[WASTEWATER ENGINEERING]

    WWM --> WWSM[Water/Wastewater Manager  
1]
    WWSM --> WWSMS[Water/Wastewater Maint. Supervisor  
.5]
    WWSMS --> WWSML[Crew Leader  
.5]
    WWSML --> WWSMO[Motor Equip. Operator II  
1.5]
    WWSMO --> WWSMOI[Motor Equip. Operator I  
1]
    WWSMOI --> WWSMOIS[Water Service Tech  
.5]
    WWSMOIS --> WWSMOISU[Utility Maint. Mechanic II  
3]
    WWSMOISU --> WWSMOISUI[Utility Maint. Mechanic I  
3]

    WWSM --> WWSMF[Water/Wastewater Maint. Foreman  
1]
    WWSMF --> WWSMFI[Heavy Equip. Operator II  
1]
    WWSMFI --> WWSMFIH[Heavy Equip. Operator I  
1]
    WWSMFIH --> WWSMFIHW[Utility Construction Worker  
1]
    WWSMFIHW --> WWSMFIHO[Motor Equip. Operator II  
1]
    WWSMFIHO --> WWSMFIHL[Laborer II  
1]

    WWSM --> WWSMI[Water/Wastewater Maint. Supervisor  
.5]
    WWSMI --> WWSMIL[Crew Leader  
.5]
    WWSMIL --> WWSMILO[Motor Equip. Operator II  
1.5]
    WWSMILO --> WWSMILOI[Motor Equip. Operator I  
1]
    WWSMILOI --> WWSMILOIS[Water Service Tech.  
1.5]

    A --> D[Dept. Budget & Staff Supervisor  
1]
    A --> AA[Administrative Assistant  
1]
    A --> AC[Account Clerk III  
1]

    SO --> SOS[System Ops Crew Leader  
1]
    SOS --> SOSO[System Operators  
4]

    EE --> ESM[Eng. Services Manager  
1]
    ESM --> ESMC[Engineering Crew Leader  
1]
    ESMC --> ESMCF[Engineering Fieldworker  
2]
    ESMCF --> ESMCE[Electrical Engineer  
1]
    ESMCE --> ESMCS[Substation Crew Leader  
1]
    ESMCS --> ESMCR[Relayman  
3]
    ESMCR --> ESMCD[Draftsman  
1]
    ESMCD --> ESMCFM[Substation Foreman  
1]

    ETD --> TDS[T & D Supervisor  
1]
    TDS --> TDSL[Crew Leader  
1]
    TDSL --> TDSLME[Electric Meter Tech II  
1]
    TDSLME --> TDSLMEI[Journeyman-1st Class Lineman  
9]
    TDSLMEI --> TDSLMEIS[Lineman Second Class  
5]
    TDSLMEIS --> TDSLMEIT[Lineman Third Class  
2]
    TDSLMEIT --> TDSLMEISL[Senior Lineman  
3]
    TDSLMEISL --> TDSLMEISLW[Groundworker  
2]
    TDSLMEISLW --> TDSLMEISLI[Stores Coordinator I  
1]

    WTP --> WTPS[Water Production Supervisor  
1]
    WTPS --> WTPSI[Water Plant Operator II  
3]
    WTPSI --> WTPSIO[Water Plant Operator I  
6]

    WM --> WWSM
    WC --> WWSM
    WE --> WWSM
  
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PUBLIC UTILITIES/WATER-WASTEWATER

DEPARTMENTAL VISION

In order to ensure that the City of Dover is a place where people will want to live, Public Utilities will endeavor to provide our customers with the safest and most reliable utility services at the lowest possible cost.

MAJOR PROGRAMS

WATER DISTRIBUTION / WASTEWATER TRANSMISSION

Objective: The objective of this program is to operate and maintain the water distribution and wastewater transmission system for our customers and the fire department in a courteous, timely, and accurate manner. The water division typically performs the following functions: repairing water leaks; installing new and replacing aging water services; replacing obsolete water mains; instituting water quality programs; testing, repairing, and replacing fire hydrants; flushing the water systems; inspecting meters; and responding to customer concerns. This division also operates and maintains the wastewater transmission and pumps stations for our customers and typically performs the following functions: cleaning, inspecting, and repairing or replacing sewer mains; maintaining and repairing pump stations; and responding to customer concerns.

Measures:

1. Complete water system flushing operations within published schedule (100%).

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	50 days (published)	30 days (published)	30 days (published)
Results	48 days (actual)	30 days (actual)	≤30 days
Results	96%	100%	100%

2. Maintain an overall average response time of less than 30 minutes for water and sewer customer complaints.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Average response time 18.6 minutes	Average response time 18.9 minutes	Average response time ≤30 minutes

3. Increase the number of linear feet of sewer mains cleaned and maintained annually.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	950,000 linear feet of sewer mains cleaned and maintained	704,000 linear feet of sewer mains cleaned and maintained	≥1,000,000 linear feet of sewer mains cleaned and maintained

WATER TREATMENT AND PRODUCTION

Objective: The objective of this program is to provide the citizens of the City of Dover with safe drinking water and an adequate supply for prudent fire protection. This service will be delivered in a courteous, timely, and accurate manner by performing the following: maintaining production and treatment equipment to ensure capacity and availability; adding and adjusting chemicals daily; performing daily sampling for compliance with State and Federal regulations and guidelines to ensure customer safety; improving water aesthetics; and responding to customer concerns.

Measures:

1. Maintain zero violations of State and Federal regulations.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	0 violations	0 violations	0 violations

ENGINEERING AND INSPECTIONS – WATER / WASTEWATER

Objective: The objective of this program is to provide timely, accurate, and professional design, inspection, and evaluation of existing and proposed water/wastewater infrastructure for City personnel, developers, and contractors while ensuring compliance with all applicable code requirements. Furthermore, this division is responsible for the water/wastewater Capital Improvements projects to ensure they are completed under budget and within the allocated time constraints. Evaluates the current pipe assets and is developing/updating an Asset Management program to ensure timely replacement of water/sewer infrastructure to ensure the replacement of piping prior to the 100-year life expectancy. These efforts are performed to ensure the safety, quality, and effectiveness of the water and wastewater systems.

Measures:

1. Complete 100% of the plan reviews within 30 days of submission.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	96% of plan reviews completed within 30 days	95% of plan reviews completed within 30 days.	100% of plan reviews completed within 30 days.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Inflow/Infiltration Reduction Project.** The wastewater system experiences high volumes of wastewater flow during heavy rains and high water table seasons, which is an indication of a non-sealed system. Identifying areas within the wastewater system that are deteriorating or subject to illicit connections as well as the repair of those areas is critical. These efforts will result in reduced wastewater flow from the City and in turn reduced wastewater fees from the County. The project planned for Fiscal Year 2010, based upon prior investigation, included the relining of portions of the Division Street and Northwest Interceptors. This project is a part of the Water Distribution/Wastewater Transmission program and advances the critical success factor of Cost and Revenue Efficiency. The start date for this project was delayed due to financing challenges. Project construction is due to start in the fall 2010.

Budget: \$1,800,000

Account: 417-6900-569.40-31

2. **US Route 13 Sanitary Sewer Interceptor.** A sewer line was identified to be installed from near Dover Downs to the back of Lowes. This line will allow the City to redirect wastewater from a County line that is nearly at capacity into the County Bypass line. Additionally, one pump station will be eliminated and converted to a gravity flow system. This project is a part of the Water Distribution/Wastewater Transmission program and advances the critical success factor of Cost and Revenue Efficiency. This project is currently under construction.

Measures:

- a. Engineer, design, and develop bid documents for the project. This goal has been met.
- b. Award the construction contract to complete the installation of this project. This goal has been met; however, the start date was delayed due to financing challenges but should be completed in the fourth quarter of 2010.
- c. Monitor and inspect contractor to complete the project according to design. This measure is ongoing as the project is under construction.

Budget: \$3,201,480

Account: 417-6900-569.40-31

3. **Water/Wastewater Assets Management Plan.** This project is to develop a comprehensive asset management plan for the water and wastewater utilities that includes and incorporates the recommendations of the 2006 Water Master Plan, 2006 Water Quality Evaluation, and the 2009 Wastewater Master Plan. Specific areas of the plan requiring further assessment will be identified to ensure the overall plan is comprehensive and consistently enhanced. This project is a part of the Water Distribution/Wastewater Transmission program and advances the critical success factor of Cost and Revenue Efficiency. This goal has been met.

4. **Complete Wastewater CIP Projects on Time and Under Budget.** This is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency.

Measures:

- a. Complete Delaware State University Pumping Station – This project is currently under construction; however, the start date was delayed due to financing challenges.
- b. Complete Acorn Lane Pumping Station – This project is currently under construction; however, the start date was delayed due to financing challenges.
- c. Install Fox Hall/Retreat Force Main – This goal has been met.
- d. Engineer and design Fox Hall Pumping Station replacement - Measure is ongoing.
- e. Engineer and design Delaware State University Force Main - Measure is ongoing.

5. **Complete Water CIP Projects on Time and Under Budget.** This is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency.

Measures:

- a. Complete Piney Point Well - The test well and land site have been completed. The project is on hold at this point until water demand increases.
- b. Complete Water Storage Tower - Engineering on this project is ongoing; however construction is delayed until water demand increases.
- c. Complete Pear Street / West Street Water Main Upgrades – This goal has been met.
- d. Complete McKee Run Water Main Upgrade – This goal has been met.
- e. Complete East of North State Street Water Main Upgrades – The start date for this project was delayed due to financing challenges.
- f. Complete Bayard Avenue Area Water Main Upgrades – The start date for this project was delayed due to financing challenges.

- g. Complete Route 13 Water Main Upgrade – The start date for this project was delayed due to financing challenges.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Improve public relations during Inflow/Infiltration Removal and Water Quality Projects.** It is important for the City to maintain and improve communications with residents, whose daily routines may be impacted by work being done on their street. This is a part of several programs and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures:

- a. Work with the Public Affairs Coordinator to develop a standard procedure for public notices, including the methods, venues, messages, and frequency. Also include expected impact to residents and time frames.
- b. Complete development of standard procedure by August 2010 and submit for City Manager approval.

2. **Inflow/Infiltration Removal.** This project will identify and correct areas in the sanitary sewer collection system that are deteriorating and allowing groundwater to enter the system through cracked pipes and/or joints. Complete the projects previously identified provided funding is available. This is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency.

Measure:

- a. Identify and develop remediation projects in areas that have had historically high infiltration issues.
- b. Complete the project planned based upon prior investigation which includes the relining of portions of the Loockerman Street and St. Jones Interceptors as well as manhole rehabilitation on the Division Street, Northwest, Loockerman Street and St. Jones Interceptors.

3. **Complete Wastewater Capital Investment Projects.** Ensure 90% of all scheduled projects are completed on time and within budget. This is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency.

Measures:

- a. Complete Delaware State/Del. Tech Force Main Rerouting
- b. Complete Fox Hall Pump Station Replacement
- c. Complete Heatherfield Force Main Upgrade
- d. Complete Tar Ditch Interceptor Upgrade
- e. Engineer and design Lepore Road Pump Station Replacement

4. **Complete Water Capital Investment Projects.** Ensure 90% of all scheduled projects are completed on time and within budget. This is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency.

Measures: Complete engineering and design work on the following Water Quality Improvements:

- a. Columbia Street Water Main Upgrade
- b. Ross Street Water Main Upgrade
- c. William Street Water Main Upgrade
- d. West Street West Alley Water Main Upgrade

WATER AND WASTEWATER RATES Per 1,000 Gallons (Existing)						
YEAR	CONSUMPTION (GALLONS)	WATER		WASTEWATER		WASTEWATER ADJUSTMENT
		IN CITY	OUT OF CITY	IN CITY	OUT OF CITY	ALL USERS
1998-99	Up to 200,000	1.90	2.85	1.21	1.81	1.68
	200,001 - 400,000	1.75	2.63	1.21	1.81	1.68
	400,001 - 600,000	1.65	2.48	1.21	1.81	1.68
	600,001 or more	1.60	2.40	1.21	1.81	1.68
1999-00	Up to 200,000	1.90	2.85	1.41	2.12	1.68
	200,001 - 400,000	1.75	2.63	1.41	2.12	1.68
	400,001 - 600,000	1.65	2.48	1.41	2.12	1.68
	600,001 or more	1.60	2.40	1.41	2.12	1.68
2000-01	Up to 200,000	1.90	2.85	1.41	2.12	1.68
	200,001 - 400,000	1.75	2.63	1.41	2.12	1.68
	400,001 - 600,000	1.65	2.48	1.41	2.12	1.68
	600,001 or more	1.60	2.40	1.41	2.12	1.68
2001-02	Up to 200,000	1.90	2.85	1.41	2.12	1.85
	200,001 - 400,000	1.75	2.63	1.41	2.12	1.85
	400,001 - 600,000	1.65	2.48	1.41	2.12	1.85
	600,001 or more	1.60	2.40	1.41	2.12	1.85
2002-03	Up to 200,000	2.35	3.53	1.65	2.48	1.85
	200,001 - 400,000	2.20	3.30	1.65	2.48	1.85
	400,001 - 600,000	2.10	3.15	1.65	2.48	1.85
	600,001 or more	2.05	3.08	1.65	2.48	1.85
2003-04	Up to 200,000	2.35	3.53	1.65	2.48	1.85
	200,001 - 400,000	2.20	3.30	1.65	2.48	1.85
	400,001 - 600,000	2.10	3.15	1.65	2.48	1.85
	600,001 or more	2.05	3.08	1.65	2.48	1.85
2004-05	All consumption levels	2.35	3.53	1.90	2.85	1.85
2005-06	All consumption levels	2.45	3.68	2.10	3.15	2.13
2006-07	All consumption levels	2.45	3.68	2.10	3.15	2.13
2007-08	All consumption levels	2.45	3.68	2.10	3.15	2.34
2008-09	All consumption levels	2.45	3.68	2.10	3.15	2.34
2009-10	All consumption levels	2.70	4.05	2.10	3.15	2.34
2010-11	All consumption levels	3.29	4.93	2.81	4.21	3.39

NOTE: The wastewater adjustment rate was increased by Kent County in Fiscal Year 2008 from \$2.13/1,000 gallons to \$2.34/1,000 gallons. The wastewater adjustment rate was increased by the City of Dover in Fiscal Year 2011 from \$2.34/1,000 gallons to \$3.39 / 1,000 gallons.

TYPICAL WATER/SEWER BILL (7,000 gallons per month)				
YEAR	WATER	SEWER	SEWER ADJUSTMENT	TOTAL COST
1998-99	13.30	8.47	11.76	33.53
1999-00	13.30	9.87	11.76	34.93
2000-01	13.30	9.87	11.75	34.93
2001-02	13.30	9.87	12.95	36.12
2002-03	16.45	11.55	12.95	40.95
2003-04	16.45	11.55	12.95	40.95
2004-05	16.45	13.30	12.95	42.70
2005-06	18.40*	15.95*	14.91	49.62
2006-07	18.40*	15.95*	14.91	49.62
2007-08	18.40*	15.95*	16.38	50.73
2008-09	18.40*	15.95*	16.38	50.73
2009-10	20.15*	15.95*	16.38	52.48
2010-11	24.28*	20.92*	23.73	68.93

* Includes a \$1.25 per month customer charge.

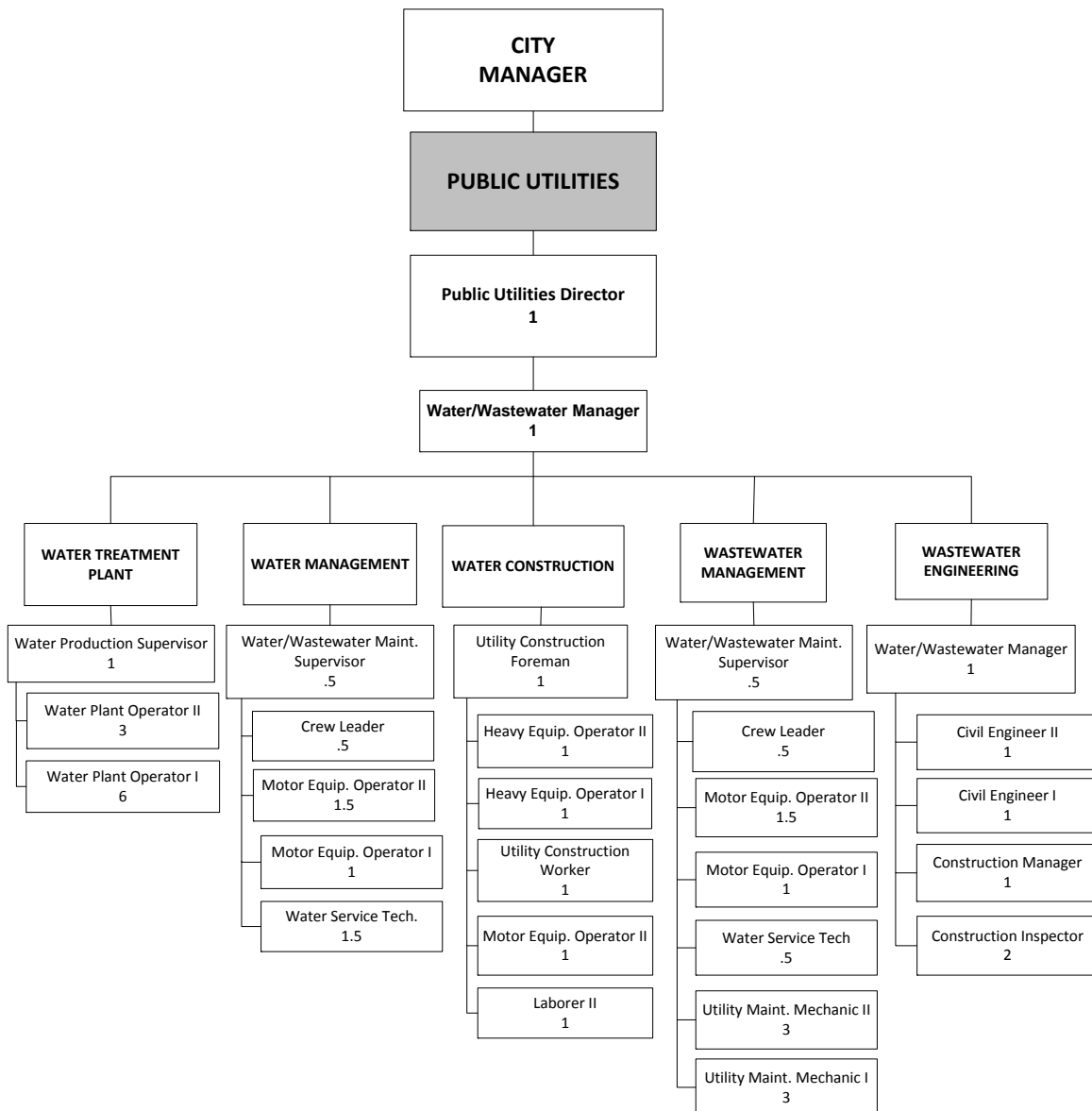
WASTEWATER FLOW TO KENT COUNTY			
YEAR	FLOW (x1,000)	AVERAGE COST (PER 1,000)	TOTAL COST
1998-99	1,349,319	1.68	2,266,856
1999-00	1,511,721	1.68	2,539,691
2000-01	1,563,672	1.68	2,626,969
2001-02	1,567,500	1.85	2,899,875
2002-03	1,860,768	1.85	3,442,420
2003-04	2,069,886	1.85	3,829,289
2004-05	1,869,780	1.85	3,459,093
2005-06	1,721,156	2.13	3,666,062
2006-07	1,808,920	2.13	3,853,000
2007-08	1,552,767	2.34	3,633,474
2008-09	1,532,389	2.34	3,585,791
2009-10	1,810,001	2.34	4,235,403
2010-11	1,249,381	3.39	4,235,403

NOTE: 1998-99 Cost reflects extremely dry weather conditions.
2003-04 Cost reflects extremely wet weather conditions.

PUBLIC UTILITIES – WATER/WASTEWATER DIVISION

ORGANIZATION CHART

FISCAL YEAR 2011



WATER/WASTEWATER ENGINEERING

412/417-2600-553

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	440,082	458,837	475,872	427,574
10-12	OVERTIME	2,115	3,120	3,120	3,120
10-14	FICA TAXES	32,953	34,604	34,512	31,821
10-15	HEALTH INSURANCE	68,046	75,443	72,415	75,434
10-16	L I D INSURANCE	2,701	2,722	2,796	2,597
10-17	WORKERS COMPENSATION	4,430	6,280	5,360	3,660
10-18	EDUCATIONAL ASSISTANCE	-	4,350	4,350	8,000
10-19	PENSION	87,707	91,431	87,000	17,716
10-20	OPEB	10,827	-	-	-
	PERSONNEL COSTS	648,861	676,787	685,425	569,922
20-21	FURNITURE/FIXTURES	115	-	-	-
20-28	MEDICAL SUP & PHYSICALS	105	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	-	555	555	555
20-31	BOOKS	384	200	200	200
20-32	SECURITY/SAFETY MATERIALS	622	1,200	1,200	1,200
20-33	SMALL TOOLS	195	450	450	450
20-37	COMPUTER SOFTWARE	26,888	5,250	7,189	5,250
20-38	COMPUTER HARDWARE	-	4,200	4,200	-
	MATERIALS & SUPPLIES	28,309	11,855	13,794	7,655
30-21	TELEPHONE/FAX	1,516	1,800	1,800	1,800
30-27	SUBSCRIPTIONS AND DUES	879	1,491	1,491	1,491
30-28	TRAINING/CONF/FOOD/TRAVEL	5,758	500	500	500
30-31	CONTRACTUAL SERVICES	-	-	-	56,160
30-39	IN-HOUSE TRAINING	1,150	500	500	500
30-62	GASOLINE	8,002	3,150	3,150	3,150
30-64	TRUCK REPAIRS/MAINTENANCE	-	500	500	500
30-67	RADIO REPAIRS/MAINTENANCE	899	1,200	1,200	1,200
	ADMINISTRATIVE EXPENDITURES	18,204	9,141	9,141	65,301
40-99	DEPRECIATION EXPENSE	7,863	-	-	-
40-23	TRUCKS - PURCHASE	16,247	-	-	-
	CAPITAL OUTLAY	24,110	-	-	-
	TOTAL EXPENDITURES	719,484	697,783	708,360	642,878
	REVENUES:				
	WATER/WASTEWATER FUND	695,374	697,783	708,360	642,878
	WATER/WASTEWATER I & E FUND	24,110	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	7.0	6.0

WASTEWATER MANAGEMENT

412/417-6900-569

ACCT	DESCRIPTION	2008-09 ACTUAL	2009-10 BUDGET	2009-10 REVISED	2010-11 TOTAL
10-11	SALARIES	393,047	396,703	339,875	411,700
10-12	OVERTIME	21,257	27,000	27,000	57,500
10-14	FICA TAXES	31,407	32,502	28,104	30,961
10-15	HEALTH INSURANCE	80,975	88,835	74,386	105,851
10-16	L I D INSURANCE	2,209	2,260	1,891	2,042
10-17	WORKERS COMPENSATION	14,487	17,373	14,407	16,525
10-18	EDUCATIONAL ASSISTANCE	-	-	-	925
10-19	PENSION	82,345	95,653	66,200	17,529
10-20	OPEB	10,206	-	-	-
	PERSONNEL COSTS	635,933	660,326	551,863	643,033
20-21	FURNITURE/FIXTURES	135	-	-	-
20-28	MEDICAL SUP & PHYSICALS	245	850	850	850
20-29	UNIFORMS/UNIFORM ALLOW	2,794	3,887	3,887	3,887
20-32	SECURITY/SAFETY MATERIALS	3,305	6,500	6,500	6,500
20-33	SMALL TOOLS	10,605	8,000	8,000	8,000
20-35	CHEMICALS & ADDITIVES	4,250	4,500	3,100	3,100
20-38	COMPUTER HARDWARE	-	700	2,100	700
20-46	CITY BLDG MAINT SUPPLIES	386	500	500	500
20-51	WATER/SEWER SYSTEM SUP	16,338	16,152	16,152	16,152
20-53	METERS/METER SUPPLIES	9,510	7,800	7,800	7,800
20-54	PUMPING STATION SUPPLIES	23,102	35,000	35,000	35,000
20-58	WATER/SEWER	1,032	1,200	1,200	1,200
	MATERIALS & SUPPLIES	71,702	85,089	85,089	83,689
30-21	TELEPHONE/FAX	3,982	3,650	3,650	3,650
30-23	ELECTRICITY	162,740	155,900	155,900	155,900
30-27	SUBSCRIPTIONS AND DUES	57	60	60	60
30-28	TRAINING/CONF/FOOD/TRAVEL	5,077	200	200	200
30-29	CONSULTING FEES	98,882	7,000	7,000	7,000
30-31	CONTRACTUAL SERVICES	45,931	40,000	40,000	40,000
30-62	GASOLINE	25,438	25,000	25,000	25,000
30-64	TRUCK REPAIRS/MAINTENANCE	5,925	6,000	6,000	6,000
30-65	MAINT EQUIP REPAIRS/MAINT	1,690	1,200	1,200	1,200
30-67	RADIO REPAIRS/MAINTENANCE	4,042	4,030	4,030	4,030
	ADMINSTRATIVE EXPENDITURES	353,764	243,040	243,040	243,040
40-23	TRUCKS - PURCHASE	232,084	-	-	-
40-25	OTHER EQUIP - PURCHASE	-	8,300	8,300	-
40-31	CONSTRUCTION - PURCHASE	814,682	6,497,810	6,357,855	1,010,000
40-35	SEWER LINES	41,132	33,000	421,288	550,700
	CAPITAL OUTLAY	1,087,898	6,539,110	6,787,443	1,560,700
	TOTAL EXPENDITURES	2,149,297	7,527,565	7,667,435	2,530,462
	REVENUES:				
	WATER/WASTEWATER FUND	1,061,399	988,455	879,992	969,762
	WATER/WASTEWATER I & E FUND	1,087,898	6,539,110	6,787,443	1,560,700
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	4.0	5.0	10.0

WATER MANAGEMENT

412/417-6800-568

ACCT	DESCRIPTION	2008-09 ACTUAL	2009-10 BUDGET	2009-10 REVISED	2010-11 TOTAL
10-11	SALARIES	189,989	185,779	152,831	177,153
10-12	OVERTIME	11,718	7,000	20,135	3,500
10-14	FICA TAXES	15,391	14,560	13,206	13,248
10-15	HEALTH INSURANCE	43,825	47,256	47,331	59,217
10-16	L I D INSURANCE	1,195	1,170	1,005	1,039
10-17	WORKERS COMPENSATION	6,426	7,897	7,018	4,221
10-18	EDUCATIONAL ASSISTANCE	-	-	-	925
10-19	PENSION	43,382	49,045	38,055	7,659
10-20	OPEB	4,998	-	-	-
	PERSONNEL FEES	316,924	312,707	279,581	266,962
20-28	MEDICAL SUP & PHYSICALS	128	600	600	600
20-29	UNIFORMS/UNIFORM ALLOW	1,150	1,695	1,695	1,695
20-31	BOOKS	200	200	200	200
20-32	SECURITY/SAFETY MATERIALS	2,209	2,125	2,125	2,125
20-33	SMALL TOOLS	6,256	7,250	7,250	7,250
20-38	COMPUTER HARDWARE	-	700	700	700
20-51	WATER/SEWER SYSTEM SUP	45,757	44,557	44,557	44,557
20-53	METERS/METER SUPPLIES	9,278	7,000	7,000	7,000
20-54	PUMPING STATION SUPPLIES	523	-	-	-
	MATERIALS & SUPPLIES	65,501	64,127	64,127	64,127
30-21	TELEPHONE/FAX	4,097	4,740	4,740	4,740
30-25	ADVERTISEMENT	9,530	10,000	10,000	10,000
30-27	SUBSCRIPTIONS AND DUES	2,547	2,505	2,505	2,505
30-28	TRAINING/CONF/FOOD/TRAVEL	1,105	200	200	200
30-29	CONSULTING FEES	1,878	5,000	5,000	5,000
30-31	CONTRACTUAL SERVICES	492	38,000	34,061	38,000
30-62	GASOLINE	14,922	16,800	16,800	16,800
30-64	TRUCK REPAIRS/MAINTENANCE	293	1,000	1,000	1,000
30-65	MAINT EQUIP REPAIRS/MAINT	517	800	800	800
30-67	RADIO REPAIRS/MAINTENANCE	2,453	2,454	2,454	2,454
	ADMINISTRATIVE EXPENDITURES	37,834	81,499	77,560	81,499
40-25	OTHER EQUIP - PURCHASE	-	8,300	8,300	-
40-31	CONSTRUCTION - PURCHASE	1,321,623	2,914,017	3,495,380	560,000
40-34	WATER LINES	20,206	65,000	249,750	60,000
	CAPITAL OUTLAY	1,341,829	2,987,317	3,753,430	620,000
	TOTAL EXPENDITURES	1,762,088	3,445,650	4,174,698	1,032,588
	REVENUES:				
	WATER/WASTEWATER FUND	420,259	458,333	421,268	412,588
	WATER/WASTEWATER I & E FUND	1,341,829	2,987,317	3,753,430	620,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	11.0	11.0	8.0	5.0

WATER CONSTRUCTION

412/417-5600-556

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	231,916	216,878	221,184	235,622
10-12	OVERTIME	8,371	5,000	17,268	5,000
10-14	FICA TAXES	17,947	17,579	16,832	17,231
10-15	HEALTH INSURANCE	55,974	59,354	56,973	65,279
10-16	L I D INSURANCE	1,374	1,311	1,328	1,338
10-17	WORKERS COMPENSATION	6,865	8,471	8,826	8,303
10-19	PENSION	50,840	52,316	49,200	8,959
10-20	OPEB	5,928	-	-	-
	PERSONNEL COSTS	379,215	360,909	371,611	341,732
20-21	FURNITURE/FIXTURES	115	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	1,869	1,550	1,550	1,550
20-32	SECURITY/SAFETY MATERIALS	2,135	2,675	2,675	2,675
20-33	SMALL TOOLS	10,056	4,500	4,500	4,500
20-37	COMPUTER SOFTWARE	153	175	175	175
20-38	COMPUTER HARDWARE	1,268	-	-	1,400
20-46	CITY BLDG MAINT SUPPLIES	384	400	400	400
20-58	WATER/SEWER	114	130	130	130
	MATERIALS & SUPPLIES	16,094	9,430	9,430	10,830
30-21	TELEPHONE/FAX	627	640	640	640
30-23	ELECTRICITY	2,017	2,500	2,500	2,500
30-24	HEATING OIL/GAS	1,540	2,625	2,625	2,625
30-27	SUBSCRIPTIONS AND DUES	-	110	110	110
30-28	TRAINING/CONF/FOOD/TRAVEL	100	100	100	100
30-31	CONTRACTUAL SERVICES	2,500	2,500	2,500	2,500
30-62	GASOLINE	17,350	19,470	19,470	19,470
30-64	TRUCK REPAIRS/MAINTENANCE	478	500	500	500
30-66	OTHER EQUIP REPAIRS/MAINT	16,650	9,184	9,184	9,184
30-67	RADIO REPAIRS/MAINTENANCE	908	2,370	2,370	2,370
	ADMINISTRATIVE EXPENDITURES	42,170	39,999	39,999	39,999
40-25	OTHER EQUIP - PURCHASE	26,666	-	-	-
	CAPITAL OUTLAY	26,666	-	-	-
	TOTAL EXPENDITURES	464,145	410,338	421,040	392,561
	REVENUES:				
	WATER/WASTEWATER FUND	437,479	410,338	421,040	392,561
	WATER/WASTEWATER I & E FUND	26,666	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	7.0	7.0	6.0	6.0

WATER TREATMENT PLANT

412/417-7600-576

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	419,614	405,302	413,684	444,724
10-12	OVERTIME	20,244	25,880	25,880	25,880
10-14	FICA TAXES	32,800	32,468	33,029	34,320
10-15	HEALTH INSURANCE	93,604	101,301	99,706	114,403
10-16	L I D INSURANCE	2,323	2,341	2,361	2,378
10-17	WORKERS COMPENSATION	15,112	17,762	17,846	18,728
10-18	EDUCATIONAL ASSISTANCE	-	991	991	-
10-19	PENSION	88,565	93,583	88,200	19,989
10-20	OPEB	10,878	-	-	-
	PERSONNEL COSTS	683,140	679,628	681,697	660,422
20-21	FURNITURE/FIXTURES	149	-	-	-
20-23	PRINTING AND DUPLICATING	910	1,830	1,830	1,830
20-25	CUSTODIAL	235	250	250	250
20-29	UNIFORMS/UNIFORM ALLOW	2,245	3,786	3,786	3,786
20-31	BOOKS	102	189	189	189
20-32	SECURITY/SAFETY MATERIALS	2,844	2,670	2,670	2,670
20-33	SMALL TOOLS	3,505	4,500	4,500	4,500
20-35	CHEMICALS & ADDITIVES	116,733	116,000	116,000	116,000
20-37	COMPUTER SOFTWARE	153	175	175	175
20-38	COMPUTER HARDWARE	-	-	-	1,400
20-46	CITY BLDG MAINT SUPPLIES	2,058	2,000	2,000	2,000
20-49	WELL SUPPLIES/REHAB	10,397	10,500	10,500	10,500
	MATERIALS & SUPPLIES	139,331	141,900	141,900	143,300
30-21	TELEPHONE/FAX	556	510	510	510
30-23	ELECTRICITY	524,242	536,000	536,000	536,000
30-24	HEATING OIL/GAS	4,250	4,800	4,800	4,800
30-27	SUBSCRIPTIONS AND DUES	500	600	600	600
30-28	TRAINING/CONF/FOOD/TRAVEL	1,150	250	250	250
30-31	CONTRACTUAL SERVICES	96,872	130,000	130,000	130,000
30-62	GASOLINE	9,618	9,700	9,700	9,700
30-64	TRUCK REPAIRS/MAINT	60	200	200	200
30-66	OTHER EQUIP REPAIRS/MAINT	10,440	13,000	13,000	13,000
30-67	RADIO REPAIRS/MAINTENANCE	1,060	1,075	1,075	1,075
	ADMINISTRATIVE EXPENDITURES	648,748	696,135	696,135	696,135
40-23	TRUCKS - PURCHASE	-	39,000	39,000	-
	CAPITAL OUTLAY	-	39,000	39,000	-
	TOTAL EXPENDITURES	1,471,219	1,556,663	1,558,732	1,499,857
	REVENUES:				
	WATER/WASTEWATER FUND	1,471,219	1,517,663	1,519,732	1,499,857
	WATER/WASTEWATER I & E FUND	-	39,000	39,000	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	10.0	10.0	10.0	10.0

ELECTRIC

DEPARTMENTAL VISION

The Public Utilities division works jointly with all City departments to provide superb and reliable service at the most economical cost to the customer; thereby, providing the necessities for making Dover a comfortable and safe community.

MAJOR PROGRAMS

ADMINISTRATION

Objective: This program provides the overall administration to the Public Utilities divisions. Additionally, this division administers the electric generating plant's operation and maintenance contract and the electric system purchase power contract.

Measures: Manage the Electric Operating Agreements within the defined parameters for upcoming fiscal years.

1. Manage, monitor, and benchmark the PACE Global Energy Management Agreement. It is under this Agreement whereby the City purchases energy, schedules load with PJM, develops risk management procedures, and provides oversight to the generation agreement.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Monitored Operating Agreement with PACE Global.	Monitored Operating Agreement with PACE Global. Negotiated a reduced fee for FY 11	Continue monitoring the Operating Agreement with PACE Global. Develop an RFP and award new agreement.

2. Manage, monitor, and provide oversight to the NAES Agreement for the operation and maintenance of the generation assets.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Monitor Operating Agreement with NAES and determined it should be allowed to automatically extend.	Monitored the Operating Agreement with NAES and determined it should be allowed to automatically extend to June 30, 2012.	Monitor Operating Agreement with NAES and determine if it should be allowed to automatically extend. Complete by December 31.

DESIGN AND ENGINEERING – ELECTRIC

Objective: The objective of this program is to engineer, design, map, oversee the proper installation of the City's infrastructure, and to provide specifications to internal staff, contractors, and developers in a timely and professional manner.

Measures:

1. Monitor and track the designs and specifications of construction projects. The target time is to complete the design within four weeks from receiving approved site plans and load sheets.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Met goal by maintaining a three-week turnaround time from customer request to delivery of a finalized design package	Met goal by maintaining a three-week turnaround time from customer request to delivery of a finalized design package	Goal is to maintain a four-week turn around.

CONSTRUCTION, MAINTENANCE, AND REPAIR

Objective: The objective of this program is to operate this system in accordance with recognized prudent utility practices; which will result in the reduction of power interruptions and ensure the prudent operation of the electric system.

Measures:

1. Reduce electric power interruptions through an ongoing tree trimming program.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	Trimmed over 2,000 trees and removed 120 trees.	Trimmed over 1,533 trees and removed 546 trees.	Trim $\geq 2,000$ trees and remove ≥ 120 trees.

SYSTEM OPERATIONS

Objective: System Operations will monitor, calculate, and investigate controllable electric outages to identify areas that require system reliability improvements and monitor outage response times.

Measures:

1. Track response time, should be less than 30 minutes to assure customer satisfaction.
2. Reduce controllable outages to less than 40.

	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected
Results	30 controllable outages; average response time was 29.6 minutes; average number of served customers – 22,000.	27 controllable outages; average response time was 33 minutes; average number of served customers – 23,000	40 controllable outages; average response time of less than 30 minutes.

FISCAL YEAR 2009-2010 STRATEGIC ACCOMPLISHMENTS

1. **Dover Energy 2030 Committee.** For several years this committee has been evaluating the feasibility of developing new generation assets to provide energy and capacity for the current system load as well as replacement of aging generators at McKee Run. The final negotiations for new generation should be completed with permitting starting should Dover decide to build new facilities. This goal is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency. This goal was met by signing agreements for the Dover Sun Park and Land Lease with Garrison Energy Center.

2. **Public Education on Energy Conservation.** Provide energy conservation and safety education programs to assist our customers in their efforts to reduce utility expenses. This will be accomplished by providing conservation materials and education at community events, such as the African American Festival, Modern Maturity Expo at Dover Downs, Public Power Week at Customer Service, and Fire Department sponsored open houses. Additional education is available from the City website. This goal is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency. All future outreach programs/events have been assigned to the Public Affairs Coordinator.

Measure: Attend at least three community events and provide education to at least ten classrooms in conjunction with the school system. This goal was met.

3. **Complete Electric Capital Investment Projects.** Ensure the completion of all projects on time and within budget. This goal is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Complete the Mid-City Substation Upgrade. This goal was met.
- b. Complete ongoing major system maintenance projects such as Distribution Upgrades; Street Light Upgrades; Distribution Feeder Replacements; and Substation PT & CT Replacements. This will be measured by spending 95% of the allocated funds. This goal was met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2011

1. **Dover Energy 2030 Committee.** Monitor and evaluate power supply assets that could provide energy and capacity for the electric system. This goal is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Continue to monitor the LS Power, Dover Sun Park and MacQuarie contracts and provide updates to the committee.
- b. Lead the review of the DEMEC Turbine proposal.
- c. Lead the review of the LS Power New Jersey Combined Cycle project.

2. **New Contract for Energy Management Services.** The current contract with PACE will expire on June 30, 2011. A new contract must be in place before the old contract expires. This goal is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Establish a timeline and committee to develop the request for proposal.
- b. Publish the RFP in accordance with the established timeline.
- c. Make recommendations to City Council in accordance with the established timeline.

3. **Dover Sun Park.** Facilitate and complete the interconnection of the ten Mw solar generation plant into the 69 kV electrical system. This goal is part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

4. **Complete Electric Capital Investment Projects.** Ensure 90% of all projects are completed on time and within budget. This goal is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

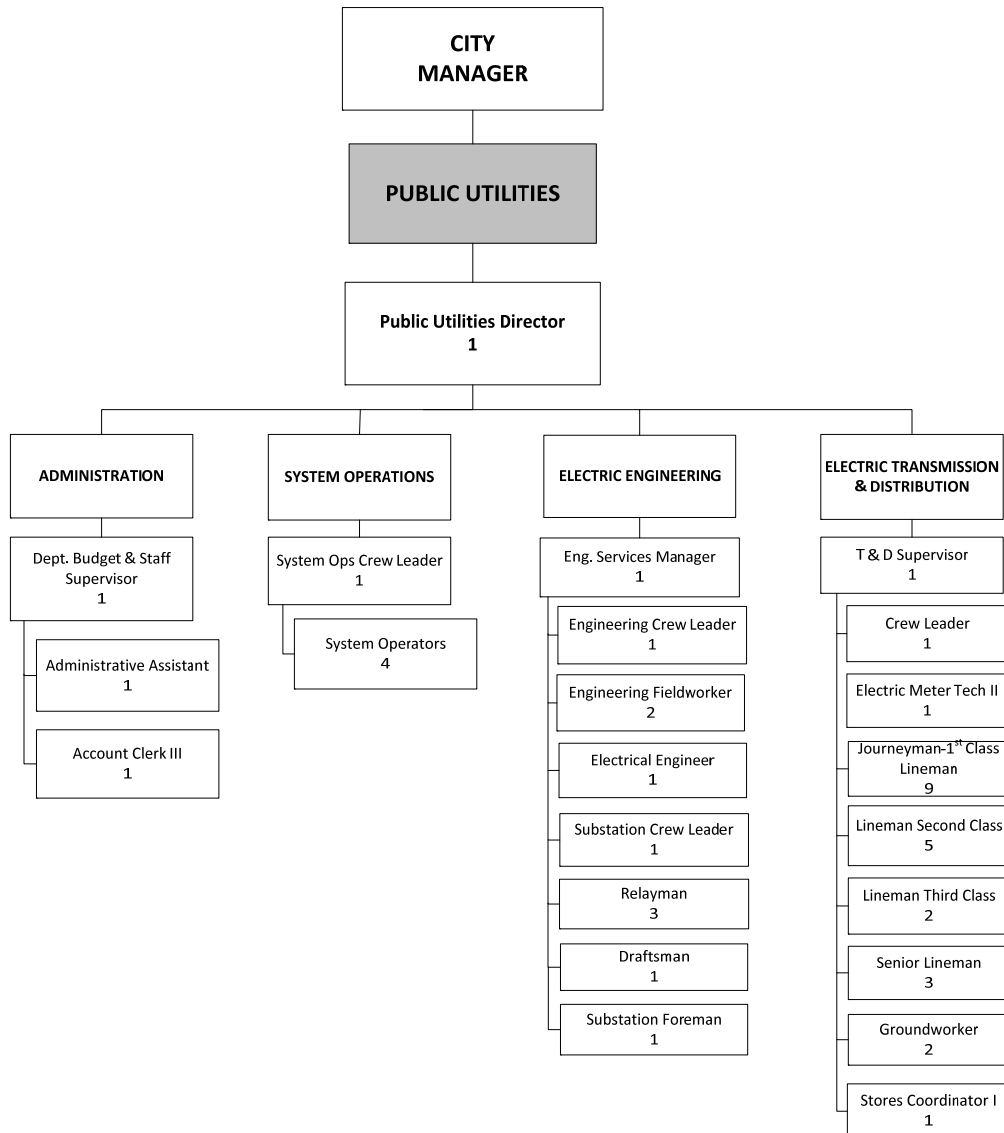
Measures:

- a. Complete the last year of a six-year project whereby all the 69 kV breakers have been replaced.
- b. Complete year two of a three-year project to replace substation Potential/Current Transformers and Arrestors.
- c. Complete ongoing major system maintenance projects such as Distribution System and Street Light Upgrades. This will be measured by spending 95% of the allocated funds.

PUBLIC UTILITIES – ELECTRIC DIVISION

ORGANIZATION CHART

FISCAL YEAR 2011



ADMINISTRATION

480/487-8400-564

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	228,452	226,900	229,095	247,334
10-14	FICA TAXES	17,139	16,293	17,244	17,155
10-15	HEALTH INSURANCE	29,524	32,934	31,628	36,218
10-16	L I D INSURANCE	1,481	1,492	1,516	1,528
10-17	WORKERS COMPENSATION	1,453	1,722	1,503	1,834
10-19	PENSION	54,786	56,222	53,600	9,618
10-20	OPEB	5,648	-	-	-
	PERSONNEL COSTS	338,483	335,563	334,586	313,687
20-21	FURNITURE/FIXTURES	179	-	-	-
20-22	OFFICE SUPPLIES	2,617	3,000	3,000	3,000
20-23	PRINTING AND DUPLICATING	10,667	10,088	10,088	10,088
20-24	PHOTOGRAPHIC	10	-	-	-
20-28	MEDICAL SUP & PHYSICALS	203	300	300	300
20-31	BOOKS	255	250	250	250
20-38	COMPUTER HARDWARE	-	9,490	9,490	-
20-46	CITY BLDG MAINT SUPPLIES	119,848	89,694	89,694	89,694
20-58	WATER/SEWER	698	900	900	900
	MATERIALS & SUPPLIES	134,477	113,722	113,722	104,232
30-21	TELEPHONE/FAX	1,865	1,900	1,900	1,900
30-23	ELECTRICITY	24,542	25,200	25,200	25,200
30-27	SUBSCRIPTIONS AND DUES	52,475	56,515	56,515	59,515
30-28	TRAINING/CONF/FOOD/TRAVEL	5,655	500	500	500
30-29	CONSULTING FEES	72,770	39,000	88,000	39,000
30-31	CONTRACTUAL SERVICES	45,536	50,600	50,600	47,600
30-35	COMMUNITY RELATIONS EXP	11,333	16,810	7,810	16,810
30-37	OTHER EXPENSES	9	-	-	-
30-61	OFF EQUIP/REPAIRS & MAINT	30	-	-	-
30-62	GASOLINE	537	525	525	525
30-64	TRUCK REPAIRS/MAINTENANCE	-	200	200	200
30-67	RADIO REPAIRS/MAINTENANCE	-	-	-	-
	ADMINISTRATIVE EXPENDITURES	214,752	191,250	231,250	191,250
40-25	OTHER EQUIP - PURCHASE	-	-	105,723	-
	CAPITAL OUTLAY	-	-	105,723	-
	TOTAL EXPENDITURES	687,712	640,535	785,281	609,169
	REVENUES:				
	ELECTRIC FUND	687,712	640,535	679,558	609,169
	ELECTRIC I & E FUND	-	-	105,723	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0

SYSTEM OPERATIONS

480/487-8600-526

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	335,631	380,882	297,526	348,978
10-12	OVERTIME	66,089	61,350	62,350	61,350
10-14	FICA TAXES	30,113	33,010	27,257	25,234
10-15	HEALTH INSURANCE	53,585	57,851	42,629	58,612
10-16	L I D INSURANCE	1,411	1,293	1,079	1,254
10-17	WORKERS COMPENSATION	10,010	13,552	13,790	6,358
10-19	PENSION	53,043	75,182	42,100	14,867
10-20	OPEB	9,862	-	-	-
	PERSONNEL COSTS	559,744	623,120	486,731	516,653
20-38	COMPUTER HARDWARE	-	1,400	1,400	1,400
	MATERIALS & SUPPLIES	-	1,400	1,400	1,400
	TOTAL EXPENDITURES	559,744	624,520	488,131	518,053
	REVENUES:				
	ELECTRIC FUND	559,744	624,520	488,131	518,053
	ELECTRIC I & E FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0

ELECTRIC ENGINEERING

480/487-8300-563

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	667,114	701,997	648,962	699,407
10-12	OVERTIME	42,345	47,320	47,320	47,320
10-14	FICA TAXES	53,475	57,816	32,401	52,456
10-15	HEALTH INSURANCE	86,720	112,595	92,625	100,514
10-16	L I D INSURANCE	3,457	3,611	3,490	3,328
10-17	WORKERS COMPENSATION	18,770	25,298	24,191	20,429
10-18	EDUCATIONAL ASSISTANCE	5,501	12,000	12,000	-
10-19	PENSION	164,683	197,044	160,000	29,158
10-20	OPEB	17,595	-	-	-
	PERSONNEL COSTS	1,059,660	1,157,681	1,020,989	952,612
20-21	FURNITURE/FIXTURES	1,454	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	11,960	12,799	12,799	12,799
20-31	BOOKS	664	650	650	650
20-32	SECURITY/SAFETY MATERIALS	1,680	4,570	4,570	4,570
20-33	SMALL TOOLS	1,942	2,500	2,500	2,500
20-37	COMPUTER SOFTWARE	1,428	7,290	7,290	7,290
20-38	COMPUTER HARDWARE	-	5,600	5,849	1,400
20-48	PERSONNEL RELATED SUP	-	-	-	-
20-61	ELEC MATERIALS/SUPPLIES	57,387	58,000	58,000	58,000
	MATERIALS & SUPPLIES	76,515	91,409	91,658	87,209
30-21	TELEPHONE/FAX	21,630	22,000	22,000	22,000
30-23	ELECTRICITY	1,974	2,083	2,083	2,083
30-27	SUBSCRIPTIONS AND DUES	621	1,255	1,255	1,255
30-28	TRAINING/CONF/FOOD/TRAVEL	1,465	11,000	7,000	7,000
30-31	CONTRACTUAL SERVICES	187,874	104,000	104,000	660,160
30-39	IN-HOUSE TRAINING	1,500	3,000	3,000	3,000
30-43	ENVIRONMENTAL EXPENSES	62,686	63,000	63,000	63,000
30-51	RIGHT OF WAY	34	50	50	50
30-61	OFF EQUIP/REPAIRS & MAINT	95	100	100	100
30-62	GASOLINE	18,619	21,600	21,600	21,600
30-64	TRUCK REPAIRS/MAINTENANCE	2,782	3,400	3,400	3,400
30-66	OTHER EQUIP REPAIRS/MAINT	11,151	16,084	16,084	16,084
30-67	RADIO REPAIRS/MAINTENANCE	4,246	3,350	3,350	3,350
	ADMINISTRATIVE EXPENDITURES	314,677	250,922	246,922	803,082
	TOTAL OPERATING EXPENDITURES	1,450,852	1,500,012	1,359,569	1,842,903

ELECTRIC ENGINEERING

480/487-8300-563

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
40-23	TRUCKS - PURCHASE	16,247	-	-	61,200
40-25	OTHER EQUIP - PURCHASE	17,450	101,195	101,195	35,000
	CAPITAL OUTLAY	33,697	101,195	101,195	96,200
50-76	LIGHTING IMPROVEMENTS	51,681	50,000	139,087	100,000
50-82	REPLACE BREAKERS	353,226	183,000	183,000	100,000
	CAPITAL OUTLAY	404,907	233,000	322,087	200,000
70-27	SUBSTATIONS	1,292,238	2,014,341	1,663,433	320,718
70-29	ST.JONES SUBSTATION	5,068,514	-	79,692	-
70-35	TRANSMISSION/SWITCHES	-	23,000	15,575	23,000
	CAPITAL OUTLAY	6,360,752	2,037,341	1,758,700	343,718
90-25	DISTRIBUTION UPGRADES	830,716	1,154,000	3,142,772	750,511
90-26	69 KV FEEDERS 3 & 4	3,496,136	-	540,457	-
	CAPITAL OUTLAY	4,326,852	1,154,000	3,683,229	750,511
	TOTAL CAPITAL EXPENDITURES	11,126,208	3,525,536	5,865,211	1,390,429
	TOTAL EXPENDITURES	12,577,060	5,025,548	7,224,780	3,233,332
	REVENUES:				
	ELECTRIC FUND	1,450,852	1,500,012	1,359,569	1,842,903
	ELECTRIC I & E FUND	11,126,208	3,525,536	5,865,211	1,390,429
	PERSONNEL:				
	FULL-TIME EQUIVALENT	12.5	12.5	11.0	11.0

ELECTRIC TRANSMISSION and DISTRIBUTION

480/487-8200-562

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES	1,492,937	1,392,268	1,373,218	1,571,677
10-12	OVERTIME	122,663	110,074	110,074	110,074
10-14	FICA TAXES	121,051	107,525	111,790	116,577
10-15	HEALTH INSURANCE	244,476	291,441	241,676	308,554
10-16	L I D INSURANCE	6,989	6,961	6,592	6,405
10-17	WORKERS COMPENSATION	55,578	58,331	59,136	64,058
10-18	EDUCATIONAL ASSISTANCE	103	1,400	1,400	-
10-19	PENSION	372,165	374,658	340,000	65,806
10-20	OPEB	39,475	-	-	-
	PERSONNEL COSTS	2,455,437	2,342,658	2,243,886	2,243,151
20-21	FURNITURE/FIXTURES	220	-	-	-
20-28	MEDICAL SUP & PHYSICALS	(120)	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	30,644	26,450	26,450	26,450
20-31	BOOKS	4,693	-	-	-
20-32	SECURITY/SAFETY MATERIALS	15,515	18,020	18,020	18,020
20-33	SMALL TOOLS	27,966	26,500	26,500	26,500
20-38	COMPUTER HARDWARE	1,491	12,600	12,351	-
20-53	METERS/METER SUPPLIES	14,046	14,179	14,179	14,179
20-58	WATER/SEWER	813	250	250	250
20-61	ELEC MATERIALS/SUPPLIES	369,369	363,428	363,428	363,428
	MATERIALS & SUPPLIES	464,637	461,427	461,178	448,827
30-21	TELEPHONE/FAX	1,359	1,600	1,600	1,600
30-23	ELECTRICITY	357	200	200	200
30-24	HEATING OIL/GAS	6,921	6,245	6,245	6,245
30-28	TRAINING/CONF/FOOD/TRAVEL	19,496	14,000	14,000	14,000
30-31	CONTRACTUAL SERVICES	432,826	347,828	343,828	347,828
30-39	IN-HOUSE TRAINING	3,052	3,000	3,000	3,000
30-43	ENVIRONMENTAL EXPENSES	46,330	41,258	41,258	41,258
30-51	RIGHT OF WAY	5,955	5,956	5,956	5,956
30-62	GASOLINE	55,168	63,000	63,000	63,000
30-64	TRUCK REPAIRS/MAINTENANCE	18,161	16,530	16,530	16,530
30-66	OTHER EQUIP REPAIRS/MAINT	5,871	10,000	10,000	10,000
30-67	RADIO REPAIRS/MAINTENANCE	4,862	4,920	4,920	4,920
	ADMINISTRATIVE EXPENDITURES	600,358	514,537	510,537	514,537
40-23	TRUCKS - PURCHASE	16,247	245,847	245,847	-
40-25	OTHER EQUIP - PURCHASE	49,952	-	-	39,000
	CAPITAL OUTLAY	66,199	245,847	245,847	39,000
60-31	UG TRANSFORMERS	158,139	156,570	156,570	120,536
60-34	UG CONDUCTORS/DEVICES	594,640	674,730	655,730	529,464
60-46	METERS	13,363	50,000	50,000	50,000
	CAPITAL OUTLAY	766,142	881,300	862,300	700,000
	TOTAL EXPENDITURES	4,352,773	4,445,769	4,323,748	3,945,515
	REVENUES:				
	ELECTRIC FUND	3,520,432	3,318,622	3,215,601	3,206,515
	ELECTRIC I & E FUND	832,341	1,127,147	1,108,147	739,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	28.0	27.0	24.0	25.0

POWER PLANT OPERATIONS

480/487-8101-591

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
10-11	SALARIES & WAGES	2,150,517	2,161,785	2,111,785	2,202,239
10-12	OVERTIME	242,179	172,498	172,498	179,816
10-18	EDUCATIONAL ASSISTANCE	370	-	-	5,000
10-21	LABOR BURDEN (40.0%)	782,738	-	-	-
10-22	INCENTIVE ACUMULATOR	262,832	285,785	285,785	287,748
10-23	INCENTIVE BURDEN (21.0%)	-	66,016	66,016	63,362
10-24	BURDEN @ 40%	-	757,241	727,241	760,113
	PERSONNEL COSTS	3,438,636	3,443,325	3,363,325	3,498,278
20-22	OFFICE SUPPLIES/SUBSCRIPT	-	6,300	6,300	6,800
20-23	PRINTING & DUPLICATING	-	3,600	3,600	3,000
20-25	JANITORIAL SERV/SUPPLIES	-	36,000	36,000	31,200
20-28	MEDICAL SUPPLIES	-	9,000	9,000	7,500
20-29	UNIFORMS/UNIFORM ALLOW	-	15,000	15,000	15,000
20-32	SECURITY/SAFETY MATERIALS	-	6,000	6,000	9,500
20-33	SMALL TOOLS	-	3,600	3,600	3,600
20-35	WATER TREATMENT CHEMICALS	-	40,000	40,000	30,000
20-37	COMPUTER SOFTWARE	-	9,700	9,700	14,895
20-38	COMPUTER HARDWARE	-	9,000	9,000	5,300
20-46	CITY BUILDING MAINTENANCE	-	20,000	20,000	19,075
20-58	WATER/SEWER	-	60,000	60,000	38,000
	MATERIALS & SUPPLIES	-	218,200	218,200	183,870
30-19	OPERATOR INSURANCE	-	275,000	365,000	381,000
30-21	TELEPHONE	-	12,000	12,000	11,400
30-22	POSTAGE	128	7,800	7,800	7,800
30-23	ELECTRICITY	-	711,000	681,000	620,000
30-24	HEATING OIL/GAS	-	64,482	54,482	50,000
30-28	TRAINING/CONF/FOOD/TRAVEL	-	24,800	24,800	45,494
30-31	CONTRACTUAL SERVICES	-	180,900	150,900	33,240
30-32	LEGAL FEES	-	4,000	4,000	-
30-43	ENVIRONMENT EXPENSES	-	63,000	63,000	108,200
30-45	OPERATOR MANAGEMENT FEE	-	193,836	193,836	195,968
30-46	OPERATOR INCENTIVE	-	155,069	155,069	156,775
30-47	HOME OFFICE LABOR	-	86,600	86,600	98,340
30-51	RIGHT OF WAY/PERMITS	-	50,198	50,198	61,450
30-62	GASOLINE	-	3,000	3,000	3,000
30-66	OTHER EQUIPT/MAINTENANCE	-	53,100	53,100	76,000
30-67	RADIO REPAIRS/MAINTENANCE	-	6,000	6,000	3,000
30-80	AUXILLARY SYSTEMS	-	46,400	46,400	36,000
30-81	BOILER SYSTEMS	-	71,000	71,000	30,000
30-82	CONTINUOUS EMISSIONS MONI	-	32,000	32,000	14,500
30-83	DCS CONTROL SYSTEM	-	12,000	12,000	12,000
30-84	FIRE PROTECTION SYSTEM	-	10,000	10,000	12,000
30-85	COOLING TOWER	-	12,000	42,000	6,000
30-86	FUEL OIL/GAS SYSTEMS	-	9,600	9,600	4,000
30-87	COMBUSTION TURBINE MAINT	-	16,400	16,400	12,000
30-88	POWER DISTRIBUTION SYSTEM	-	13,000	13,000	12,000
30-89	TURBINE GENERATOR SYSTEMS	-	24,000	24,000	22,000
	ADMINISTRATIVE EXPENDITURES	128	2,137,185	2,187,185	2,012,167

POWER PLANT OPERATIONS

480/487-8110-591

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
65-19	INSURANCE	277,040	-	-	-
65-21	TELEPHONE	11,788	-	-	-
65-22	POSTAGE	3,263	-	-	-
65-23	FREIGHT	6,240	-	-	-
65-24	OFFICE SUPPLIES	9,826	-	-	-
65-25	LICENSES & PERMITS	52,303	-	-	-
65-26	EMPLOYEE RECOGNITION	3,172	-	-	-
65-28	TRAINING/CONF/FOOD/TRAVEL	17,939	-	-	-
65-29	MEDICAL ASSESSMENTS	1,130	-	-	-
65-31	CONTRACTUAL SERVICES(ENG)	44,159	-	-	-
65-32	LEGAL FEES	3,496	-	-	-
65-36	OFFICE EQUIPMENT	6,397	-	-	-
65-37	COMPUTER SOFTWARE	10,913	-	-	-
65-38	COMPUTER HARDWARE	16,195	-	-	-
65-39	TRAINING FEES	31,880	-	-	-
65-43	ENVIRONMENTAL	48,309	-	-	-
65-44	OPERATOR/SUPPLY MGMT FEE	187,824	-	-	-
65-45	OPERATOR/SUPPLY INCENTIVE	142,211	-	-	-
65-46	HOME OFFICE LABOR	70,995	-	-	-
65-47	COMPUTER SYSTEMS MGMT	8,004	-	-	-
	65 SERIES TOTAL	953,084	-	-	-
75-53	MATERIALS TESTING	4,172	-	-	-
75-54	SAFETY SUPPLIES	35,213	-	-	-
75-56	WTR ENVIRON MONITOR/TEST	691	-	-	-
75-57	NON-HAZARD WASTE DISPOSAL	12,988	-	-	-
	75 SERIES TOTAL	53,064	-	-	-
85-61	BUILDING & GROUNDS	30,062	-	-	-
85-62	NON-DURABLE TOOLS	4,229	-	-	-
85-63	PLANT EQUIPMENT	16,495	-	-	-
85-64	EQUIPMENT RENTAL	488	-	-	-
85-66	EQUIP REPAIR/CALIBRATION	2,990	-	-	-
85-67	COMPRESSED AIR SYSTEM	11,058	-	-	-
85-68	BOILER SYSTEMS	74,058	-	-	-
85-71	FEEDWATER SYSTEM	23,996	-	-	-
85-72	CONTINUOUS EMISS. MONITOR	32,370	-	-	-
85-73	FIRE PROTECTION SYSTEM	14,874	-	-	-
85-74	CRANES & ELEVATORS	17,267	-	-	-
85-75	COOLING TOWER	60,872	-	-	-
85-76	DCS CONTROL SYSTEM	5,691	-	-	-
85-77	DEMINERALIZER WATER SYS	8,008	-	-	-
85-78	FUEL OIL SYSTEM	1,861	-	-	-
85-79	PM PROGRAM	1,389	-	-	-
85-81	FUEL GAS SYSTEM/IGNITERS	5,650	-	-	-
85-82	COMBUSTION TURBINE MAINT	61,721	-	-	-
85-83	HOT WATER SYSTEM	1,124	-	-	-
85-84	PIT INSULATION	10,692	-	-	-
85-85	POWER DISTRIB SYSTEM	123,759	-	-	-
85-86	VEHICLE ROLLING STOCK	362	-	-	-
85-87	TURBINE GENERATOR SYSTEM	52,134	-	-	-
85-89	MAINT CONSUMABLES	10,860	-	-	-
	85 SERIES TOTAL	572,010	-	-	-
95-22	HEATING OIL/GAS	22,488	-	-	-
95-23	ELECTRIC	771,152	-	-	-
95-24	LABORATORY SUPPLIES	3,397	-	-	-
95-25	JANITORIAL EXPENSES	32,748	-	-	-
95-35	WATER TREATMENT CHEMICALS	45,045	-	-	-
95-58	WATER (TOWERS/SERVICE)	41,752	-	-	-
95-62	FUEL - VEHICLE	2,197	-	-	-
95-93	LUBRICANTS	2,319	-	-	-
95-94	GASES	22,400	-	-	-
95-95	OPERATING CONSUMABLES	302	-	-	-
95-96	TRASH REMOVAL	1,227	-	-	-
	95 SERIES TOTAL	945,027	-	-	-
40-31	CONSTRUCTION-PURCHASE	2,534,766	1,254,000	1,576,645	1,480,068
	CAPITAL OUTLAY	2,534,766	1,254,000	1,576,645	1,480,068
	TOTAL EXPENDITURES	8,496,715	7,052,710	7,345,355	7,174,383
	REVENUES:				
	ELECTRIC FUND	5,961,949	5,798,710	5,768,710	5,694,315
	ELECTRIC I & E FUND	2,534,766	1,254,000	1,576,645	1,480,068

POWER SUPPLY

480/487-8120-592

ACCT	DESCRIPTION	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 TOTAL
65-31	CONTRACTUAL SERVICES	375,840	497,250	457,250	-
65-44	OPERATOR/SUPPLY MGMT FEE	3,000,000	3,000,000	3,000,000	2,280,000
	65 SERIES TOTAL	3,375,840	3,497,250	3,457,250	2,280,000
95-48	3RD PARTY HEDGE PURCHASES	56,924,483	55,619,481	55,619,481	48,059,699
95-49	CAPACITY CHARGES	10,778,420	13,469,528	13,456,389	11,618,223
95-50	CAPACITY CREDITS	(9,303,462)	(12,133,285)	(12,135,127)	(11,488,785)
95-91	PJM CHARGES	6,234,707	13,943,413	7,356,438	11,850,876
95-92	PJM CREDITS	(1,543,199)	(1,701,066)	(520,842)	(720,797)
	95 SERIES TOTAL	63,090,949	69,198,071	63,776,339	59,319,216
98-91	GAS FUEL	839,706	1,275,251	213,529	297,820
98-92	FUEL OIL PURCH FOR INVENT	528,700	-	-	-
98-93	NO. 2 FUEL OIL	125,612	-	-	-
	98 SERIES TOTAL	1,494,018	1,275,251	213,529	297,820
	TOTAL EXPENDITURES	67,960,807	73,970,572	67,447,118	61,897,036
	REVENUES:				
	ELECTRIC FUND	67,960,807	73,970,572	67,447,118	61,897,036

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OTHER FUNDS

CONTAINS THE FOLLOWING SUBSECTIONS:

MUNICIPAL STREET AID FUND

WORKERS COMPENSATION FUND

COMMUNITY TRANSPORTATION

IMPROVEMENT FUND

PARKLAND/RECREATION RESERVE

LIBRARY RESERVE

LIBRARY GRANTS

MUNICIPAL STREET AID FUND

ORIGIN AND PURPOSE

The State of Delaware has passed legislation to share a portion of Delaware's motor fuel tax reserve with local municipalities. This fund was established to manage these monies.

SOURCE OF REVENUES

Funding is from a grant from the State of Delaware. The amount of the grant depends on Dover's population and miles of streets maintained. The grant is received from the State in four equal installments.

COMMENTS

The expenditures in this fund include items for street maintenance and repairs.

CASH RECEIPTS

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
BEGINNING BALANCE	\$ 153	\$ 107	\$ 428	\$ 428	0.0%
STATE GRANT	789,918	775,000	-	526,843	0.0%
INTEREST EARNED	621	200	-	200	0.0%
TOTALS	\$ 790,692	\$ 775,307	\$ 428	\$ 527,471	123140.9%

BUDGET SUMMARY

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
TRANSFER TO GENERAL FUND	\$ 790,264	\$ 775,200	\$ -	\$ 526,843	0.0%
CURRENT YEAR BALANCE	428	107	428	628	46.7%
TOTALS	\$ 790,692	\$ 775,307	\$ 428	\$ 527,471	123140.9%

WORKERS COMPENSATION FUND

ORIGIN AND PURPOSE

The City established this fund in Fiscal Year 1991 in order to handle its workers compensation self-insurance program.

SOURCE OF REVENUES

Appropriations for the fund are received from the General Fund, Water/Wastewater Fund, and Electric Fund.

OPERATING REVENUES

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
PRIOR YEAR BALANCE	\$ 1,380,282	\$ 1,404,956	\$ 1,278,611	\$ 1,342,387	5.0%
INTEREST INCOME	73,398	46,300	40,000	40,000	0.0%
PREMIUM FROM CITY	539,964	753,822	634,149	670,530	5.7%
INSURANCE REFUND	7,571	-	3,392	-	-100.0%
TOTALS	\$ 2,001,215	\$ 2,205,078	\$ 1,956,152	\$ 2,052,917	4.9%

OPERATING EXPENSES

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
PROGRAM EXPENSES/SUPPLIES - CLAIMS	\$ 569,529	\$ 450,000	\$ 450,000	\$ 450,000	0.0%
INSURANCE	82,490	93,400	93,400	93,400	0.0%
BANK FEES	1,961	1,300	-	-	0.0%
STATE OF DEL - SELF INSURANCE TAX	35,334	50,000	35,365	37,000	4.6%
CONTRACTUAL SERVICES	33,290	37,000	35,000	32,000	-8.6%
TOTAL EXPENSES	722,604	631,700	613,765	612,400	-0.2%
CURRENT YEAR BALANCE	1,278,611	1,573,378	1,342,387	1,440,517	7.3%
TOTALS	\$ 2,001,215	\$ 2,205,078	\$ 1,956,152	\$ 2,052,917	4.9%

COMMUNITY TRANSPORTATION IMPROVEMENT FUND

ORIGIN AND PURPOSE

This fund was established in Fiscal Year 2004 to account for capital projects funded through the Community Transportation Fund and the City's General Fund. One fund was established to better account for expenses.

SOURCE OF REVENUES

This fund receives monies from the City's General Fund and a State of Delaware program that provides funds through our state legislators to the City for capital projects and infrastructure improvements.

OPERATING REVENUES

	2008-2009	2009-2010	2009-2010	2010-2011	% CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2010-2011
PRIOR YEAR BALANCE	\$ 289,812	\$ 108,812	\$ 270,803	\$ 100,913	-62.7%
GRANTS REVENUE	752,040	1,000,000	1,000,000	1,000,000	0.0%
TRANSFER FROM GENERAL	200,000	350,000	-	300,000	0.0%
INTEREST INCOME	6,151	2,800	2,800	2,800	0.0%
TOTALS	\$ 1,248,003	\$ 1,461,612	\$ 1,273,603	\$ 1,403,713	10.2%

OPERATING EXPENSES

	2008-2009	2009-2010	2009-2010	2010-2011	% CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2010-2011
PROGRAM EXPENSES	\$ 977,200	\$ 1,350,000	\$ 1,172,690	\$ 1,300,000	10.9%
OPERATING TRANSFERS OUT	-	-	-	-	0.0%
CURRENT YEAR BALANCE	270,803	111,612	100,913	103,713	2.8%
TOTALS	\$ 1,248,003	\$ 1,461,612	\$ 1,273,603	\$ 1,403,713	10.2%

PARKLAND/RECREATION RESERVE

ORIGIN AND PURPOSE

The City established this reserve for the purpose of reserving monies for the improvement and development of the City's park system.

SOURCE OF REVENUES

Appropriations for the reserve are received from the General Fund, developer payments in lieu of subdivision parkland development, and donations. Interest will be retained in the reserve.

OPERATING REVENUES

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
PRIOR YEAR BALANCE	\$ 210,605	\$ 192,735	\$ 218,245	\$ 178,245	-18.3%
GENERAL FUND APPROPRIATION	-	-	-	-	0.0%
PAYMENT IN LIEU OF PARKLAND	-	-	-	-	0.0%
TRANSFER FROM LIBRARY RESERVE	-	-	-	-	0.0%
TRANSFER FROM CTF	-	-	-	-	0.0%
INTEREST INCOME	7,640	-	-	6,800	0.0%
TOTALS	\$ 218,245	\$ 192,735	\$ 218,245	\$ 185,045	-15.2%

OPERATING EXPENSES

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
TRANSFER TO GENERAL CAPITAL PROJECTS FUND	\$ -	\$ -	\$ 40,000	\$ -	-100.0%
CURRENT YEAR BALANCE	218,245	192,735	178,245	185,045	3.8%
TOTALS	\$ 218,245	\$ 192,735	\$ 218,245	\$ 185,045	-15.2%

LIBRARY RESERVE

ORIGIN AND PURPOSE

The City established this reserve for the purpose of reserving monies for the construction of a new library.

SOURCE OF REVENUES

General fund, donations – Interest will be retained in the fund.

OPERATING REVENUES

	2008-2009	2009-2010	2009-2010	2010-2011	% CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2010-2011
PRIOR YEAR BALANCE	\$ 3,778,150	\$ 3,309,400	\$ 3,554,078	\$ 3,477,305	-2.2%
GENERAL FUND APPROPRIATION	-	-	-	-	0.0%
TRANSFER FROM GENERAL CONTINGENCY	-	-	-	-	
INTEREST INCOME	144,930	117,000	101,133	109,900	8.7%
TOTALS	\$ 3,923,080	\$ 3,426,400	\$ 3,655,211	\$ 3,587,205	-1.9%

OPERATING EXPENSES

	2008-2009	2009-2010	2009-2010	2010-2011	% CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2010-2011
TRANSFER TO PARKLAND RESERVE	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO CAPITAL PROJECT FUND	369,002	3,000,000	177,906	2,343,519	1217.3%
TRANSFER TO GENERAL FUND	-	-	-	-	0.0%
CURRENT YEAR BALANCE	3,554,078	426,400	3,477,305	1,243,686	-64.2%
TOTALS	\$ 3,923,080	\$ 3,426,400	\$ 3,655,211	\$ 3,587,205	-1.9%

LIBRARY GRANTS

ORIGIN AND PURPOSE

The City established this fund for the purpose of tracking monies received from Federal and State Grants to be used in the construction of a new library.

SOURCE OF REVENUES

Federal and State Grants

OPERATING REVENUES

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
PRIOR YEAR BALANCE	\$ 16,334	\$ 133	\$ 16,336	\$ 16,336	0.0%
STATE GRANT	250,867	247,801	247,801	259,801	4.8%
FEDERAL GRANT	3,301	-	-	2,750	
INTEREST INCOME	-	-	-	-	0.0%
TOTALS	\$ 270,502	\$ 247,934	\$ 264,137	\$ 278,887	5.6%

OPERATING EXPENSES

	2008-2009 ACTUAL	2009-2010 BUDGET	2009-2010 REVISED	2010-2011 BUDGET	% CHANGE 2010-2011
STATE GRANTS					
FURNITURE/FIXTURES	\$ 6,809	\$ -	\$ -	\$ -	0.0%
PROGRAM EXPENSES/SUPPLIES	56,807	41,935	41,935	41,935	0.0%
BOOKS	102,784	107,216	107,216	119,216	11.2%
AUDIO VISUAL SUPPLIES	57,730	55,000	55,000	55,000	0.0%
ADVERTISEMENT	-	-	-	-	0.0%
TRAINING/CONF/FOOD/TRAV	2,407	5,000	5,000	5,000	0.0%
CONSULTING FEES	-	-	-	-	0.0%
CONTRACTUAL SERVICES	18,649	18,650	18,650	18,650	0.0%
OFF EQP/REPAIRS & MAINT	-	-	-	-	0.0%
OTHER EQUIP - PURCHASE	-	-	-	-	0.0%
COMPUTER SOFTWARE	-	-	-	-	0.0%
COMPUTER HARDWARE	5,680	20,000	20,000	20,000	0.0%
SUBTOTAL EXPENSES STATE GRANTS	250,866	247,801	247,801	259,801	4.8%
FEDERAL GRANTS					
PROGRAM EXPENSES/SUPPLIES	3,300	-	-	2,750	0.0%
BOOKS	-	-	-	-	0.0%
TELEPHONE/FAX	-	-	-	-	0.0%
ADVERTISEMENT	-	-	-	-	0.0%
TRAINING/CONF/FOOD/TRAV	-	-	-	-	0.0%
SUBTOTAL EXPENSES FEDERAL GRANTS	3,300	-	-	2,750	0.0%
CURRENT YEAR BALANCE	16,336	133	16,336	16,336	0.0%
TOTALS	\$ 270,502	\$ 247,934	\$ 264,137	\$ 278,887	5.6%

APPENDIX

CONTAINS THE FOLLOWING
SUBSECTIONS:

MISCELLANEOUS STATISTICS

POPULATION AND HOUSING

SUMMARY

MAJOR EMPLOYERS

FINANCIAL POLICIES

INVESTMENT POLICY

MISCELLANEOUS STATISTICS

AS OF JUNE 30, 2009 AND JUNE 30, 2008

	June 30, 2009	June 30, 2008
Date of Incorporation	February 16, 1829	February 16, 1829
Land Area - Acres	14,904.90	14,904.90
Land Area - Square Miles	22.586	22.586
Total Miles of Streets	159.62	159.62
City Maintained Miles of Streets	100.27	100.27
State Maintained Miles of Streets	59.35	59.35
Population - 2000 Census	32,043	32,043
Population - City Count	36,359	35,200
Registered Voters	21,897	20,181
ELECTRIC UTILITY:		
Total Generating Units	5	5
Total Generating Capacity	175 mw	176 mw
Area of Service - Square Miles	68	68
Substations	15	15
High Peak Load	175 mw	175 mw
CUSTOMERS:		
Residential	19,635	19,075
Commercial	3,096	3,602
Primary	41	38
Vapor Lights Only	850	880
69 KV Industrial	3	3
Municipal (total number of meters/bills)	-	-
Total Customers Sales	\$99,642,490	\$94,037,212
Total Customer Sales kWh	719,949,121	731,024,065
PURCHASE POWER:		
\$	\$76,937,610	\$70,146,601
kWh	751,171,000	770,997,000
FIRE DEPARTMENT:		
Stations	2	2
Officers	8	8
Firemen - Membership (Volunteers)	100	100
Equipment	14	18
PARKS DEPARTMENT:		
Major Parks	3	3
Small Parks	22	22

MISCELLANEOUS STATISTICS

CONTINUED

POLICE DEPARTMENT:	June 30, 2009	June 30, 2008
Station	1	1
Uniformed Personnel	92	92
Automobiles	66	66
Motorcycles	7	7
Motor Boats	1	1
Bicycles	4	4
Specialty Vehicles	6	6
Trailers	3	3
PUBLIC LIBRARY:		
Books	121,312	119,392
Audio Visual Materials	15,356	11,917
Members	39,354	37,587
Magazine Subscriptions	193	287
Newspapers	19	29
Circulation of Books	428,633	408,827
WATER UTILITY:		
Supply - Wells	22	22
Storage Tanks	6	6
Total Storage Capacity - Gallons	3,750,000	3,750,000
Water Mains - Miles	215.7	196
Average Daily Gallons Pumped	4,429,115	4,974,526
Peak Daily Gallons	8,058,000	9,278,000
Water - Gallons Pumped	1,616,627,000	1,815,702,000
Number of Metered Customers	13,375	13,229
Number of New Connections	146	284
WASTEWATER UTILITY:		
Pumping Stations	42	42
Wastewater Mains - Miles	185	185
Average Daily Gallons	4,115,281	4,202,974
Total Annual Gallons	1,502,077,732	1,538,796,919
Number of New Connections	146	Not Available
WATER TREATMENT PLANT:		
Capacity	4.6 MGD	4.6 MGD
SALES TO CUSTOMERS:		
Water Fees	\$4,070,523	\$4,203,972
Wastewater Fees	\$2,351,885	\$2,589,539
Wastewater Adjustment	\$3,733,644	\$4,109,166

CITY OF DOVER POPULATION AND HOUSING STATISTICS

CHARACTERISTIC	NUMBER
Population	33,041
Median Age – Years	29.4
Male	14,857
Female	18,184
White	17,132
Black (African American)	13,650
Hispanic (Latino)	2,095
Asian	547
Total Family Households	13,008
Non-family Households	5,263
Married Couple Households	4,918
Female householder, no husband	2,319
Persons per household	2.30
Number of dwelling units	14,396
Single family dwelling units	
Semi-detached dwelling units	6,430
Mobile homes	787
Owner occupied dwelling units	6,910
Median unit value	
Renter occupied dwelling units	6,098
Median contract rent	

Source: U.S. Census Bureau, 2006-2008 American Community Survey Three Year Estimates

MAJOR EMPLOYERS AS OF JUNE 30, 2009

EMPLOYER	# EMPLOYEES	PERCENTAGE OF TOTAL CITY EMPLOYMENT
Dover Air Force Base ⁽¹⁾	6,257	32.8%
State of Delaware ⁽²⁾	6,150	32.3%
Bayhealth Medical Center ⁽³⁾	2,892	15.2%
Dover Downs, Inc.	1,250	6.6%
Capital School District	909	4.8%
Energizer Personal Products <small>(formerly Playtex Products)</small>	677	3.6%
Kraft Foods, Inc.	513	2.7%
City of Dover	395	2.1%

Source: City of Dover Financial Records

NOTES

1. Dover Air Force Base total includes active duty, reservists, and civilian employees.
2. State of Delaware employees in Kent County.
3. Bayhealth Medical Center was previously listed as Kent General Hospital

INVESTMENT POLICY

1.0 Policy

It is the policy of the City of Dover to invest public funds under its control in a manner that will provide the highest investment return consistent with the maximum safety of principal, while meeting cash flow needs of the City. The City shall conform to all state and local statutes governing the investment of public funds. For the record, there are currently no state statutes or regulations related to the City's investments.

2.0 Scope

This investment policy applies to all financial assets of the City of Dover for which the City retains direct or indirect daily control. Funds for which the City has retained outside funds manager(s) may be governed by these policies and/or a separate agreement established.

2.1 Accounts

- 2.1.1** Cash and Liquidity Accounts: The majority of the City's cash balance available for investment is maintained in the cash and liquidity accounts. These accounts will be managed and invested by investment managers, selected by the City Council through competitive bid, in order to maximize the return to the City while, at the same time, providing for safety of principal and sufficient liquidity for the City to meet its cash needs. The City will manage its short-term (12- month) investments to ensure sufficient liquidity and prevent their premature sale for the purpose of covering expenditures. Short-term investments should mature at face value in sufficient amounts to meet any needs.
- 2.1.2** Reserve Cash (Intermediate) Account: To the extent cash is not expected to be needed on short notice, the City Council will direct the funding of a third part. This fund shall be managed and invested by an investment manager or managers, selected by the City Council after a competitive bid, in order to maximize the return on said money to the City while providing for the safety of principal. The City will manage its intermediate investments to ensure they are made under circumstances and in amounts in which the City would not be forced to liquidate them at a loss.

All of the City of Dover's funds are accounted for in its Comprehensive Annual Financial Report. Those funds to which this investment policy applies include (with the exceptions noted in the preceding paragraph as well as the Deferred Compensation Plan):

2.2 Funds

- 2.2.1** General Fund
- 2.2.2** Capital Project Funds
- 2.2.3** Special Revenue Funds
- 2.2.4** Enterprise Funds
- 2.2.5** Internal Service Funds
- 2.2.6** Trust and Agency Funds
- 2.2.7** (Any new fund created by the City Council, unless specifically exempted)

3.0 Objectives

The primary objectives of the City of Dover's investment activities, in order of importance shall be:

3.1 Safety

Preservation of principal is the foremost objective of the investment program. To attain this objective, dispersion and/or diversification shall be employed so that risk of loss of principal is minimized.

3.2 Return on Investments

A goal of the investment program shall be to maximize income within the constraints of Sections 3.1 and 3.3.

3.3 Liquidity

A goal of the investment program shall be to maximize income within the constraints of Sections 3.1 and 3.3.

4.0 Delegation of Authority

Authority to manage the City of Dover's investment program is derived from: this investment policy, which is approved by City Council, and "Dover Code, Article IV, Section 42" (attachment B), which states in part that "The City Treasurer shall be the custodian of all of the City funds . . ." (Note: the City's Finance Director is also the City Treasurer).

The Finance Director/Treasurer shall:

1. Review the City's investment policy and recommend changes to the policy to City Council;
2. Be charged with implementing the policy, and may delegate authority to make investments.

The Finance Director/Treasurer shall be responsible for all investment transactions and shall establish controls to regulate the activities of the delegate.

3. Ensure that records of the City's investment activities are kept for ten years.

5.0 Prudence, Ethics and Conflicts of Interest

The delegate empowered to make investments on behalf of the City of Dover shall comply with the following:

5.1 "Prudent Person" Rule

They shall make investment decisions with the judgment and care which persons of reasonable intelligence, under circumstances prevailing at the time the investment is made, would exercise in the management of their own investments assuming that their objectives are those shown in Section 3.0 of this policy.

5.2 Ethics and Conflict of Interest

The delegate authorized to make City investments shall act at all times in an ethical manner, and shall not engage in any activity that could impair or be perceived to impair their ability to make impartial investment decisions. They shall disclose to the Mayor and City Council any material interests in financial institutions with which the City has financial dealings.

6.0 Authorized Institutions and Dealers

The City of Dover Finance Director/Treasurer shall maintain a list of financial institutions and other entities that are authorized to provide investment and/or depository services to the City. An annual review of the financial condition and registrations will be conducted by the Finance Director/Treasurer. The investment manager shall provide a current audited financial statement to the City annually, which will be kept on file in the Finance Department.

7.0 Authorized Investments and Trading of Securities

The Finance Director/Treasurer or his/her authorized delegate may invest in the following types of securities:

7.1 United States Government Securities

Marketable securities issued by the U.S. Government and supported by the full faith and credit of the U. S. Treasury either by statute or an opinion of the attorney general of the United States.

7.2 Government Agency Securities

Debt securities issued by government-sponsored enterprises, federal agencies, federal financing banks, and international institutions, part of whose capital stock has been subscribed for by the United States.

7.3 Certificates of Deposit, Time Deposits, and Bankers Acceptances

7.3.1 Domestic Institutions: Issued or endorsed by a domestic bank, or a savings and loan association, organized and supervised under federal or any state laws, or any of its branches located in the United Kingdom, the Bahamas, or the Cayman Islands and denominated in U.S. dollars; provided, however, that:

- The banking institution has assets of not less than \$5 billion; and
- The banking institution is rated not lower than “B” by Fitch, Inc. (formerly Thomson’s Bank Watch Service).

7.3.2 Delaware-Domiciled Institutions: The Cash Account, and only the Cash Account, may also be invested in Certificates of Deposit, Time Deposits, and Bankers Acceptances issued by or endorsed by any bank or savings association domiciled in the State of Delaware and organized and supervised under federal or State of Delaware banking laws which does not meet the requirements of Section 7.3.1 hereto; provided, however, that:

- For each of the latest two years, the bank or association has had a return on total average assets of 0.50 percent or greater and an average capital ratio (defined as total equity capital to total assets) of at least 1 to 20, or the instrument is secured as set forth in Section 8, “Collateralization of City Deposits,” hereto; and
- Not more than the lesser of \$10 million or 25 percent of an issuer’s total equity capital, may be invested in any one issuer. (Investments due to mature in one business day may be excluded from the computation of this percentage.)
- The Board expressly affirms that, consistent with these guidelines, Delaware banks and savings associations should be considered as a source of investment.

7.4 Corporate Debt Instruments

Such instruments include commercial paper, variable rate master demand notes, and nonconvertible debt securities (bonds and debentures); provided, however, that:

- 7.4.1** Any such instrument must be issued by a U.S. corporation; and
- 7.4.2** Commercial paper investments at the time of purchase must be rated "A-1" by Standard & Poor's (S&P) and/or "P-1" by Moody's Investors Service ("Moody's"), and the senior long-term debt of the issuer must be rated not lower than "A" by S&P and/or "A" by Moody's. Investments in corporate bonds and debentures must be rated at the time of purchase at least "AA" by S&P and/or "AA" by Moody's.
- 7.4.3** Any such instrument may be backed fully by an irrevocable, unconditional letter of credit issued by a bank which meets the requirements of Section 7.3.1 or Section 7.3.3 hereto. The security will count as a holding of the letter of credit provider for purposes of applying the percentage limitations outlined in Section 7.4 hereto.

7.5 Repurchase Agreements

The underlying securities shall consist of U.S. government or government agency securities, certificates of deposit, commercial paper, or bankers acceptances; provided, however, that:

- 7.5.1** All repurchased transactions must be governed by written repurchase agreements;
- 7.5.2** Agreements will be entered into only with respect to underlying securities in which the investment manager may otherwise invest as described above, and only with a recognized U.S. Government/broker or a bank which meets the requirements set out under paragraph Section 7.3.3 above;
- 7.5.3** In the case of repurchase collateral held in book-entry form in the Federal Reserve System, all deliveries of Securities must be made, for the transfer thereof, through the Federal Reserve book-entry system to the account designated by the investment manager for such purpose. Securities held in certificated form must be delivered to the investment manager or a custodian as directed by the investment manager; and
- 7.5.4** Any collateral employed under this paragraph shall be counted towards the applicable maximum limits set forth within these guidelines for such type of investment, and such collateral shall be valued at market at not less than 102 percent of the maturity value of the agreement and marked-to-the-market as requested by the investment manager.

7.6 Reverse Repurchase Agreements

The investment manager may enter into reverse repurchase agreements which involve the sale of money market securities held by the City, with an agreement to repurchase the securities at an agreed upon price, date, and interest payment, so long as:

- 7.6.1** The agreement is entered into only with a recognized U.S. Government broker/dealer or a bank which meets the requirements set out under Section 7.3.4 above who is acting as a principal to the agreement;
- 7.6.2** The City's securities are sold at not less than 98 percent of their fair market value including all accrued interest; and
- 7.6.3** The investment manager marks-to-market as appropriate.

7.7 Money Market Funds

The money market fund(s) selected by the investment manager shall be consistent with the investment quality guidelines as stated in this document.

7.8 Mortgage-Backed Securities

Only the Cash Reserve (Intermediate) Account may invest in Mortgage-Backed Securities. The portfolio may have a total investment of no more than 20 percent, valued at market, in AAA-rated Government National Mortgage Association (GNMA), Federal National Mortgage Association (FNMA), or Federal Home Loan Mortgage Association (FHLMC) mortgage-backed securities in the form of pass-throughs.

7.9 Municipal Obligations

Taxable and tax-exempt securities issued by state and local governments and public authorities in the U.S.

7.10 State of Delaware Investments Pools

7.10.1 Delaware Local Government Investment Pool (DELGIP) - The investment in this pool is permitted in relation to the City's cash flow and the guidelines set forth by the State of Delaware. The investment in this pool will not exceed 25 percent of the total funds available and will be monitored by the City's Finance Department on a monthly basis.

7.10.2 Delaware Local Government Retirement Investment Pool (DEL RIP) - The investment in this pool is permitted in relation to the City's Post-Retirement Benefits Fund. The investment in this pool will not exceed 25 percent of the total funds available and will be monitored by the City's Finance Department on a monthly basis.

7.11 Trading Securities

7.11.1 The Financial Director/Treasurer is hereby authorized to buy/sell the securities when the net result will generate the additional revenues for the City.

7.12 Internal Control on such transactions

7.12.1 An investment report will be provided to the Council on a quarterly basis.

7.12.2 All investment reporting documents will be provided to the independent auditors.

7.12.3 The records will be kept on City records for ten years.

7.12.4 The trading shall not involve any hedge, derivatives, and/or borrowing funds for trading purposes.

8.0 Collateralization of City Deposits

If the City deposits any funds in any financial institution, those funds will be subject to the following collateralization requirements. The financial institution shall:

8.1 Collateralize the City's daily ledger balance(s) if, for any quarter during the most recent eight quarters, the bank has not met both of the following two criteria:

- Return on total average assets of .5 percent or greater.
- Average capital ratio (total equity to total assets) of five percent or greater.

8.2 If either criterion in paragraph 8.1 is not satisfied, collateral must be pledged and shall consist of one or more of the following securities:

- U.S. Government securities.
- U.S. Government agency securities.
- Federal Home Loan Board letters of credit.
- State of Delaware securities.
- Securities of a political subdivision of the State of Delaware with a Moody's rating of "A" or better.

- 8.3** Ensure that the securities pledged as collateral (except for Federal Home Loan Board letters of credit) have a market value equal to or greater than 102 percent of the ledger balance(s) in the account(s) marked to market each day.
- 8.4** Ensure that securities pledged as collateral are housed at the Federal Reserve Bank or a mutually agreed upon third party depository. (The trust department of the winning vendor will not be acceptable.)
- 8.5** Provide reports on a monthly basis to the City Finance Department detailing the collateral pledged.
- 8.6** Provide a Call Report (Consolidated Report of Condition and Income, FFIEC 031) on a quarterly basis to the City Finance Department.

9.0 Percentage of Account Limitations

The purchase of the securities outlined in Section 7 cannot exceed the following percentage limits of the Account, valued at market. Investments due to mature in one business day may be excluded from the computation of said percentages.

- 9.1** U.S. Government. No restrictions.
- 9.2** Government Agency. 75 percent total, 40 percent in any one agency.
- 9.3** CDs, Time Deposits, and Bankers Acceptances. 50 percent total, ten percent in any one issuer.
 - Domestic. No additional restrictions.
- 9.4** Corporate Debt. 50 percent total, 25 percent in any one industry, ten percent in any one issuer, ten percent of any issuer's total outstanding securities.
 - Domestic. No additional restrictions.
- 9.5** Repurchase Agreements. 50 percent total
- 9.6** Reverse Repurchase Agreements. 25 percent total
- 9.7** Money Market Funds. 25 percent total, ten percent in any one fund except for the Cash Account which may invest 100 percent of the Account in the State Investment Pool.
- 9.8** Municipal Obligations. Ten percent in any one issuer.

10.0 Investment Limitations

The City of Dover will diversify its investments by type of investment, institution, and maturity dates in as far as staff is able to do so while remaining in compliance with Sections 3 and 7 of this policy.

11.0 Maximum Maturities

As a general rule, the City of Dover will invest operating funds for one day to 48 months to minimize the effects of interest rate fluctuations upon interest earnings, while always considering anticipated cash flow requirements. In any case, unless matched to a specific cash flow need, the City will not directly invest in securities maturing more than four years from the date of purchase. The City may, however, collateralize its repurchase agreements using acceptable securities that bear a maturity date exceeding four years.

12.0 Internal Control

The investing activities of the City of Dover shall be reviewed annually as part of the annual audit (attachment C) by a Certified Public Accountant, to assure that compliance with investment policies and procedures is maintained. On a monthly basis, a "balances report" will be prepared by one finance person, and the balances will be cross-checked with the General Ledger balances by another finance person. Any differences will be reconciled on a monthly basis. All reports and reconciliations (if any) will be provided to the external auditors at the time of audit.

13.0 Performance Standards

The City of Dover's investment decisions shall be made with the objective of obtaining a rate of return commensurate with the investment risk constraints and the cash flow needs. No formal targeted market yield is adopted, but the Finance Director/Treasurer shall compare the City's results with 90-day U.S. Treasury bill for the cash account and the one-year U. S. Treasury Bill for the reserve account in determining the effectiveness of the investment program account.

14.0 Reporting

At the end of each calendar quarter, the Finance Director/Treasurer will submit a report of all quarter-ending investments to the Mayor and City Council.

15.0 Investment Policy Adoption

The City of Dover's investment policy will be adopted by the City Council after review and recommendation of the Legislative and Finance Committee. The policy will be reviewed at least once every two years by the Legislative and Finance Committee, which is charged with considering the existing policy and any recommendations to modify the policy. Any modifications to the policy must be approved by the City Council.

LEGEND

1. Original approval by City Council - November 14, 1988
2. Policy revised and approved – March 7, 2005
3. City Council Approved with No Changes – April 14, 2008

ATTACHMENT A

GLOSSARY

AGENCIES: Federal agency securities

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate – Large denomination CD's are typically negotiable.

BANKERS ACCEPTANCE: A short-term credit investment which is created by a nonfinancial firm and whose payment is guaranteed by a bank.

COLLATERAL: Securities, evidence of deposit, or other property which a borrower pledges to secure repayment of a loan – Also refers to securities pledged by a bank to secure deposits of public monies.

COMMERCIAL PAPER: An unsecured obligation issued by a corporation or bank to finance its short-term credit needs – Maturities typically range from one day to nine months.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual report for the City of Dover – It includes five combined statements for each individual fund and account group prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

CORPORATE BONDS: Debt securities issued by a corporation – Such bonds usually have a par value of \$1,000, have a term maturity, and are traded on a major exchange.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns.

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g., S&Ls, small business firms, students, farmers, farm cooperatives, and exporters.

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that insures bank deposits, currently up to \$100,000 per deposit.

FEDERAL FUNDS RATE: The rate of interest at which Federal funds are traded – This rate is currently pegged by the Federal Reserve through open-market operations.

FEDERAL HOME LOAN BANKS (FHLB): The institutions that regulate and lend to savings and loan associations – The Federal Home Loan Banks play a role analogous to that played by the Federal Reserve Banks vis-à-vis member commercial banks.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

FEDERAL RESERVE SYSTEM: The central bank of the United States created by Congress and consisting of a seven-member Board of Governors in Washington, D.C., 12 regional banks, and about 5,700 commercial banks that are members of the system.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae): Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions – Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by the FHA, VA or FMHM mortgages. The term "pass-throughs" is often used to describe Ginnie Mae's.

LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and a reasonable size can be done at those quotes.

LOCAL GOVERNMENT INVESTMENT POOL (LGIP): The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

MARKET VALUE: The price at which a security is trading and could presumably be purchased or sold.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MORTGAGE-BACKED SECURITIES (MBS): An investment instrument that represents ownership of, and is backed by, an individual interest in a pool of mortgages such as those issued by Ginnie Mae or Freddie Mac – Principal and interest from the individual mortgages is used to pay principal and interest on the MBS.

MUNICIPAL NOTES AND BONDS: Securities issued by a state, city, or local government to finance operations or special projects.

PRUDENT PERSON RULE: An investment standard – In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state--the so-called legal list. In other states, the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

QUALIFIED PUBLIC DEPOSITORIES: A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

RATE OF RETURN: The yield obtainable on a security based on its purchase price or its current market price.

REPURCHASE AGREEMENT (RP OR REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money that is, increasing bank reserves.

REVERSE REPURCHASE AGREEMENT: The purchase of a security by a dealer with the agreement to sell it back to the seller at a fixed price at a later date – Typically used by owners of securities to finance short-term needs without having to liquidate the security.

SAFEKEEPING: A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

TIME DEPOSITS: A savings account or CD held for a fixed term or with the understanding that the customer can withdraw only by giving advanced notice.

TREASURY BILLS: Noninterest bearing discount securities issued by the U.S. Treasury to finance the national debt – Most bills are issued to mature in three months, six months, or one year.

TREASURY BOND: Long-term U.S. Treasury securities having initial maturities of more than ten years.

TREASURY NOTES: Noninterest bearing discount securities issued by the U.S. Treasury to finance the national debt – Most bills are issued to mature in three months, six months, or one year.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15. Also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

VARIABLE RATE MASTER DEMAND NOTES: A floating rate security with initial maturities and indexed rates chosen by the investor – The interest rate is adjusted periodically, usually off a standard such as that prevailing on a Treasury bill or the prime interest rate.

YIELD: The rate of annual income return on an investment, expressed as a percentage INCOME YIELD is obtained by dividing the current dollar income by the current market price for the security.

NET YIELD or YIELD TO MATURITY: The current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

Source: Municipal Treasurers' Association of the United States and Canada

ATTACHMENT B

ARTICLE IV. CITY TREASURER AND FINANCIAL AFFAIRS

Sec. 42 - City Treasurer; [signing of warrants]

At the annual meeting, the Council shall elect a City Treasurer to hold office until the next annual meeting of the Council or until his successor has been duly chosen and qualified, but subject to removal at any time by the Council.

The City Treasurer shall be the custodian of all the City funds and shall deposit them in a banking institution designated by the Council.

He shall pay out no money except upon warrant signed by the City Manager and countersigned by the Mayor.

The Mayor and the City Manager shall sign no warrants on the City Treasurer except pursuant to appropriations or resolutions theretofore made by the Council.

ATTACHMENT C

ARTICLE IV. CITY TREASURER AND FINANCIAL AFFAIRS

Sec. 46 - Annual Audit

Annually, in the month of July, the Council shall have the finances of the City and the books and accounts of the City Manager, the Alderman, and the City Treasurer audited by a certified accountant.

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GLOSSARY OF KEY TERMS AND CONCEPTS

GLOSSARY OF KEY TERMS AND CONCEPTS

ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

ADA: Americans with Disabilities Act

AD&D: Accidental Death and Dismemberment Insurance

AFIS: Automated Fingerprint Identification System

AGENCY FUNDS: (1) A type of fiduciary fund used to report resources held by an entity in a custodial capacity; (2) A fund used to account for assets held by the City as an agent for individuals, private organizations, or other governments, or other funds. Agency funds usually involve receiving, investing, and remitting resources to individuals, private organizations, or other governments.

AMERICANS WITH DISABILITIES ACT: A civil rights law enacted in 1990 that prohibits discrimination against people with disabilities in the areas of employment, transportation, telecommunications, and public accommodation.

APPRAISED VALUE: An estimated value for taxation.

APPROPRIATION: An authorization made by City Council which permits the City to incur obligations and to make expenditures of resources.

APPROPRIATION ORDINANCE: The official enactment, by the City Council, to legally authorize City staff to obligate and expend resources.

ASSESSED VALUE: A value set on real estate and used as the basis for levying property taxes.

AUDIT: A comprehensive review of the manner in which the City's resources were actually utilized. The main purpose of an audit is to issue an opinion over the presentation of financial statements and to test the controls over the safekeeping of assets, while making any recommendations for improvement where necessary. The City's audit is conducted by an independent auditor.

AUTOMATED FINGERPRINT IDENTIFICATION SYSTEM: A biometric identification methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data.

BEGINNING BALANCE: A revenue source determined by the net result of estimated total revenues less estimated total expenditures of the previous fiscal year for any fund.

BOND: A written promise to pay a sum of money on a specific date(s) at a specific interest rate – The interest payments and the repayment of the principal are detailed in a bond ordinance.

BONDED DEBT: The portion of indebtedness represented by outstanding bonds.

BUDGET: A financial plan for a specified period of operations that matches all planned revenues and expenditures with the services provided to the residents of the City.

BUDGET CALENDAR: A schedule of key dates which the City follows in the preparation and adoption of the annual operating budget.

BUDGET DOCUMENT: An instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council.

BUDGET MESSAGE: The opening section of the budget, from the City Manager, which provides the City Council and the public with a general summary of the most important aspects of the budget.

BUDGET PROCESS: The chronology of adopting the budget.

BUDGETARY CONTROL: The management of a government or enterprise in accordance with an approved budget for keeping expenditures within the limitations of available appropriations and available revenues.

CAD: Computer Aided Dispatch

CAFR: Comprehensive Annual Financial Report

CAPR: Comprehensive Annual Performance Report

CAPITAL INVESTMENTS PLAN (CIP): The five-year projection of City projects, costing at least \$10,000, is compiled into a Capital Investments Plan. The CIP is produced by the City Manager and approved by City Council. The first year of the approved CIP is incorporated in the annual operating budget. All projects shown in the CIP include a description, implementation schedule, source of funds, needs statement, and statement of effect on the operating budget.

CAPITAL OUTLAY: An item which has an economic/useful life of more than one year and costs \$600 or more per unit. These items are shown in the 40 series (or higher in the Improvement and Extension Fund) of accounts in the budget and are not necessarily included in the CIP.

CAPITAL PROJECT FUND: A fund used to account for the financial resources used for the acquisition or construction of major capital facilities, with a life expectancy of more than one year.

CDEDC: Central Delaware Economic Development Council

CENTRAL DELAWARE ECONOMIC DEVELOPMENT COUNCIL: A public/private partnership between Kent County Levy Court and the Central Delaware Chamber of Commerce.

CPCN: Certificate of Public Convenience and Necessity

CITY CHARTER: The document of a home rule City, similar to a constitution, which establishes the City's government structure and provides for the distribution of powers and duties among various branches of government.

CITY COUNCIL: Council President and eight Council members collectively acting as the legislative and policy making body of the City.

CJIS: Criminal Justice Information System

CLFC: Creating Lasting Family Connections

COMPREHENSIVE ANNUAL FINANCIAL REPORT: The official annual report for the City of Dover. It includes five combined statements for each individual fund and account group, prepared in conformity with GAAP requirements. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

COMPREHENSIVE ANNUAL PERFORMANCE REPORT: A report covering all phases of operations by comparing the actual results against those anticipated in a stated budget.

COMPUTER AIDED DISPATCH (CAD): The system used to insure the availability of current response and notification information.

CONTINGENCY FUND: A reserve fund to be used only in case of emergency and upon the authorization by City Council.

CONTRACTUAL SERVICES: The costs related to services performed for the City by individuals, businesses, or utilities.

CREATING LASTING FAMILY CONNECTIONS: A comprehensive family strengthening, substance abuse, and violence prevention curriculum designed for youth nine to 17 years old and their families.

CURRENT TAXES: Taxes levied and due within one year.

D.A.R.E.: Drug Awareness Resistance Education program teaches kids how to recognize and resist the direct and subtle pressures that influence them to experiment with alcohol, tobacco, marijuana, and other drugs.

DEBT SERVICE: The annual payment of principal and interest on bonded indebtedness.

DELAWARE JUSTICE INFORMATION SYSTEM: The central state agency responsible for providing efficient and reliable development and operation of the hardware, software, network, and database which comprise the Criminal Justice Information System (CJIS).

DELAWARE PREVENTION NETWORK (DPN): A program that focuses on wellness through the prevention of alcohol, tobacco, and other drug abuse, as well as the prevention of violence throughout the State of Delaware. DPN is based on the principles of the Creating Lasting Family Connections model.

DELINQUENT TAXES: Taxes that remain unpaid after the date on which a penalty for nonpayment is attached, i.e., tax statements that are mailed out in July and become delinquent if unpaid by July 31.

DELJIS: Delaware Justice Information System

DEPARTMENT: An administrative organizational unit of the City which indicates overall management responsibility for one or more divisions.

DEPRECIATION: The expiration of the useful life of a fixed asset over a determined period of time.

DISTINGUISHED BUDGET PRESENTATION PROGRAM: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to fiscal officers.

DIVISION: A major administrative organizational unit of the City which indicates overall management responsibility for one or more activities.

DLWTF: Delaware Land, Water, and Trust Fund

DPN: Delaware Prevention Network

DSWA: Delaware Solid Waste Authority

EEO: Equal Employment Opportunity that includes policies, programs, and legislation designed to affirm or provide equal access to initial employment and to occupational benefits, promotions, and other opportunities during employment for traditionally disadvantaged groups.

EMERGENCY OPERATIONS PLAN (EOP): A plan that provides a basis for coordinated emergency operations throughout the City prior to, during, and after a disaster, man-made or natural.

ENCUMBRANCE: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditure.

ENTERPRISE FUND (PROPRIETARY FUND): A fund established to account for operations, which are financed and operated in a similar manner to private business, where the intent is that the cost of providing the service is financed or recovered primarily through user charges.

EOP: Emergency Operations Plan

ESTIMATED REVENUE: The amount of projected revenues to be collected during the fiscal year.

EXPENDITURES: A decrease in the net financial resources of the City due to the acquisition of goods and/or services.

FISCAL YEAR (FY): A 12-month period to which the annual operating budget and CIP apply. The City's fiscal year starts July 1 and ends June 30.

FOP: Fraternal Order of Police

FRANCHISE FEE: A fee levied on a corporation in return for granting a privilege, sanctioning a monopoly, or permitting the use of public property. The City collects a franchise fee from Comcast Cable Television.

FRATERNAL ORDER OF POLICE (FOP): The world's largest organization of sworn law enforcement officers, with more than 310,000 members in more than 2,100 lodges. The FOP is committed to improving the working conditions of law enforcement officers and the safety of those they serve through education, legislation, information, community involvement, and employee representation.

FUND: Revenues and expenditures segregated for carrying on specific activities or attaining certain objectives in accordance with special regulations or limitations. In government, each fund constitutes an independent fiscal and accounting entity.

FUND BALANCE: The excess of assets over liabilities.

FUND ACCOUNTING: A governmental accounting system organized and operated on a fund basis.

FUND TYPE: Governmental accounting that includes eight types of funds: general, special, debt service, capital, enterprise, internal service, trust, and agency. These types are indicative of the accounting procedures used and the function of each type.

FUNDING SOURCE: Identifies the source of revenue to fund both operating and capital appropriations.

GAAP: Generally Accepted Accounting Principles

GASB: Government Accounting Standards Board

GASB 34 (GASB STATEMENT NO. 34): Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments.

GDAC: Greater Dover Arts Council is an organization whose mission is to promote excellence, access, and education in the Visual Performing Arts, by promoting and assisting Arts organizations in the Greater Dover Area.

GENERAL FUND: The fund used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND: Bonds that are backed by the full faith and credit of the City.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): The uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body of the application of GAAP to state and local governments is the GASB.

GEOGRAPHIC INFORMATION SYSTEM (GIS): A system of hardware, software, and procedures designed to support the capture, management, manipulation, analysis, modeling, and display of spatially-referenced data for solving complex planning and management problems

GFOA: Government Finance Officers Association

GIS: Geographic Information System

GOAL: A statement of broad direction, purpose, or intent based on the needs of the community – A goal is general and timeless.

GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB): The authoritative accounting and financial reporting standard-setting body for state and local governments

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA): An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association.

GRANT: Contribution by a government or other organization to support a particular function – Grants may be classified as either categorical or block depending upon the discretion allowed the grantee.

GREATER DOVER ARTS COUNCIL (GDAC): An organization whose mission is to promote excellence, access, and education in the Visual Performing Arts, by promoting and assisting Arts organizations in the Greater Dover Area.

HTE: A subsidiary of SunGard HTE, Inc. based in Florida – a leader in government information technologies, providing a broad range of innovative software solutions to government offices, agencies, and utility companies throughout North America.

HVAC: Heating, Ventilating, and Air Conditioning

IAAO: International Association of Assessing Officers

INFORMATION SYSTEMS PLAN: The City of Dover developed a Long-Range Strategic Plan for their information systems needs. This plan covers a span of seven years and is annually adjusted.

INFRASTRUCTURE: The basic facilities, equipment, services, and installations needed for the growth and functioning of a country, community, or organization.

INTEREST EARNINGS: The earnings from available funds invested during the year in U.S. Treasury Bonds, Government Agencies, and Certificates of Deposits.

INTERNATIONAL ASSOCIATION OF ASSESSING OFFICERS: IAAO

INTRAFUND SERVICE FEES: Costs associated with the purchases of goods and services between funds for a price approximating their exchange value.

INTRAFUND SERVICE RECEIPTS: Receipts from the sale of goods or services between funds for a price approximating their exchange value.

INTRAFUND TRANSFERS: Flows of assets (cash or goods) between funds without reciprocating flows of assets and without requirement for repayment.

INTERGOVERNMENTAL SERVICE FUND: The City has established an internal service fund for allocating those expenses which are chargeable to more than one fund of the City.

INTERMODAL SURFACE TRANSPORTATION EFFICIENCY ACT (ISTEA - pronounced "ice tea"): – This landmark federal legislation signed into law in 1991 made broad changes in the way transportation decisions are made. ISTEA emphasized diversity and balance of modes, as well as the preservation of existing systems before construction of new facilities. ISTEA expired in 1997, but much of its program structure is carried forward in new federal legislation.

INVESTMENTS: Securities, bonds, and real property (land or buildings) held for the production of revenues in the form of interest, dividends, rentals, or lease payments – The term does not include fixed assets used in the normal course of governmental operations.

ISTEA: (*pronounced "ice tea"*) Intermodal Surface Transportation Efficiency Act

IUE: International Union of Electronic, Electrical, Salaried, Machine, and Furniture Workers

KILOWATT: 1,000 watts

KV: Kilovolt – 1,000 volts

kWh: Kilowatt-hour – a unit of work or energy equal to that expended by one kilowatt in one hour

LAW ENFORCEMENT INVESTIGATIVE SUPPORT SYSTEM (LEISS): A police report/warrant writing application designed by DELJIS which gives police officers statewide a common program with which to write their reports either in their patrol cars or in the station.

LEISS: Law Enforcement Investigative Support System

LIABILITIES: Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.

LINE ITEM BUDGET: A budget which lists each expenditure category (salary, benefits, office supplies, etc.) separately along with the dollar amount budgeted for each category.

LONG-TERM DEBT: Un-matured debt of a government expected to be repaid from government funds – An average repayment schedule is 20 years.

MAINTENANCE: All materials or contract expenditures covering repair and upkeep of City buildings, machinery and equipment, systems, and land.

MATERIALS AND SUPPLIES: Expendable materials and operating supplies necessary to conduct departmental activity.

MISSION: Broad, general statements of each division's desired social or organizational outcomes.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the accounting period when they become available and measurable – Expenditures are recognized in the accounting period in which the fund liability is incurred.

NATIONAL CRIME INFORMATION CENTER (NCIC): A computerized index of criminal justice information (i.e., criminal record history information, fugitives, stolen properties, missing persons) available to federal, state, and local law enforcement and other criminal justice agencies and is operational 24 hours a day, 365 days a year.

NATIONAL POLLUTANT DISCHARGE ELIMINATION SYSTEM: NPDES

NCIC: National Crime Information Center

NCALL: National Council on Agricultural Life & Labor Research Fund, Inc. – a multi-faceted nonprofit housing corporation based in Dover, Delaware that offers a variety of housing development technical assistance services to local nonprofit sponsors, along with educational direct services to low and moderate income households in need of housing improvement.

NET CURRENT ASSETS: Total to date (day, month, or year) of all current assets (cash, investments, property, etc.) after all current obligations are met.

NPDES: National Pollutant Discharge Elimination System

OBJECTIVE: An item to be accomplished in specific, well-defined, and measurable terms and achievable within a specific time frame.

OPERATING BUDGET: Plans of current expenditures and the proposed means of financing them – The annual operating budget is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of an annual operating budget is usually required by law.

OPERATING EXPENSES: Day-to-day expenses for personnel services, materials, supplies, utilities, consulting services, and administrative expenses – They are shown in the 10, 20, and 30 series of accounts in the budget.

ORDINANCE: A formal legislative enactment by the governing board of a municipality – If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments, and service charges, universally require ordinances. Ordinances and other legislation are not passed until the plans for and costs of endorsements are known.

PART-TIME: Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

PAS: Public Administration Service – a consulting firm based in Florida and Virginia that specializes in organizational reviews of municipal governments.

PAYMENT IN LIEU OF TAXES: Payment made from a property owner not subject to taxation for compensation for services rendered to the property owner which normally are financed through property taxes.

PER CAPITA COSTS: The cost of service per person – Per capita costs are based on a 33,829 population estimate.

PERFORMANCE MEASURES: Specific quantitative measures of work performed within an activity or program – They may also measure results obtained through an activity or program.

PRIMARY PROGRAMS: Specific goals divisions have set to accomplish within a specified time frame.

PRODUCTIVITY STANDARDS: A quantifiable measurement of activity of a department or function.

PROPERTY TAXES: Description of all revenues received in a period from current taxes, delinquent taxes, penalties, and interest on delinquent taxes – Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

PUBLIC HEARING: The portions of open meetings held to present evidence and provide information on both sides of an issue.

PURCHASED POWER: Electricity bought from another generating entity for one or two reasons:

- It is less expensive to buy than to generate ourselves.
- We are unable to generate enough to meet our needs.

REQUEST FOR PROPOSALS (RFP): A solicitation for professional services necessary to address a particular deficiency, problem, or point of interest – Proposals are sought to determine whether or not there are qualified entities or individuals who can address the particular issue. These proposals often included the firm's or individual's approach to the problem, a history of their achievements, and their ability to complete the work necessary to address the issue.

REQUEST FOR QUALIFICATIONS (RFQ): A document describing a project for which professional services are required (Engineer, Architect, etc.) and requesting a statement from service providers as to how they would be able to deliver the services necessary to complete the project. It is much like a Request for Proposals, but the price of a contract is not the primary criteria for review.

RESERVE: An account used to indicate that a portion of a fund balance is restricted for a specific purpose.

REVENUE BONDS: Bonds issued with the repayment based on pledged revenues from a revenue generating activity – The City has issued revenue bonds for water/wastewater and electric projects.

REVENUES: (1) Increases in the net current assets of a governmental fund type from sources other than expenditure refunds and residual equity transfers – Also, general long-term debt proceeds and operating transfers-in are classified as “other financing sources” rather than as revenues. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions, and residual equity transfers – Also, operating transfers-in are classified separately from revenues.

RFP: Request for Proposals

RFQ: Request for Qualifications

RISK MANAGEMENT: An organized attempt to protect a government's assets against accidental loss in the most economic method.

RMS: Records Management System

SCADA SYSTEM: Supervisory Control and Data Acquisition System – a system that monitors and controls remote equipment for the Electric and Public Works Departments.

SINKING FUND: A fund used to accumulate the cash needed to pay off a bond or other security.

SOP: Strategic Organization Plan

SPECIAL ASSESSMENT DEBT: The total of accumulated or remaining unpaid non payments

SPECIAL REVENUE FUND: A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable, trusts, or for major capital projects) that are legally restricted to expenditures for specified purposes.

STRATEGIC ORGANIZATION PLAN (SOP): The purpose of the Plan is to unify services, programs, and projects under a City-wide vision and mission developed by the City Council. It is also intended to set forth measurable goals for each of its departments that are used to evaluate its performance in the future.

THREE-YEAR BUDGET: The first year of this presentation is the operating budget that must be adopted by the City Council. The two future years are presented for planning purposes only. They are included so that Council and the public are aware of major revenue and expenditure impacts anticipated in the future.

TRUST FUNDS: Funds used to account for assets held by the City on a trustee capacity for individuals, private organizations, and/or other funds.

UNIFORM STANDARDS OF PROFESSIONAL APPRAISAL PRACTICES: USPAP

USPAP: Uniform Standards of Professional Appraisal Practices

ZERO-BASED BUDGETING: (1) In *government*: the approach of justifying the budget and its program for each year or two, instead of studying funding increases or decreases in the programs separately as the need arises; (2) In *accounting and budgeting*: a financial management technique to redirect funds from lower-priority current programs to higher ones to pinpoint opportunities for improved efficiency and effectiveness, to reduce budgets while raising operating performance, and to improve profitability.

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ACKNOWLEDGMENTS

FINAL WORD OF ACKNOWLEDGEMENT

Thank you for taking the time to read our budget. The City of Dover's budget process begins in September of each year beginning with the strategic planning and capital projects processes. The budget process concludes in June with Council approval, and the adopted budget takes effect July 1 of the same year.

Our budget is truly a team effort that involves many different levels of staff. Their assistance is invaluable as they provide analysis and overall review of project related expenses. The budget process is a year-round activity which involves monitoring, problem solving, and planning for the next budget year.

We extend special thanks to Donna Mitchell, Finance Director; Tracey Lisiecki, Financial Reporting & Accounting Manager; and all of the Department Heads, their assistants, and supervisors for the many hours of budget preparation, review, and analysis.

We would also like to thank the Mayor and members of City Council for their guidance during the budget preparation process.

Additional information regarding the City of Dover can be found on the City's website at www.cityofdover.com.

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The City of Dover
"Community Excellence through Quality Service"

COMMENTS

Your opinion is very important to us!! Please take a few minutes and tell us what you think about our budget document. Your comments and suggestions are appreciated. Thank you.

PRESENTATION: Is the information presented in an easy to read format and are all the terms understandable?

Circle one:

DIFFICULT

**SOMEWHAT
DIFFICULT**

ADEQUATE

OK

VERY EASY

HELPFULNESS: Using the scale 1 – 5 below, please rate the overall helpfulness of the following sections:

Scale: 1-Not at all; 2-Somewhat; 3-Fairly; 4-Very; 5-Extremely

Section:	Score:	Section:	Score:
Introduction	_____	General	_____
Strategic Initiatives	_____	Public Services	_____
Budget Summary	_____	Public Utilities	_____
Fund Summaries	_____	Other Funds	_____
Pay-for-Performance	_____	Appendix	_____
Capital Investment Plans	_____	Glossary	_____
Debt Service	_____	Index	_____

CONTENT: Let us know if there is an area you would like to see added, removed, expanded, or reduced?

OVERALL IMPRESSION: How do you rate the entire budget document? *Circle one:*

START OVER

**MINIMAL
HELP**

OK

**ANSWERED MOST
QUESTIONS**

**VERY
HELPFUL**

CONTACT INFO: May we contact you for additional information? *Circle one:*

YES

NO

If yes, please provide us with your name and address below:

OTHER COMMENTS: Please feel free to make any other comments:

PLEASE RETURN TO:

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