

Fiscal 2011-2012 OPERATING BUDGET

***Fund Summaries, Major Programs, Organization
Charts and Budgets by Department***

*Artist Rendering of the new Dover Public Library
Holzman Moss Bottino Architecture, LLP*

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FISCAL 2011-2012

BUDGET CALENDAR*

10/4/2010	Budget kick-off meeting – TENTATIVE
10/4/2010 – 1/1/2010	Departments' budget preparation
10/25/2010	New position proposals/revised classification requests due to HR
10/25/2010 - 11/1/2010	Human Resources returns position requests to depts.; meeting with Tony, Terry, and Kim to discuss and review all requests
11/8 – 11/12/2010	Salary budget packets distributed
12/3/2010	<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
1/3/2011	Entry lockout on ALL years
1/17/2011 – 1/21/2011	Revenue review by Revenue Committee
11/17/2011 – 2/18/2011	Work on mid-year review (Terry, Donna)
1/31/2011	Council Retreat/Budget Goals
2/7/2011	Review Council Retreat budget revisions with departments
2/1/2011 – 2/11/2011	Draft budget adjusted as per Council Retreat
2/11/2011 – 4/1/2011	Review draft budget with departments; assemble final draft budget
3/14/2011	Present mid-year review, revenue forecasts, Retreat and budget input review to Council and LF&A.
3/14/2011 - 4/1/2011	Budget team balances budget; makes adjustments w/dept. heads as needed
4/4/2011 – 4/29/2011	Printing of draft budget
5/2/2011 – 5/6/2011	Final draft budget and CD to Council; news conference
5/16/2011 – 5/27/2011	Budget review meetings as needed (members of LF&A Committee invited).
6/13/2011	Electric public hearing; first reading of draft budget
6/27/2011	Second reading of draft budget
7/1/2011	Fiscal Year 2011-2012 budget goes into effect
8/31/2011	Budget Post-Mortem meeting

**** All dates are tentative and subject to change.***

FISCAL 2011-2012

CIP CALENDAR*

9/15/2010	CIP instruction packet to department heads
9/25 – 11/15/2010	Departments' CIP development
11/15/2010	Departments' CIP information due to City Manager's Office
11/5 – 11/30/2010	Draft CIP prepared for review
12/1 – 12/10/2010	Budget team reviews CIP
12/13– 12/17/2010	Draft CIP final review
1/3 – 1/14/2011	Final changes made to CIP
1/31 – 2/18/2011	CIP adjusted as per Council Retreat
3/21/2011 – 3/25/2011	CIP presented to Committees

FISCAL 2011-2012

PERFORMANCE REVIEW CALENDAR*

9/7 – 9/10/2010	Optional quarterly review to adjust employees' planned goals
10/1/2010	Quarterly review due to Human Resources
10/25/2010	New position proposals, revised classification requests due to Human Resources
11/8 – 11/19/2010	Employees and supervisor individually review job descriptions
11/29 – 12/3/2010	Human Resources returns position requests to department heads.; meeting with Tony, Terry, and Kim re: requests
12/3/2010	Estimated scores due to City Manager's Office, including revised classifications and new positions
12/6 – 12/23/2010	Optional quarterly review to adjust employees' planned goals
12/27/2010	Quarterly review due to Human Resources
3/1 – 3/18/2011	Optional quarterly review to adjust employees' planned goals
3/7 – 3/18/2011	Performance Review Training
3/25/2011	Quarterly review due to Human Resources
4/23 – 5/27/2011	Departments conduct annual evaluations
5/30/2011	Performance reviews due to Human Resources

*** All dates are tentative and subject to change.**

FISCAL 2011-2012

PERFORMANCE REVIEW CALENDAR*

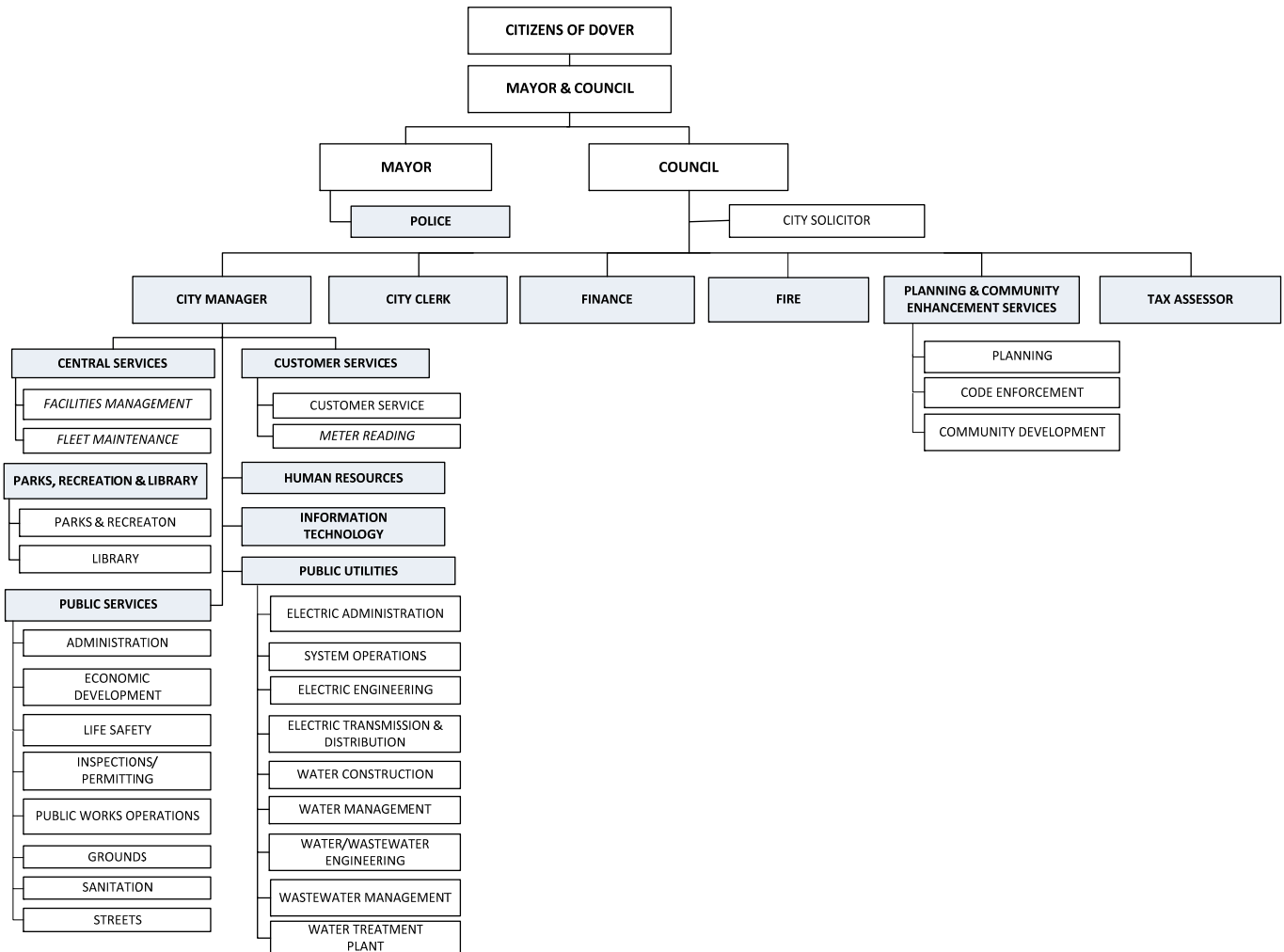
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CITY OF DOVER

ORGANIZATION CHART

FISCAL YEAR 2011-2012



FULL-TIME EQUIVALENTS – PERMANENT PERSONNEL BY DEPARTMENT

DEPT/DIVISION	2009-2010	2010-2011	2011-2012
	ACTUAL	REVISED	BUDGET
MAYOR	1	1	1
CITY MANAGER	5	5	5
CENTRAL SERVICES	8	6	6
FACILITIES MANAGEMENT	13	13	13
FLEET MAINTENANCE	6	6	6
CITY CLERK	4	4	4
CUSTOMER SERVICES	15	15	14
FINANCE	8	8	8
FIRE	6	6	6
HUMAN RESOURCES	3	3	3
INFORMATION TECHNOLOGY	7	7	6
PARKS AND RECREATION	8	8	8
LIBRARY	17.5	17.5	17.5
POLICE – TOTAL*	120	120	122
TAX ASSESSOR	3	3	3
PLANNING	5	5	5
CODE ENFORCEMENT	4	4.5	4
COMMUNITY DEVELOPMENT	1	1	1
PUBLIC SERVICES, ADMINISTRATION	4	4	5
PUBLIC SERVICES, LIFE SAFETY	4	4	3
PUBLIC SERVICES, INSPECTIONS	7	7	7
PUBLIC SERVICES,ECONOMIC DEVELOPMENT	3	3	3
PUBLIC SERVICES, GROUNDS	16	15	14
PUBLIC SERVICES, SANITATION	12	12	13
PUBLIC SERVICES, STREETS	11	11	11
GENERAL FUND TOTAL	291.5	289	288.5
PUBLIC UTILITIES, ELETRIC ADMINISTRATION	4	4	4
PUBLIC UTILITIES, ELECTRIC SYSTEM OPS	5	5	5
PUBLIC UTILITIES, ELECTRIC ENGINEERING	12.5	10	10
PUBLIC UTILITIES, ELECTRIC T & D	27	25	25
METER READING	3	3	3
ELECTRIC FUND TOTAL	51.5	47	47
PUBLIC UTILITIES, WATER/WASTEWATER ENGINEERING	7	6	6
PUBLIC UTILITIES, WATER CONSTRUCTION	6	6	6
PUBLIC UTILITIES, WATER MANAGEMENT	5	4	4
PUBLIC UTILITIES, WASTEWATER MANAGEMENT	9	9	9
PUBLIC UTILITIES, WATER TREATMENT PLANT	10	10	10
WATER/WASTEWATER FUND TOTAL	37	35	35
TOTAL FULL-TIME PERSONNEL	380	371	370.5

* 89 Officers; 4 Officers at DSP Academy; 29 Civilians = 122 Total Employees

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.

GENERAL FUND CASH RECEIPT SUMMARY

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
RECEIPTS					
PRIOR YEAR BALANCE	\$ 3,628,890	\$ 2,816,763	\$ 2,655,562	\$ 3,322,305	25.1%
FINES AND POLICE REVENUE	566,486	536,502	578,889	579,000	0.0%
911 FEE	60,347	45,000	60,000	60,000	0.0%
INVESTMENT INCOME	145,869	224,000	116,000	215,900	86.1%
LIBRARY REVENUES	49,435	64,189	44,100	44,100	0.0%
KENT COUNTY BOOK REIMBURSEMENT	415,952	460,000	390,900	390,900	0.0%
BUSINESS LICENSES	1,464,341	1,523,675	1,470,000	1,523,675	3.7%
PERMITS AND OTHER LICENSES	960,427	934,000	892,000	934,000	4.7%
LIEN REVENUE	-	-	-	-	0.0%
MISCELLANEOUS CHARGES	89,258	54,250	65,750	165,750	152.1%
POLICE EXTRA DUTY	418,479	300,000	300,000	300,000	0.0%
PROPERTY TAXES	9,977,466	10,982,634	10,982,634	11,133,367	1.4%
BID REVENUE	52,118	52,692	52,692	51,821	-1.7%
RECREATION REVENUE	148,796	141,500	141,500	152,000	7.4%
FRANCHISE FEE	520,157	486,000	520,000	520,000	0.0%
TRASH FEES	1,193,850	2,244,511	2,050,000	2,050,000	0.0%
DSWA TRASH FEE REBATE	146,880	143,000	141,635	-	-100.0%
RENT REVENUE - GARRISON FARM	45,052	87,000	87,000	87,000	0.0%
COURT OF CHANCERY FEES	675,390	645,000	715,000	690,000	-3.5%
RECEIPTS SUBTOTAL	20,559,193	21,740,716	21,263,662	22,219,818	4.5%
INTERFUND SERVICE RECEIPTS					
INTRAFUND SERVICE RECEIPTS WATER/WASTEWATER	900,164	972,889	944,580	988,393	4.6%
INTRAFUND SERVICE RECEIPTS ELECTRIC	3,159,199	3,374,945	3,293,025	3,370,778	2.4%
INTERFUND SERVICE RECEIPTS SUBTOTAL	4,059,363	4,347,834	4,237,605	4,359,171	2.9%
GRANTS					
POLICE RELATED	191,079	138,350	80,000	60,000	-25.0%
CAPITAL SCHOOL DISTRICT REVENUE	-	73,500	73,500	73,500	0.0%
POLICE PENSION GRANT	399,289	620,000	620,000	620,000	0.0%
VERIZON GRANT	50,000	-	-	-	0.0%
RECREATION GRANTS	1,485	-	51,000	-	-100.0%
MISC GRANT REVENUE	10,000	-	-	-	0.0%
HOMELAND SECURITY GRANT	-	-	188,061	-	-100.0%
SALE OF ASSETS	-	-	-	-	0.0%
GRANTS SUBTOTAL	651,853	831,850	1,012,561	753,500	-25.6%
TRANSFERS FROM					
TRANSFER TAX	867,795	1,000,000	1,400,000	900,000	-35.7%
MUNICIPAL STREET AID	-	526,843	526,814	526,814	0.0%
CIVIL TRAFFIC PENALTIES	791,583	930,000	1,000,000	1,000,000	0.0%
WATER/WASTEWATER	548,020	-	-	424,508	0.0%
ELECTRIC	6,758,100	8,856,000	8,856,000	7,876,288	-11.1%
PARKLAND RESERVE	-	-	-	-	0.0%
LIBRARY RESERVE	-	-	-	-	0.0%
CAPITAL ASSET RESERVE	-	-	-	-	0.0%
WORKER'S COMP FUND	-	-	-	-	0.0%
CONTINGENCY FUND	236,582	-	-	-	0.0%
TRANSFERS FROM SUBTOTAL	9,202,080	11,312,843	11,782,814	10,727,610	-9.0%
TOTALS	\$ 34,472,489	\$ 38,233,243	\$ 38,296,642	\$ 38,060,099	-0.6%

GENERAL FUND EXPENSE SUMMARY

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
DEPARTMENT EXPENSES					
CITY CLERK	\$ 261,520	\$ 287,403	\$ 278,868	\$ 296,393	6.3%
COUNCIL	95,842	130,769	128,944	120,699	-6.4%
TAX ASSESSOR	544,951	197,249	269,721	213,175	-21.0%
FIRE	670,923	709,862	665,732	684,725	2.9%
GROUNDS MAINTENANCE	1,092,347	1,055,557	1,029,824	979,922	-4.8%
LIBRARY	1,072,719	1,126,227	1,064,547	1,159,087	8.9%
RECREATION	715,266	778,469	811,261	789,701	-2.7%
LIFE SAFETY	499,349	501,835	512,792	449,226	-12.4%
CODE ENFORCEMENT	347,049	276,481	293,540	284,969	-2.9%
PLANNING	395,217	423,193	409,937	422,781	3.1%
INSPECTIONS	481,259	494,807	561,668	553,907	-1.4%
ECONOMIC DEVELOPMENT	214,591	247,488	229,938	223,717	-2.7%
POLICE	12,209,723	12,458,373	12,245,023	12,955,807	5.8%
POLICE EXTRA DUTY	545,054	449,516	449,516	430,600	-4.2%
STREETS	869,688	802,029	837,040	782,810	-6.5%
SANITATION	2,024,288	2,347,344	2,253,529	2,330,976	3.4%
CITY MANAGER	558,515	561,572	576,782	622,127	7.9%
INFORMATION TECHNOLOGY	751,715	748,214	688,969	685,871	-0.4%
FINANCE	756,916	827,169	802,269	852,283	6.2%
PUBLIC SERVICES - ADMINISTRATION	346,530	369,752	367,646	472,692	28.6%
FACILITIES MANAGEMENT	1,027,641	990,757	926,252	952,693	2.9%
CENTRAL SERVICES	664,433	669,977	648,859	693,339	6.9%
FLEET MAINTENANCE	701,754	761,929	730,432	695,422	-4.8%
CUSTOMER SERVICES	881,478	869,404	866,691	928,112	7.1%
HUMAN RESOURCES	378,029	358,890	336,035	384,758	14.5%
MAYOR	69,248	88,341	88,335	81,154	-8.1%
UNEMPLOYMENT BENEFITS					
DEPARTMENT SUBTOTALS	28,176,045	28,532,607	28,074,150	29,046,946	3.5%
OTHER EXPENSES					
DEBT SERVICE	328,410	331,800	331,800	327,270	-1.4%
TRANSFER TO CONTINGENCY	-	-	172,061	-	-100.0%
DSWA RECYCLING PROGRAM	-	-	-	-	0.0%
INSURANCE	514,904	600,000	550,000	550,000	0.0%
RETIRES HEALTH CARE	1,006,397	1,297,509	1,297,509	1,374,709	5.9%
RETIRES PAYMENTS	-	-	-	-	0.0%
PENSION UNFUNDED LIABILITY	-	995,000	1,449,978	1,450,000	0.0%
POLICE PENSION FUND	399,289	620,000	620,000	620,000	0.0%
POLICE PENSION UNFUNDED LIABILITY	-	95,000	95,000	95,000	0.0%
UNCOLLECTIBLES - TRASH AND OTHER	10,000	10,000	110,000	10,000	-90.9%
OPEB	-	-	-	-	0.0%
LOSS ON SALE OF ASSET	42,993	-	-	-	0.0%
STORM EMERGENCY	236,582	-	-	-	0.0%
STREET LIGHTS	956,860	985,000	960,000	960,000	0.0%
OTHER EXPENSE SUBTOTAL	3,495,435	4,934,309	5,586,348	5,386,979	-3.6%
GRANTS					
IT EMERGENCY PREPAREDNESS PLAN	-	-	-	-	0.0%
GRANTS SUBTOTAL	-	-	-	-	0.0%
TRANSFERS					
TRANSFER TO PENSION COLA	-	-	-	-	0.0%
TRANSFER TO CAPITAL ASSET RESERVE	-	-	-	-	0.0%
TRANSFER TO CAPITAL FUND - PROJECTS	44,802	1,307,839	1,307,839	623,847	-52.3%
TRANSFER TO CAPITAL FUND - RESERVE	-	-	-	200,000	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	-	6,000	6,000	-	-100.0%
TRANSFER TO VERIZON RESERVE	47,921	-	-	-	0.0%
TRANSFER TO CRIMINAL INVESTIGATION RESERVE	15,724	-	-	-	0.0%
TRANSFER TO NUISANCE IMPRMT RESERVE ACCT	-	-	-	-	0.0%
TRANSFER TO INVENTORY WRITE-OFFS	37,000	-	-	-	0.0%
TRANSFERS SUBTOTAL	145,447	1,313,839	1,313,839	823,847	-37.3%
CURRENT YEAR BALANCE	2,655,562	2,913,300	3,322,305	2,802,327	-15.7%
TOTALS	\$ 34,472,489	\$ 37,694,055	\$ 38,296,642	\$ 38,060,099	-0.6%

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

	2009-10	2010-11	2010-11	2011-12	% CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2011-12
BEGINNING BALANCE - PROJECTS	\$ 462,693	\$ 65,479	\$ 227,592	\$ 195,191	-14.2%
STATE GRANTS	493,846	3,343,520	4,232,348	5,597,505	32.3%
INTEREST EARNINGS	8,114	10,900	10,900	10,900	0.0%
INCOME FROM SALE OF ASSETS	36,437	-	-	-	0.0%
MISCELLANEOUS RECEIPTS - DEVELOPER CONTRIB	25,000	-	-	-	0.0%
RECREATION GRANTS	-	-	34,583	-	-100.0%
POLICE GRANTS	-	18,000	38,000	-	-100.0%
HOMELAND SECURITY GRANTS	-	-	-	-	0.0%
LIBRARY BOND ISSUE/CONTRIBUTIONS	-	1,000,000	1,000,000	2,334,889	133.5%
TRANSFER FROM GENERAL FUND FOR PROJECTS	44,802	1,307,839	1,307,839	623,847	-52.3%
TRANSFER FROM PARKLAND RESERVE (JWP CNTR)	3,128	-	-	-	0.0%
TRANSFER FROM LIBRARY RESERVE	157,693	2,343,519	2,363,732	3,262,615	38.0%
GIFTS/DONATIONS (RECREATION)	-	-	-	-	0.0%
PARKLAND RESERVE RECEIPT	-	-	36,872	-	-100.0%
BOND PROCEEDS	-	-	-	2,000,000	0.0%
TRANSFER FROM CAPITAL ASSET RESERVE	-	140,000	-	-	0.0%
TOTALS	\$ 1,231,713	\$ 8,229,257	\$ 9,251,866	\$ 14,024,947	51.6%

GOVERNMENTAL CAPITAL PROJECTS FUND

CONTINUED

EXPENSE SUMMARY

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
DEPARTMENT EXPENSES					
CITY CLERK	\$ -	\$ -	\$ -	\$ -	0.0%
COUNCIL	-	-	-	-	0.0%
TAX ASSESSOR	-	-	-	-	0.0%
FIRE	228,976	288,210	223,700	244,820	9.4%
GROUNDS MAINTENANCE		63,675	46,517	-	-100.0%
LIBRARY	618,627	6,687,039	7,630,663	11,195,009	46.7%
RECREATION	31,862	45,000	81,872	30,000	-63.4%
LIFE SAFETY	-	-	-	-	0.0%
PLANNING	-	-	-	-	0.0%
INSPECTIONS	-	-	-	-	0.0%
ECONOMIC DEVELOPMENT	-	-	-	-	0.0%
POLICE	39,500	282,380	322,830	65,000	-79.9%
STREETS	50,467	481,055	454,476	1,230,027	170.6%
SANITATION	-	246,075	212,419	136,500	-35.7%
CITY MANAGER	-	-	-	-	0.0%
INFORMATION TECHNOLOGY	-	12,000	7,000	6,400	-8.6%
FINANCE	-	-	-	-	0.0%
PUBLIC SERVICES - ADMINISTRATION	-	-	-	-	0.0%
FACILITIES MANAGEMENT	-	-	-	-	0.0%
CENTRAL SERVICES	-	-	-	-	0.0%
FLEET MAINTENANCE	-	-	-	-	0.0%
CUSTOMER SERVICES	-	-	-	-	0.0%
HUMAN RESOURCES	-	-	-	-	0.0%
MAYOR	-	31,500	52,198	-	-100.0%
DEPARTMENT SUBTOTAL	969,432	8,136,934	9,031,675	12,907,756	42.9%
TRANSFERS					
TRANSFER TO CAPITAL ASSET RESERVE	-	-	-	-	0.0%
TRANSFER TO PARKLAND RESERVE	106	-	-	-	0.0%
TRANSFER TO LIBRARY RESERVE	-	-	-	-	0.0%
TRANSFER TO GENERAL FUND	-	-	-	-	0.0%
TRANSFER TO COMMUNITY TRANS FUND 318	-	-	25,000	-	-100.0%
TRANSFER SUBTOTAL	106	-	25,000	-	-100.0%
CURRENT YEAR BALANCE - BOND PROCEEDS	-	-	-	-	0.0%
CURRENT YEAR BALANCE	262,175	92,323	195,191	1,117,191	472.4%
TOTALS	\$ 1,231,713	\$ 8,229,257	\$ 9,251,866	\$ 14,024,947	51.6%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
BEGINNING BALANCE	\$ 242,145	\$ 248,965	\$ 249,145	\$ 256,645	3.0%
INTEREST EARNINGS	7,000	7,500	7,500	7,500	0.0%
TRANSFER FROM GOVERNMENTAL CAPITAL FUND	-	-	-	-	0.0%
TRANSFER FROM GENERAL FUND	-	-	-	200,000	0.0%
TOTALS	\$ 249,145	\$ 256,465	\$ 256,645	\$ 464,145	80.9%

EXPENSE SUMMARY

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
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	249,145	116,465	256,645	464,145	80.9%
TOTALS	\$ 249,145	\$ 256,465	\$ 256,645	\$ 464,145	80.9%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
BEGINNING BALANCE	\$ 744,871	\$ 394,871	\$ 530,393	\$ 725,554	36.8%
INTEREST EARNINGS	-	23,100	23,100	-	-100.0%
TRANSFER FROM GENERAL FUND	-	-	172,061	-	-100.0%
TOTALS	\$ 744,871	\$ 417,971	\$ 725,554	\$ 725,554	0.0%

EXPENSE SUMMARY

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
TRANSFER TO GENERAL FUND	\$ 350,000	\$ -	\$ -	\$ -	0.0%
TRANSFER TO OPEB	-	-	-	-	0.0%
TRANSFER TO LIBRARY FUND	-	-	-	-	0.0%
CARRY FORWARD TO NEXT YEAR	394,871	417,971	725,554	725,554	0.0%
TOTALS	\$ 744,871	\$ 417,971	\$ 725,554	\$ 725,554	0.0%

WATER/WASTEWATER FUND

REVENUES

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
BASE REVENUE:					
PRIOR YEAR BALANCE - WATER	\$ 659,584	\$ 943,545	\$ 1,236,546	\$ 2,385,027	92.9%
PRIOR YEAR BALANCE - WASTEWATER	327,614	585,053	902,366	1,741,242	93.0%
PRIOR YEAR BALANCE - KCSA	(397,473)	(1,632,876)	(1,872,081)	(1,757,484)	-6.1%
WATER FEES	4,274,966	4,206,700	4,800,000	4,603,400	-4.1%
WASTEWATER FEES	3,015,856	3,308,300	3,500,000	3,756,700	7.3%
WASTEWATER ADJUSTMENT FEES	3,100,547	4,275,600	3,000,000	3,090,900	3.0%
GROUNDWATER INFLOW ADJUSTMENT	-	-	1,350,000	1,386,900	2.7%
WATER TANK SPACE LEASING	293,154	299,400	299,400	307,600	2.7%
SEWER IMPACT FEES	418,475	323,000	323,000	323,000	0.0%
WATER IMPACT FEES	369,750	357,000	357,000	357,000	0.0%
INTEREST - WATER	708	680	8,886	10,600	19.3%
INTEREST - WASTEWATER	865	835	10,914	17,200	57.6%
MISCELLANEOUS SERVICE FEE	58,848	71,000	58,000	58,000	0.0%
REVENUE SUBTOTAL	12,122,894	12,738,237	13,974,031	16,280,085	16.5%
GRANTS AND REIMBURSEMENTS					0.0%
STATE REIMBURSEMENT	-	-	-	-	0.0%
GRANT REVENUE	-	-	-	-	0.0%
GRANTS AND REIMBURSEMENTS SUBTOTAL	-	-	-	-	0.0%
TRANSFERS FROM					0.0%
TRANSFER FROM CAPITAL ASSET RESERVE	-	-	-	-	0.0%
TRANSFER FROM CONTINGENCY	-	-	-	-	0.0%
TRANSFERS FROM SUBTOTAL	-	-	-	-	0.0%
TOTALS	\$ 12,122,894	\$ 12,738,237	\$ 13,974,031	\$ 16,280,085	16.5%

WATER/WASTEWATER FUND

EXPENSE SUMMARY

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
DIRECT EXPENSES					
ENGINEERING & INSPECTION	\$ 695,817	\$ 642,878	\$ 540,099	\$ 622,230	15.2%
WATER CONSTRUCTION	437,064	392,561	400,439	440,088	9.9%
WATER DEPARTMENT	404,249	412,588	374,920	382,655	2.1%
WATER TREATMENT PLANT	1,465,119	1,499,857	1,475,704	1,543,114	4.6%
WASTEWATER DEPARTMENT	922,802	969,762	945,296	959,735	1.5%
METER READING	56,734	-	-	-	0.0%
KENT COUNTY TREATMENT CHARGE	4,575,155	4,235,403	4,235,403	4,235,400	0.0%
DIRECT EXPENDITURE SUBTOTAL	8,556,940	8,153,049	7,971,861	8,183,222	2.7%
OTHER EXPENSES					
DEBT SERVICE - WATER	249,014	246,403	244,000	320,853	31.5%
DEBT SERVICE - WASTEWATER	214,642	316,198	216,000	416,083	92.6%
RETIRES HEALTH CARE	134,720	177,427	177,427	190,830	7.6%
OPEB	-	-	-	-	0.0%
UNCOLLECTIBLES	-	-	71,000	5,000	-93.0%
PENSION UNFUNDED LIABILITY	-	372,000	372,000	228,400	-38.6%
INTRAFUND SERVICE FEES	1,079,524	1,272,331	1,117,897	1,228,596	9.9%
INVENTORY/FIXED ASSET WRITEOFFS	-	-	-	10,000	0.0%
OTHER EXPENSES SUBTOTAL	1,677,900	2,384,359	2,198,324	2,399,762	9.2%
TRANSFER TO					0.0%
GENERAL FUND FROM WATER	231,459	-	-	238,842	0.0%
GENERAL FUND FROM WASTEWATER	316,561	-	-	185,666	0.0%
WATER IMP AND EXT	500,000	500,000	500,000	750,000	50.0%
WASTEWATER IMP AND EXT	200,000	500,000	500,000	1,000,000	100.0%
TRANSFER TO PENSION COLA	-	-	-	-	0.0%
SEWER IMPACT FEE RESERVE	252,466	6,802	107,000	-	-100.0%
WATER IMPACT FEE RESERVE	120,737	110,597	113,000	36,147	-68.0%
TRANSFER TO CONTINGENCY WASTEWATER	-	-	18,000	8,000	-55.6%
CAPITAL ASSET RESERVE WATER	-	100,000	100,000	100,000	0.0%
CAPITAL ASSET RESERVE WASTEWATER	-	100,000	100,000	300,000	200.0%
TRANSFER TO SUBTOTAL	1,621,223	1,317,399	1,438,000	2,618,655	82.1%
CURRENT YEAR BALANCES					
CURRENT YEAR BALANCE WATER	1,236,546	1,348,501	2,383,557	2,738,400	14.9%
CURRENT YEAR BALANCE WASTEWATER	902,366	1,127,608	1,739,773	1,855,130	6.6%
CURRENT YEAR BALANCE KCSA	(1,872,081)	(1,592,679)	(1,757,484)	(1,515,084)	-13.8%
CURRENT YEAR BALANCE SUBTOTALS	266,831	883,430	2,365,846	3,078,446	30.1%
TOTALS	\$ 12,122,894	\$ 12,738,237	\$ 13,974,031	\$ 16,280,085	16.5%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
PRIOR YEAR BALANCE - WATER	\$ 1,881,880	\$ 743,431	\$ 1,840,910	\$ 1,139,872	-38.1%
PRIOR YEAR BALANCE - WASTEWATER	625,242	257,168	(45,575)	303,476	-765.9%
PRIOR YEAR BOND PROCEEDS WATER	-	-	2,404,017	-	-100.0%
PRIOR YEAR BOND PROCEEDS - WASTEWATER	-	286,500	3,797,956	-	-100.0%
BOND PROCEEDS - WATER	-	-	-	-	0.0%
BOND PROCEEDS - WASTEWATER	-	-	-	-	0.0%
STATE LOAN FUND - WATER	-	-	-	-	0.0%
STATE LOAN FUND - WASTEWATER	344,525	3,016,200	765,060	1,800,000	135.3%
TRANS FR WATER/WASTEWATER FOR WATER	500,000	500,000	500,000	750,000	50.0%
TRANS FR WATER/WASTEWATER FOR WASTEWATER	200,000	500,000	500,000	1,000,000	100.0%
TRANSFER FROM IMPACT FEE RESERVE	1,449	242,040	516,781	262,840	-49.1%
TRANSFER FROM CAPITAL ASSET RESERVE -WATER	-	-	-	-	0.0%
TRANSFER FROM CAPITAL ASSET RESERVE -WASTEWATER	-	-	-	-	0.0%
MISCELLANEOUS RECEIPTS	-	-	-	-	0.0%
INCOME FROM SALE OF ASSETS	6,202	-	-	-	0.0%
DEVELOPER CONTRIBUTIONS	-	-	-	-	0.0%
FEDERAL/STATE GRANTS	-	-	28,877	-	-100.0%
INTEREST INCOME	44,688	-	-	-	0.0%
TOTALS	\$ 3,603,986	\$ 5,545,339	\$ 10,308,026	\$ 5,256,188	-49.0%

WATER/WASTEWATER IMPROVEMENT AND EXTENSION FUND

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
WATER	\$ 527,712	\$ 620,000	\$ 3,605,055	\$ 766,240	-78.7%
WASTEWATER	1,242,146	1,560,700	5,259,623	3,404,900	-35.3%
WATER TREATMENT PLANT	38,793	-	-	22,900	0.0%
WATER CONSTRUCTION	-	-	-	30,100	0.0%
ENGINEERING & INSPECTION	-	-	-	-	0.0%
TRANSFER TO IMPACT FEE RESERVE	-	-	-	-	0.0%
CURRENT YEAR BALANCE - WATER BOND	-	-	-	-	0.0%
CURRENT YEAR BALANCE - WASTEWATER BOND	-	2,153,140	-	-	0.0%
CURRENT YEAR BALANCE - WATER	1,840,910	623,431	1,139,872	1,070,632	-6.1%
CURRENT YEAR BALANCE - WASTEWATER	(45,575)	588,068	303,476	(38,584)	-112.7%
TOTALS	\$ 3,603,986	\$ 5,545,339	\$ 10,308,026	\$ 5,256,188	-49.0%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
BEGINNING BALANCE - WATER	\$ 204,721	\$ 212,603	\$ 211,713	\$ 336,064	58.7%
BEGINNING BALANCE - WASTEWATER	64,268	66,767	66,476	168,470	58.7%
INTEREST EARNINGS - WATER	6,992	6,400	6,351	10,082	153.4%
INTEREST EARNINGS - WASTEWATER	2,208	2,000	1,994	5,054	58.7%
TRANSFER FROM WATER	-	100,000	100,000	100,000	153.5%
TRANSFER FROM WASTEWATER	-	100,000	100,000	300,000	0.0%
TRANSFER FROM WATER/WASTEWATER CONTINGENCY	-	-	18,000	6,000	200.0%
TOTALS	\$ 278,189	\$ 487,770	\$ 504,534	\$ 925,670	83.5%

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
TRANSFER TO WATER/WASTEWATER I & E FUND	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO WASTEWATER I & E FUND	-	-	-	-	0.0%
TRANSFER TO WATER/WASTEWATER	-	-	-	-	0.0%
CARRY FORWARD TO NEXT YEAR WATER	211,713	319,003	336,064	452,146	34.5%
CARRY FORWARD TO NEXT YEAR WASTEWATER	66,476	168,767	168,470	473,524	181.1%
TOTALS	\$ 278,189	\$ 487,770	\$ 504,534	\$ 925,670	83.5%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
PRIOR YEAR BALANCE	\$ 251,521	\$ 260,371	\$ 259,067	\$ 266,839	3.0%
INTEREST EARNINGS	7,546	7,811	7,772	8,006	3.0%
TRANSFER FROM WATER/WASTEWATER			18,000	8,000	-55.6%
TOTALS	\$ 259,067	\$ 268,182	\$ 284,839	\$ 282,845	-0.7%

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
TRANSFER TO WATER	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO WASTEWATER	-	-	-	-	0.0%
TRANSFER TO CAPITAL ASSET RESERVE	-	-	18,000	6,000	-66.7%
CURRENT YEAR BALANCE	259,067	268,182	266,839	276,845	3.7%
TOTALS	\$ 259,067	\$ 268,182	\$ 284,839	\$ 282,845	-0.7%

ELECTRIC REVENUE FUND

Revenues

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET
BASE REVENUE				
PRIOR YEAR BALANCE	\$ 11,415,737	\$ 12,086,275	\$ 13,537,864	\$ 11,867,003
DIRECT SALES TO CUSTOMER	96,158,794	96,595,300	97,917,206	95,675,500
PURCHASE POWER ADJUSTMENT	-	(2,000,000)	(2,293,603)	(6,012,000)
UTILITY TAX	1,922,645	1,864,800	1,965,000	1,966,100
GREEN ENERGY	131,190	128,600	128,600	129,000
MISCELLANEOUS REVENUE	1,314,775	891,200	891,200	919,000
RENT REVENUE	217,731	186,816	186,816	225,000
EMISSION CREDIT SALES	-	-	-	-
TRANSFER FROM CONTINGENCY	-	-	-	-
TRANSFER FROM RATE STABILIZATION	-	-	-	1,000,000
INTRAFUND SERVICE RECEIPTS WATER/WASTEWATER	179,360	299,442	173,317	240,203
REIMBURSEMENT OF BOND ISSUANCE COST	-	-	-	-
INTEREST EARNINGS	16,441	65,700	965,500	264,900
TOTALS	\$ 111,356,673	\$ 110,118,133	\$ 113,471,900	\$ 106,274,706

ELECTRIC REVENUE FUND

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET
EXPENSES				
POWER SUPPLY	\$ 55,619,481	\$ 48,059,699	\$ 47,634,363	\$ 42,047,430
POWER SUPPLY MANAGEMENT	3,000,000	2,280,000	2,321,562	1,170,000
PJM CHARGES - LOAD	7,247,049	11,850,876	13,363,432	15,043,396
CAPACITY CHARGES	13,516,203	11,618,223	12,302,392	8,506,512
CONTRACTUAL SERVICES	-	-	-	115,000
RATE STABILIZATION CREDIT	-	-	-	-
SUB-TOTAL POWER SUPPLY	79,382,733	73,808,798	75,621,749	66,882,338
PLANT OPERATIONS	5,547,750	5,694,315	6,155,046	5,964,817
GENERATIONS FUELS	355,428	297,820	3,244,977	664,641
PJM CREDITS	(793,599)	(720,797)	(5,553,404)	(1,285,675)
CAPACITY CREDITS	(12,133,292)	(11,488,785)	(11,419,723)	(7,388,283)
GENERATION SUBTOTAL	(7,023,713)	(6,217,447)	(7,573,104)	(2,044,500)
POWER SUPPLY & GENERATION SUBTOTAL	72,359,020	67,591,351	68,048,645	64,837,838
DIRECT EXPENDITURES				
TRANSMISSION/DISTRIBUTION	3,072,816	3,206,515	3,035,144	3,162,026
ELECTRICAL ENGINEERING	1,319,394	1,842,903	1,745,105	1,177,060
ADMINISTRATION	714,750	609,169	974,959	602,715
METER READING	301,416	222,908	205,915	215,208
SYSTEMS OPERATIONS	496,195	518,053	492,493	473,895
UTILITY TAX	1,922,645	1,864,800	1,965,000	1,966,100
DIRECT EXPENDITURE SUBTOTALS	7,827,216	8,264,348	8,418,616	7,597,004
OTHER EXPENSES				
ALLOW FOR UNCOLLECTIBLES	135,000	135,000	310,000	150,000
RETIREE'S HEALTH CARE	531,843	639,110	639,110	646,510
TRANSFER TO PENSION UNFUNDED LIABILITY	-	833,000	833,000	1,110,500
OPEB	-	1,200,000	1,200,000	1,115,300
GREEN ENERGY PAYMENT TO DEMEC	131,187	128,600	128,600	129,000
INTRAFUND SERVICE FEES	3,159,199	3,374,945	3,293,025	3,370,778
INTEREST ON DEPOSITS	35,675	54,500	54,500	54,500
INVENTORY WRITE OFFS	175,000	175,000	175,000	175,000
BOND ISSUANCE COSTS	-	-	-	-
POWER SUPPLY STUDY	55,459	-	-	-
DEBT SERVICE	4,067,610	4,058,700	3,589,904	3,336,800
OTHER EXPENSES SUBTOTAL	8,290,973	10,598,855	10,223,139	10,088,388
TRANSFER TO				
IMPROVEMENT & EXTENSION	2,500,000	3,500,000	3,500,000	3,500,000
GENERAL FUND	6,758,100	8,856,000	8,856,000	7,876,288
TRANSFER TO CONTINGENCY	83,500	-	-	-
TRANSFER TO PENSION COLA	-	-	-	-
TRANSFER TO DEPRECIATION RESERVE	-	1,250,000	1,250,000	-
TRANSFER FUTURE CAPACITY	-	-	-	-
RATE STABILIZATION RESERVE	-	1,300,000	1,300,000	-
TRANSFER TO SUBTOTAL	9,341,600	14,906,000	14,906,000	11,376,288
CURRENT YEAR BALANCE	13,537,864	8,757,579	11,875,500	12,375,188
TOTALS	\$ 111,356,673	\$ 110,118,133	\$ 113,471,900	\$ 106,274,706

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
PRIOR YEAR BALANCE	\$ 2,625,760	\$ 1,688,861	\$ 3,429,624	\$ 2,561,096	-25.3%
PRIOR YEAR BALANCE BOND	4,240,034	-	415,585	-	-100.0%
INTEREST EARNINGS	8,675	40,700	40,700	38,400	-5.7%
INTEREST TRUSTEE	-	-	-	-	0.0%
INCOME FROM SALE OF ASSETS	15,000	-	-	-	0.0%
ELECTRIC NEW SERVICE FEES	-	-	-	-	0.0%
RECEIPT FROM DEPRECIATION RESERVE	-	-	-	300,000	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	278,296	-	254,757	-	-100.0%
STATE REIMBURSEMENT FOR WYOMING MILL RE	-	-	91,000	-	0.0%
STATE GRANTS	86,180	-	-	-	0.0%
FEDERAL GRANTS	-	-	151,523	-	-100.0%
INSURANCE CLAIM PROCEEDS	-	-	280,000	-	-100.0%
TRANSFER FROM INSURANCE STABILIZATION	-	-	-	70,730	0.0%
TRANSFER FROM ELECTRIC	2,500,000	3,500,000	3,500,000	3,500,000	0.0%
TOTALS	\$ 9,753,945	\$ 5,229,561	\$ 8,163,189	\$ 6,470,226	-20.7%

ELECTRIC IMPROVEMENT AND EXTENSION FUND

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
ELECTRIC GENERATION	\$ 634,954	\$ 1,480,068	\$ 2,106,427	\$ 1,810,410	-14.1%
TRANSMISSION AND DISTRIBUTION	813,504	739,000	739,000	648,337	-12.3%
ELECTRICAL ENGINEERING	4,354,502	1,390,429	1,756,666	1,790,716	1.9%
ADMINISTRATION	105,776	-	-	-	0.0%
METER READING	-	-	-	20,000	0.0%
SYSTEMS OPERATIONS	-	-	-	-	0.0%
TRANSFER TO DEPRECIATION RESERVE	-	-	1,000,000	-	-100.0%
CURRENT YEAR BALANCE	3,429,624	1,620,064	2,561,096	2,200,763	-14.1%
CURRENT YEAR BALANCE -BOND	415,585	-	-	-	0.0%
TOTALS	\$ 9,753,945	\$ 5,229,561	\$ 8,163,189	\$ 6,470,226	-20.7%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
BEGINNING BALANCE	\$ 928,654	\$ 1,039,854	\$ 1,039,766	\$ 1,039,766	0.0%
INTEREST EARNINGS	27,700	31,200	-	-	0.0%
TRANSFER FROM INSURANCE STABILIZATION	-	-	-	70,730	0.0%
TRANSFER FROM ELECTRIC REVENUE	83,500	-	-	-	0.0%
			-		
TOTALS	\$ 1,039,854	\$ 1,071,054	\$ 1,039,766	\$ 1,110,496	6.8%

Budget Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
TRANSFER TO ELECTRIC FUND	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO RATE STABILIZATION FUND	-	-	-	-	0.0%
CARRY FORWARD TO NEXT YEAR	1,039,854	1,071,054	1,039,766	1,110,496	6.8%
TOTALS	\$ 1,039,854	\$ 1,071,054	\$ 1,039,766	\$ 1,110,496	6.8%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
PRIOR YEAR BALANCE	\$ 7,731,135	\$ 8,079,990	\$ 8,021,155	\$ 10,511,755	31.1%
RECEIPT FROM ELECTRIC REVENUE FUND	-	1,250,000	1,250,000	-	-100.0%
RECEIPT FROM ELECTRIC I&E FUND	-		1,000,000	-	
INTEREST EARNINGS	290,000	242,400	240,600	306,400	27.3%
TOTALS	\$ 8,021,135	\$ 9,572,390	\$ 10,511,755	\$ 10,818,155	2.9%

Budget Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
TRANSFER TO IMPROVEMENT AND EXTENSION	\$ -	\$ -	\$ -	\$ 300,000	0.0%
TRANSFER TO FUTURE CAPACITY	-	-	-	500,000	0.0%
FOR CAPITAL ITEMS	-	-	-	-	
CURRENT YEAR BALANCE	8,021,135	9,572,390	10,511,755	10,018,155	-4.7%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
PRIOR YEAR BALANCE	\$ 8,763,928	\$ 9,023,863	\$ 9,023,928	\$ 9,294,628	3.0%
RECEIPT FROM ELECTRIC REVENUE FUND	-	-	-	-	0.0%
RECEIPT FROM DEPRECIATION RESERVE	-	-	-	500,000	0.0%
INTEREST EARNINGS	260,000	270,700	270,700	278,800	3.0%
TOTALS	\$ 9,023,928	\$ 9,294,563	\$ 9,294,628	\$ 10,073,428	8.4%

Budget Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
TRANSFER TO IMPROVEMENT AND EXTENSION	\$ -	\$ -	\$ -	\$ -	0.0%
CURRENT YEAR BALANCE	9,023,863	9,294,563	9,294,628	10,073,428	8.4%
TOTALS	\$ 9,023,928	\$ 9,294,563	\$ 9,294,628	\$ 10,073,428	8.4%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
PRIOR YEAR BALANCE	\$ 385,030	\$ 396,603	\$ 396,530	\$ 408,430	3.0%
RECEIPT FROM ELECTRIC DEPRECIATION RESERVE FUND	-	-	-	-	0.0%
INTEREST EARNINGS	11,500	11,900	11,900	12,300	3.4%
TOTALS	\$ 396,530	\$ 408,503	\$ 408,430	\$ 420,730	3.0%

Budget Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
TRANSFER TO ELECTRIC IMPROVEMENT & EXTENSION	\$ -	\$ -	\$ -	\$ 70,730	0.0%
CURRENT YEAR BALANCE	396,603	408,503	408,430	350,000	-14.3%
TOTALS	\$ 396,530	\$ 408,503	\$ 408,430	\$ 420,730	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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
PRIOR YEAR BALANCE	\$ 4,699,919	\$ 4,729,127	\$ 4,776,519	\$ 6,219,819	30.2%
RECEIPT FROM ELECTRIC REVENUE FUND	-	1,300,000	1,300,000	-	-100.0%
RECEIPT FROM ELECTRIC CONTINGENCY	-	-	-	-	0.0%
INTEREST EARNINGS	76,600	141,900	143,300	186,600	30.2%
TOTALS	\$ 4,776,519	\$ 6,171,027	\$ 6,219,819	\$ 6,406,419	3.0%

Budget Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
TRANSFER TO ELECTRIC FUND	\$ -	\$ -	\$ -	\$ 1,000,000	0.0%
CURRENT YEAR BALANCE	4,776,519	6,171,027	6,219,819	5,406,419	-13.1%
TOTALS	\$ 4,776,519	\$ 6,171,027	\$ 6,219,819	\$ 6,406,419	3.0%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
BEGINNING BALANCE	\$ 428	\$ 428	\$ -	\$ 100	0.0%
STATE GRANT	-	526,843	526,814	526,814	0.0%
INTEREST EARNED	-	200	100	100	0.0%
TOTALS	\$ 428	\$ 527,471	\$ 526,914	\$ 527,014	0.0%

Expense Summary

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
TRANSFER TO GENERAL FUND	\$ -	\$ 526,843	\$ 526,814	\$ 526,814	0.0%
CURRENT YEAR BALANCE	428	628	100	200	100.0%
TOTALS	\$ 428	\$ 527,471	\$ 526,914	\$ 527,014	0.0%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PRIOR YEAR BALANCE	\$ 1,278,611	\$ 1,342,387	\$ 1,566,938	\$ 1,663,168	6.1%
INTEREST INCOME	33,223	40,000	35,000	45,737	30.7%
PREMIUM FROM CITY	620,288	670,530	670,530	-	-100.0%
MISCELLANEOUS REVENUE	-	-	4,600	4,600	
INSURANCE REFUND	3,392	-	-	-	0.0%
TRANSFER FROM GENERAL	-	-	-	-	0.0%
TRANSFER FROM WATER/WASTEWATER	-	-	-	-	0.0%
TRANSFER FROM ELECTRIC	-	-	-	-	0.0%
TOTALS	\$ 1,935,514	\$ 2,052,917	\$ 2,277,068	\$ 1,713,505	-24.7%

Operating Expenses

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	%CHANGE 2011-12
PROGRAM EXPENSES/SUPPLIES - CLAIMS	\$ 203,481	\$ 450,000	\$ 450,000	\$ 450,000	0.0%
INSURANCE	82,184	93,400	93,400	82,150	-12.0%
BANK FEES	2,106	-	1,500	1,500	0.0%
STATE OF DEL - SELF INSURANCE TAX	46,615	37,000	37,000	37,000	0.0%
CONTRACTUAL SERVICES	34,190	32,000	32,000	32,000	0.0%
TRANSFER TO PENSION FUND	-	-	-	-	0.0%
TRANSFER TO GENERAL FUND FOR RETIREES	-	-	-	-	0.0%
TOTAL EXPENSES	368,576	612,400	613,900	602,650	-1.8%
CURRENT YEAR BALANCE	1,566,938	1,440,517	1,663,168	1,110,855	-33.2%
TOTALS	\$ 1,935,514	\$ 2,052,917	\$ 2,277,068	\$ 1,713,505	-24.7%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
PRIOR YEAR BALANCE	\$ 270,803	\$ 100,913	\$ 309,851	\$ 312,651	0.9%
GRANTS REVENUE (Lincoln Park/Clarence Stree	1,097,687	1,000,000	1,000,000	1,900,000	90.0%
TRANSFER FROM GENERAL	-	300,000	300,000	350,000	16.7%
INTEREST INCOME	2,800	2,800	2,800	2,800	0.0%
TOTALS	\$ 1,371,290	\$ 1,403,713	\$ 1,612,651	\$ 2,565,451	59.1%

Operating Expenses

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
PROGRAM EXPENSES	\$ 1,172,690	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	0.0%
LINCOLN PARK/CLARENCE STREET GRANT EXP.	-	-	-	900,000	0.0%
CURRENT YEAR BALANCE	100,913	103,713	312,651	365,451	16.9%
TOTALS	\$ 1,273,603	\$ 1,403,713	\$ 1,612,651	\$ 2,565,451	59.1%

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

	ACTUAL	BUDGET	REVISED	BUDGET	2011-12
PRIOR YEAR BALANCE	\$ 214,875	\$ 178,245	\$ 221,594	\$ 191,522	-13.6%
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	6,447	6,800	6,800	5,750	-15.4%
TOTALS	\$ 221,322	\$ 185,045	\$ 228,394	\$ 197,272	-13.6%

Operating Expenses

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
TRANSFER TO GENERAL CAPITAL PROJECTS FUND	\$ 3,128	\$ -	\$ 36,872	\$ -	-100.0%
CURRENT YEAR BALANCE	218,194	185,045	191,522	197,272	3.0%
TOTALS	\$ 221,322	\$ 185,045	\$ 228,394	\$ 197,272	-13.6%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
PRIOR YEAR BALANCE	\$ 3,548,184	\$ 3,477,305	\$ 3,471,411	\$ 1,217,579	-64.9%
GENERAL FUND APPROPRIATION	-	-	-	-	0.0%
TRANSFER FROM GENERAL CONTINGENCY	-	-	-	-	0.0%
INTEREST INCOME	101,133	109,900	109,900	109,900	0.0%
TOTALS	\$ 3,649,317	\$ 3,587,205	\$ 3,581,311	\$ 1,327,479	-62.9%

Operating Expenses

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
TRANSFER TO PARKLAND RESERVE	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO CAPITAL PROJECT FUND	177,906	2,343,519	2,363,732	1,200,938	-49.2%
TRANSFER TO GENERAL FUND	-	-	-	-	0.0%
CURRENT YEAR BALANCE	3,471,411	1,243,686	1,217,579	126,541	-89.6%
TOTALS	\$ 3,649,317	\$ 3,587,205	\$ 3,581,311	\$ 1,327,479	-62.9%

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

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
PRIOR YEAR BALANCE	16,336	16,336	16,336	16,336	0.0%
STATE GRANT	247,801	259,801	247,801	259,801	4.8%
FEDERAL GRANT	-	2,750	-	2,750	0.0%
INTEREST INCOME	-	-	-	-	0.0%
TOTALS	264,137	278,887	264,137	278,887	5.6%

Operating Expenses

	2009-10 ACTUAL	2010-11 BUDGET	2010-11 REVISED	2011-12 BUDGET	% CHANGE 2011-12
STATE GRANTS					
FURNITURE/FIXTURES	-	-	-	-	0.0%
PROGRAM EXPENSES/SUPPLIES	41,935	41,935	41,935	41,935	0.0%
BOOKS	107,216	119,216	107,216	119,216	11.2%
COMPUTER SOFTWARE	-	-	-	-	0.0%
COMPUTER HARDWARE	-	-	-	-	0.0%
AUDIO VISUAL SUPPLIES	55,000	55,000	55,000	55,000	0.0%
ADVERTISEMENT	-	-	-	-	0.0%
TRAINING/CONF/FOOD/TRAV	5,000	5,000	5,000	5,000	0.0%
CONSULTING FEES	-	-	-	-	0.0%
CONTRACTUAL SERVICES	18,650	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	20,000	20,000	20,000	20,000	0.0%
SUBTOTAL EXPENSES STATE GRANTS	247,801	259,801	247,801	259,801	4.8%
FEDERAL GRANTS					
PROGRAM EXPENSES/SUPPLIES	-	2,750	-	2,750	0.0%
BOOKS	-	-	-	-	0.0%
TELEPHONE/FAX	-	-	-	-	0.0%
ADVERTISEMENT	-	-	-	-	0.0%
TRAINING/CONF/FOOD/TRAV	-	-	-	-	0.0%
SUBTOTAL EXPENSES FEDERAL GRANTS	-	2,750	-	2,750	0.0%
CURRENT YEAR BALANCE	16,336	16,336	16,336	16,336	
TOTALS	264,137	278,887	264,137	278,887	5.6%

FISCAL YEAR 2012 CAPITAL INVESTMENT PLANS

REVENUE SOURCE AND FUNDS AS OF JULY 1, 2011

Project Name	Comm. Transp. Fund	Electric I & E Fund	General Fund	General Obligation Bonds	Library Reserve Fund	Other	State Grant	Water/Wastewater Debt Financing	Water/Wastewater Fund	Total
Dump Truck Refurbishment			30,000							30,000
Annual Contribution to Robbins Hose			216,820							216,820
Rescue 1 - Holmatro Equipment			28,000							28,000
Replacement Library					1,200,938	4,396,566	5,597,505			11,195,009
Dover Park - Roof Replacement			30,000							30,000
Street and Alley Program	1,000,000			1,000,000						2,000,000
Concrete Construction and Replacement Program			30,000							30,000
GENERAL FUND TOTAL	1,000,000	-	334,820	1,000,000	1,200,938	4,396,566	5,597,505	-	-	13,529,829
Substation PT & CT Replacement		267,715								267,715
Lighting Project and Rehabilitation		50,000								50,000
Equipment Replacement		40,000								40,000
Generatoar Replacement		50,000								50,000
Frazier Substation Reliability Upgrade		155,000								155,000
Distribution Feeder Replacement Program		377,510								377,510
Distribution Capacitors and Controls		100,000								100,000
Transmission Line Maintenance Program		75,000								75,000
SCADA Master Hardware Replacement		75,000								75,000
Distribution Upgrades		500,000								500,000
New Developments		600,000								600,000
McKee Run Unit 3 Boiler Air Heater		440,000								440,000
McKee Run Unit 3 Turbine Inspection		348,000								348,000
Units 1 & 2 Life Extension		184,000								184,000
McKee Run Unit 3 Boiler Systems		130,000								130,000
McKee Run Unit 3 Auxillary System Components		113,000								113,000
Unit 3 FD & ID Fan Control Damper Upgrade		92,000								92,000
Unit 3 DCS Computers & Software Upgrades		85,000								85,000
Miscellaneous Capital Equipment Relacements		70,000								70,000
McKee Run Unit 3 Air Heater Expansion Joint		70,000								70,000
McKee Run Demineralizer Control Replacement		65,000								65,000
Van Sant Unit 11 Component Replacements		50,000								50,000
McKee Run Switchyard Blast Walls		50,000								50,000
McKee Run Preservation of Structures		38,000								38,000
Units 1 & 2 Cooling Tower Life Extension		25,410								25,410
Unit 3 Cooling Water Line Life Extension		25,000								25,000
McKee Run Unit 3 Stack Repairs		25,000								25,000
ELECTRIC FUND TOTAL	-	4,100,635	-	-	-	-	-	-	-	4,100,635
Pay-As-You-Go Water Load Station									30,240	30,240
Inflow/Infiltration Removal								2,800,000		2,800,000
SCADA Equipment Technology Upgrade								84,900		84,900
Lepore Road Pump Station Replacement								350,000		350,000
Miscellaneous Sewer System Improvements								37,000		37,000
Wilmington College Pump Station Replacement									25,000	25,000
Dover Brook Gardens Pump Station Upgrade									15,000	15,000
Brandywine Pump Station Replacement									52,000	52,000
McKee Road Pump Station Communtator Replacement									10,000	10,000
Miscellaneous Distribution System Improvements								60,000		60,000
Wellhead Redevelopment Program								65,000		65,000
Emergency Generators (Wells)									80,000	80,000
Water Quality Improvements								500,000		500,000
WATER/WASTEWATER TOTAL	-	-	-	-	-	-	-	3,896,900	212,240	4,109,140
GRAND TOTALS	1,000,000	4,100,635	334,820	1,000,000	1,200,938	4,396,566	5,597,505	3,896,900	212,240	21,739,604

TOTAL CITY SUMMARY

FY 2012 thru FY 2016

Category Summary

Category	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric	4,100,635	5,003,407	4,953,612	4,503,977	4,318,220	22,879,851
General	13,529,829	4,594,089	3,271,371	3,199,641	6,088,470	30,683,400
Water/Wastewater	4,109,140	5,226,900	4,770,600	3,305,000	3,995,000	21,406,640
TOTAL	21,739,604	14,824,396	12,995,583	11,008,618	14,401,690	74,969,891

Funding Source Summary

Source	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Community Transportation Fund	1,000,000	1,000,000	1,000,000	1,400,000	1,000,000	5,400,000
Electric I & E Fund	4,100,635	5,003,407	4,953,612	4,503,977	4,318,220	22,879,851
General Fund	334,820	1,053,606	1,911,371	1,649,641	5,038,470	9,987,908
General Obligation Bonds	1,000,000					
Library Reserve Fund	1,200,938	78,000				1,278,938
Other	4,396,566	700,344				5,096,910
Parkland Reserve Fund			155,000			155,000
State Grants	5,597,505	1,762,139	205,000	150,000	50,000	7,764,644
Water/Wastewater Debt Financing	3,896,900	4,016,900	2,776,000	2,373,000	3,313,000	16,375,800
Water/Wastewater Fund	212,240	1,210,000	1,994,600	932,000	682,000	5,030,840
GRAND TOTAL	21,739,604	14,824,396	12,995,583	11,008,618	14,401,690	74,969,891

TOTAL CITY SUMMARY with VEHICLES

FY 2012 thru FY 2016

Category Summary

Category	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric	4,100,635	5,003,407	4,953,612	4,503,977	4,318,220	22,879,851
General	13,529,829	4,594,089	3,271,371	3,199,641	6,088,470	30,683,400
Water/Wastewater	4,109,140	5,226,900	4,770,600	3,305,000	3,995,000	21,406,640
Vehicles	565,535	2,841,614	1,988,357	1,631,721	1,517,778	8,545,005
TOTAL	22,305,139	17,666,010	14,983,940	12,640,339	15,919,468	83,514,896

Funding Source Summary

Source	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Community Transportation Fund	1,000,000	1,000,000	1,000,000	1,400,000	1,000,000	5,400,000
Electric I & E Fund	4,148,972	5,145,144	5,331,162	4,623,977	4,610,970	23,860,225
General Fund	737,018	3,274,983	3,138,778	2,542,462	5,582,898	15,276,139
General Obligation Bonds	1,000,000					1,000,000
Library Reserve Fund	1,200,938	78,000				1,278,938
Other	4,396,566	700,344				5,096,910
Parkland Reserve Fund			155,000			155,000
State Grants	5,597,505	1,762,139	205,000	150,000	50,000	7,764,644
Water/Wastewater Debt Financing	3,896,900	4,016,900	2,776,000	2,373,000	3,313,000	16,375,800
Water/Wastewater Fund	327,240	1,688,500	2,378,000	1,550,900	1,362,600	7,307,240
GRAND TOTAL	22,305,139	17,666,010	14,983,940	12,640,339	15,919,468	83,514,896

GENERAL FUND SUMMARY

FY 2012 thru FY 2016

Projects by Department

Department	Project #	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Central Services							
Space Needs Study Implementation	CS1300		50,000	434,890	402,446	4,165,328	5,052,664
Central Services Conference Room & Offices	CS1301		10,000	15,000			25,000
City Hall Fire Suppression System	CS1400			106,000	106,000		212,000
Central Services Total			60,000	555,890	508,446	4,165,328	5,289,664
Customer Service							
Customer Notification by E-IVR Automated Dialing	CU1300		30,000				30,000
Customer Service Total			30,000				30,000
Fire/Robbins Hose							
Annual Contribution	FR1201	216,820	329,481	329,481	415,195	410,142	1,701,119
Holmatro Equipment	FR1202	28,000					28,000
Fire/Robbins Hose Total		244,820	329,481	329,481	415,195	410,142	1,729,119
Information Technology							
IT Long Range Planning Process Review & Update	IT1300		65,000				65,000
CISCO, VoIP Phone Server Replacement	IT1400			40,000			40,000
Information Technology Total			65,000	40,000			105,000
Library							
New Dover Public Library	LB0901	11,195,009	2,540,483				13,735,492
Library Total		11,195,009	2,540,483				13,735,492
Mayor							
Downtown Security Cameras	MR1300		33,000				33,000
Mayor Total			33,000				33,000
Parks and Recreation							
Dover Park - Roof Replacement	PR1201	30,000					30,000
Park and Playground Improvement Program	PR1301		30,000	33,000	33,000	33,000	129,000
Splash Pad at Schutte Park	PR1302		20,000	290,000			310,000
Skate Parks	PR1401			10,000	300,000		310,000
Schutte Park Land Improvements	PR1402			100,000			100,000
Pathway at Schutte Park	PR1403			120,000			120,000
Tennis Courts at Schutte Park	PR1404			160,000			160,000
Lighted Soccer/Mulit Purpose Field	PR1405			195,000			195,000
Paving of Parking Lots at Schuttee Park	PR1501				300,000		300,000
Parks and Recreation Total		30,000	50,000	908,000	633,000	33,000	1,654,000
Police							
Repair/Micro Seal Police Station Parking Lot	PD1301		25,300				25,300
Police Total			25,300				25,300

GENERAL FUND SUMMARY

FY 2012 thru FY 2016

Projects by Department - Continued

Department	Project #	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Public Services-Admin							
GIS Infrastructure & Mobile Solutions	PA1301		18,000	18,000	18,000		54,000
Public Services-Admin Total			18,000	18,000	18,000		54,000
Public Services-Streets							
Street and Alley Program	ST1201	2,000,000	1,300,000	1,300,000	1,300,000	1,300,000	7,200,000
Concrete Construction and Replacement Program	ST1202	30,000	65,000	70,000	75,000	80,000	320,000
Dumpt Truck Refurbishment	ST1203	30,000					30,000
Salt Storage Facility at Schutte Park	ST1301		50,000				50,000
Brine Manufacuring System	ST1302		27,825				27,825
Silver Lake Revitalization Project	ST1401			50,000	250,000	100,000	400,000
Public Services-Streets		2,060,000	1,442,825	1,420,000	1,625,000	1,480,000	8,027,825
GRAND TOTAL		13,529,829	4,594,089	3,271,371	3,199,641	6,088,470	30,683,400

Funding Source Summary

Source	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Community Transportation Fund	1,000,000	1,000,000	1,000,000	1,400,000	1,000,000	5,400,000
General Fund	334,820	1,053,606	1,911,371	1,649,641	5,038,470	9,987,908
General Obligation Bonds	1,000,000					1,000,000
Library Reserve Fund	1,200,938	78,000				1,278,938
Other	4,396,566	700,344				5,096,910
Parkland Reserve Fund			155,000			155,000
State Grants	5,597,505	1,762,139	205,000	150,000	50,000	7,764,644
GRAND TOTAL	13,529,829	4,594,089	3,271,371	3,199,641	6,088,470	30,683,400

WATER/WASTEWATER FUND SUMMARY

FY 2012 thru FY 2016

Projects by Department

Department	Project #	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Customer Services							
Pay-As-You-Go Water Load Station	WD1201	30,240					30,240
Customer Services		30,240					30,240
Public Utilities-Wastewater Management							
Lepore Road Pump Station Replacement	WW1104	350,000					350,000
Inflow/Infiltration Removal	WW1201	2,800,000	1,000,000	1,250,000	1,175,000	1,250,000	7,475,000
SCADA Equipment Technology Upgrade	WW1202	84,900	87,900				172,800
Miscellaneous Sewer System Improvements	WW1203	37,000	39,000	41,000	43,000	45,000	205,000
Wilmington College Pump Station Replacement	WW1204	25,000	100,000				125,000
Dover Brook Gardens Pump Station Upgrade	WW1205	15,000	50,000				65,000
Brandywine Pump Station Replacement	WW1206	52,000	350,000				402,000
McKee Road Pump Station Communitator Replacement	WW1207	10,000	45,000				55,000
Hazletville Road Interceptor	WW1300		30,000	740,000			770,000
Dover East Pump Station Abandonment & Sewer Line	WW1302		40,000	213,800			253,800
Westover Pump Station & Force Main Upgrade	WW1303		65,000	703,800			768,800
Lakeview Drive Pump Station Replacement	WW1400			52,000	450,000		502,000
Retreat Pump Station Replacement	WW1500				52,000	360,500	412,500
Rolling Aces Pump Station Replacement	WW1501					52,000	52,000
Public Utilities-Wastewater Management Total		3,373,900	1,806,900	3,000,600	1,720,000	1,707,500	11,608,900
Public Utilities-Water Management							
Miscellaneous Distribution System Improvements	WD1202	60,000	70,000	75,000	75,000	75,000	355,000
Wellhead Redevelopment Program	WD1203	65,000	70,000	75,000	80,000	82,500	372,500
Emergency Generators (Wells)	WD1204	80,000	80,000	80,000			240,000
1.0 MG Elevated Water Storage Tower	WD1300		2,000,000	390,000			2,390,000
Piney Point Well	WD1301		450,000				450,000
Future Columbia Well Installation	WD1400			55,000			55,000
SCADA Equipment Technology Upgrade	WD1500				80,000	80,000	160,000
Water Quality Improvements	WQ1201	500,000	750,000	945,000	1,000,000	1,500,000	4,695,000
Water Treatment Plant Process Improvements	WQ1401			150,000	350,000	550,000	1,050,000
Public Utilities-Water Management Total		705,000	3,420,000	1,770,000	1,585,000	2,287,500	9,767,500
GRAND TOTAL		4,109,140	5,226,900	4,770,600	3,305,000	3,995,000	21,406,640

Funding Source Summary

Source	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Water/Wastewater Debt Financing	3,896,900	4,016,900	2,776,000	2,373,000	3,313,000	16,375,800
Water/Wastewater Fund	212,240	1,210,000	1,994,600	932,000	682,000	5,030,840
GRAND TOTAL	4,109,140	5,226,900	4,770,600	3,305,000	3,995,000	21,406,640

ELECTRIC FUND SUMMARY

FY 2012 thru FY 2016

Projects by Department

Department	Project #	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Public Utilities-Electric Engineering							
Substation PT & CT Replacement	EE1201	267,715					267,715
Lighting Project & Rehabilitation	EE1202	50,000	50,000	50,000	50,000	50,000	250,000
Equipment Replacement	EE1203	40,000	40,000	40,000	40,000	40,000	200,000
Generator Replacement	EE1204	50,000					50,000
Frazier Substation Reliability Upgrade	EE1205	155,000	610,247				765,247
Distribution Feeder Replacement Program	EE1206	377,510	277,510	277,510	277,510	277,510	1,487,550
Distribution Capacitors & Controls	EE1207	100,000	100,000	100,000	100,000	100,000	500,000
Transmission Line Maintenance Program	EE1208	75,000	75,000	75,000	75,000	75,000	375,000
SCADA Master Hardware Replacement	EE1209	75,000					75,000
Outage Management & Automatic Voice Response	EE1300		250,000				250,000
69 kV Substation Switch Replacement	EE1301		80,000	80,000	80,000		240,000
Horsepond Substation Reliability Upgrade	EE1302		170,000	591,812			761,812
Division Street Substation Fence	EE1304		70,000				70,000
General Scott Swtichgear	EE1400			800,000	300,000		1,100,000
Horsepond to Cartanza 69 kV Rebuild	EE1500				330,467		330,467
System Automation	EE1501				300,000	150,000	450,000
69 kV Cable Replacement North Street	EE1502				85,000	480,710	565,710
System Operations Monitoring	EE1503				30,000		30,000
McKee Run Yard Rebuild	EE1600					450,000	450,000
Distribution Upgrades	EU1201	500,000	500,000	500,000	500,000	500,000	2,500,000
Public Utilities-Electric Engineering Total		1,690,225	2,222,757	2,514,322	2,167,977	2,123,220	10,718,501
Public Utilities-Electric T & D							
New Developments	EE1212	600,000	600,000	600,000	600,000	600,000	3,000,000
Public Utilities-Electric T & D Total		600,000	600,000	600,000	600,000	600,000	3,000,000
Public Utilities-Power Plant							
Units 1 & 2 Cooling Tower Life Extension	EG1102	25,410	37,260	91,000		75,000	228,670
McKee Run Unit 3 Turbine Inspections	EG1103	348,000	673,000				1,021,000
McKee Run Unit 3 Auxillary System Components	EG1104	113,000	143,000	261,000	25,000		542,000
Units 1 & 2 Life Extesion	EG1107	184,000	52,000	182,000	149,000	22,000	589,000
McKee Run Unit 3 Air Heater Expansion Joint	EG1111	70,000					70,000
McKee Run Unit 3 Boiler Air Heater	EG1201	440,000					440,000
McKee Run Unit 3 Boiler Systems	EG1202	130,000	163,000		97,000		390,000
Unit 3 FD & ID Fan Control Damper Upgrade	EG1203	92,000					92,000
Unit 3 DCS Computers & Software Upgrade	EG1204	85,000					85,000
Miscellaneous Capital Equipment Replacements	EG1205	70,000	70,000	70,000	70,000	55,000	335,000
McKee Run Demineralizer Control Replacement	EG1206	65,000					65,000
Van Sant Unit 11 Component Replacements	EG1207	50,000		97,000		143,000	290,000
McKee Run Swtichyard Blast Walls	EG1208	50,000					50,000
McKee Run Preservation of Structures	EG1209	38,000		42,000		30,000	110,000
Unit 3 Cooling Water Line Life Extension	EG1210	25,000		350,000			375,000
McKee Run Unit 3 Stack Repairs	EG1211	25,000			50,000		75,000

ELECTRIC FUND SUMMARY

FY 2012 thru FY 2016

Projects by Department - Continued

Department	Project #	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Van Sant Capacity Increases	EG1300		550,000				550,000
Unit 3 Cooling Tower Life Extension	EG1301		417,390	461,290			878,680
McKee Run Units 1 & 2 Stack Repairs	EG1302		75,000				75,000
Van Sant Unit 11 Major Overhaul/Inspection	EG1400			150,000	850,000	1,000,000	2,000,000
McKee Run Hot Water Boilers	EG1401			70,000			70,000
McKee Run Unit 3 High Energy Piping Inspections	EG1402			40,000	360,000		400,000
Metering System Upgrades	EG1403			25,000	125,000		150,000
Units 1 & 2 Boiler Repairs	EG1500				10,000	160,000	170,000
McKee Run Building Equipment Replacements	EG1600					110,000	110,000
Public Utilities-Power Plant Total		1,810,410	2,180,650	1,839,290	1,736,000	1,595,000	9,161,350
PUBLIC UTILITIES GRAND TOTAL		4,100,635	5,003,407	4,953,612	4,503,977	4,318,220	22,879,851

Funding Source Summary

Source	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	4,100,635	5,003,407	4,953,612	4,503,977	4,318,220	22,879,851
GRAND TOTAL	4,100,635	5,003,407	4,953,612	4,503,977	4,318,220	22,879,851

VEHICLE/EQUIPMENT REPLACEMENTS

FY 2012 thru FY 2016

By Department

Department	Project #	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Central Services							
1987 Forklift	12Veh#NEW	30,670					30,670
Central Services Total		30,670					30,670
Facilities Management							
1996 Dodge B2500 (438)	13Veh# 438		16,096				16,096
1996 Ford E350 (436)	14Veh# 436			16,096			16,096
1999 Dodge RMV Van (435)	15Veh# 435				16,096		16,096
Facilities Management Total			16,096	16,096	16,096		48,288
Parks and Recreations							
2002 Dodge Van (590)	13Veh# 590		17,400				17,400
Mayor Total			17,400				17,400
Planning							
2009 Chevy Uplander	13Veh# 3		16,177				16,177
Planning Total			16,177				16,177
Police							
1999 Ford Taurus (204)	12Veh# 204	18,550					
2000 Ford Taurus (241)	12Veh# 241	18,550					
2000 Ford Taurus (242)	12Veh# 242	27,900					
2007 Ford Crown Victoria (201)	13Veh# 201		20,698				
2007 Ford Crown Victoria (216)	13Veh# 216		20,698				
2006 Ford Crown Victoria (217)	13Veh# 217		20,698				
2006 Ford Crown Victoria (219)	13Veh# 219		20,698				
2007 Ford Crown Victoria (220)	13Veh# 220		20,698				
2007 Ford Crown Victoria (228)	13Veh# 228		20,698				
2006 Ford Crown Victoria (229)	13Veh# 229		20,698				
2006 Ford Crown Victoria (232)	13Veh# 232		20,698				
2007 Ford Crown Victoria (236)	13Veh# 236		20,698				
2008 Ford Crown Victoria (239)	13Veh# 239		20,698				
2004 HD FHP Motorcycle	13Veh# 244		18,255				
2008 Ford Crown Victoria (258)	13Veh# 258		20,698				
2008 Ford Crown Victoria (259)	13Veh# 259		20,698				
2007 HD FHC Motorcycle	13Veh# 267		18,255				
2005 Ford Crown Victoria (277)	13Veh# 277		20,698				
2001 Chevy Malibu (282)	13Veh# 282		18,550				
2001 Chevy Malibu (283)	13Veh# 283		18,550				18,550
2005 Ford Crown Victoria (288)	13Veh# 288		20,698				20,698
2007 Ford Crown Victoria (290)	13Veh# 290		20,698				20,698
2007 Ford Crown Victoria (292)	13Veh# 292		20,698				20,698
2002 Ford Taurus (206)	14Veh# 206			18,550			18,550
2007 Ford Crown Victoria (227)	14Veh# 227			20,698			20,698
2000 Ford Crown Victoria (234)	14Veh# 234			20,698			20,698
2007 Ford Crown Victoria (238)	14Veh# 238			20,698			20,698
2008 HD Motorcycle FHP (256)	14Veh# 256			18,255			18,255
2008 HD Motorcycle FHP	14Veh# 257			18,255			18,255
2007 Ford Crown Victoria (278)	14Veh# 278			20,698			20,698
2005 Ford Crown Victoria-Tahoe (279)	14Veh# 279			20,698			20,698
2007 Ford Crown Victoria (280)	14Veh# 280			20,698			20,698
1999 Ford E250 (281)	14Veh# 281			92,671			92,671
2001 Chevy Malibu (284)	14Veh# 284			18,550			18,550

VEHICLE/EQUIPMENT REPLACEMENTS

FY 2012 thru FY 2016

By Department - Continued

Department	Project #	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Police - Continued							
2010 Ford Crown Victoria (202)	15Veh# 202				20,698		20,698
2010 Ford Crown Victoria (203)	15Veh# 203				20,698		20,698
2010 Dodge Charger (209)	15Veh# 209				20,698		20,698
2005 Ford F150 Pick Up (245)	15Veh# 245				17,035		17,035
2009 HD Motorcycle FHP (266)	15Veh# 266				18,255		18,255
2009 HD Motorcycle FHP (268)	15Veh# 268				18,255		18,255
2008 Ford Crown Victoria (291)	15Veh# 291				20,698		20,698
2008 Ford Crown Victoria (293)	15Veh# 293				20,698		20,698
2001 Ford E350 SD (299)	15Veh# 299				46,585		46,585
1998 Ford E250 (207)	16Veh# 207					17,265	17,265
2010 Ford Crown Victoria (243)	16Veh# 243					20,698	20,698
1996 Ford E350 (246)	16Veh# 246					74,983	74,983
2010 Ford Crown Victoria (271)	16Veh# 271					20,698	20,698
2010 Ford Crown Victoria (273)	16Veh# 273					20,698	20,698
2010 Ford Crown Victoria (275)	16Veh# 275					20,698	20,698
2010 Ford Crown Victoria (285)	16Veh# 285					20,698	20,698
2010 Ford Crown Victoria (289)	16Veh# 289					20,698	20,698
2002 Dodge Ram 1500 (296)	16Veh# 296					17,035	17,035
Police Total		65,000	404,778	290,469	203,620	233,471	1,197,338
Public Services-Admin							
1999 Ford Explorer (6)	13Veh# 6		28,818				28,818
Public Services-Admin Total			28,818				28,818
Public Services-Grounds							
2002 Dodge Pick Up (550)	13Veh# 550		17,000.00				17,000
1995 Ford Crew Cab Dump Truck (552)	13Veh# 552		44,720.00				44,720
2001 Dodge Pick Up (553)	13Veh# 553		17,000.00				17,000
1999 Dodge Pick Up (558)	13Veh# 558		17,000.00				17,000
2002 Toro Wing Mower (562)	13Veh# 562		57,500.00				57,500
1999 Chevy Dump Truck (554)	14Veh# 554			54,491.00			54,491
1998 Vermeer Stump Grinder (566)	14Veh# 566			44,000.00			44,000
1998 X-Mark Mower (568)	14Veh# 568			14,310.00			14,310
2001 Kubota Tractor (569)	14Veh# 569			29,116.00			29,116
1998 Chevy Crew Cab Dump Truck (551)	15Veh# 551				58,962.00		58,962
2006 X-Mark Mower (573)	15Veh# 573				15,456.00		15,456
1991 International Utility Trailer (578)	15Veh# 578				14,000.00		14,000
2002 Bean 300 Gallon Sprayer (585)	15Veh# 585				22,122.00		22,122
1990 FMC 300 Gallon Sprayer (565)	16Veh# 565					23,760.00	23,760
1999 Bandit Chipper (579)	16Veh# 579					46,122.00	46,122
1994 Vermeer Chipper (588)	16Veh# 588					46,000.00	46,000
Public Services-Grounds Total			153,220	141,917	110,540	115,882	521,559
Public Services-Inspections							
2001 Dodge Pick Up (19)	13Veh# 19		16,000				16,000
2001 Dodge Pick Up Truck (20)	13Veh# 20		16,500				16,500
2002 Dodge Pick Up (18)	14Veh#18			16,000			16,000
2001 Dodge Pick Up (22)	14Veh#22			16,000			16,000
Public Services-Inspections Total			32,500	32,000			32,500
Public Services-Life Safety							
20' Express Wagon with Honda Generator	13Veh# 14		17,500				17,500
Public Services-Life Safety Total			17,500				17,500

VEHICLE/EQUIPMENT REPLACEMENTS

FY 2012 thru FY 2016

By Department - Continued

Department	Project #	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Public Services-Sanitation							
2003 Sterling Bulk Truck (447)	12Veh# 447	136,500					136,500
2004 Peterbilt Automated Trash Truck (442)	13Veh# 442		232,084				232,084
2004 Peterbilt Automated Trash Truck (443)	13Veh# 443		253,875				253,875
2002 Int'l Rear Loader (449)	13Veh# 449		129,375				129,375
2003 Peterbilt 320 Automated Trash Truck (450)	13Veh# 450		246,075				246,075
2008 Peterbilt Automated Trash Truck (441)	14Veh# 441			296,075			296,075
2002 Hurst Trailer (453)	14Veh# 453			14,500			14,500
2008 Intn't Rear Loader (445)	15Veh# 445				165,975		165,975
2008 Peterbilt Side Loader (451)	15Veh# 451				296,075		296,075
Public Services-Sanitation Total		136,500	861,409	310,575	462,050		1,770,534
Public Services-Streets							
2002 Tymco Street Sweeper (357)	12Veh# 357	170,028					170,028
1986 Case Backhoe (319)	13Veh# 319		94,075				94,075
2001 Int'l Dump Truck (322)	13Veh# 322		123,275				123,275
2001 Int'l Dump Truck (324)	13Veh# 324		133,074				133,074
1992 International Dumpt Truck (328)	13Veh# 328		131,055				131,055
1999 Dodge Pick Up Truck (330)	13Veh# 330		19,500				19,500
2001 Dodge Pick Up Truck (331)	13Veh# 331		19,500				19,500
1992 Int'l Leaf Truck (366)	13Veh# 366		110,000				110,000
2002 Airman Air Compressor (382)	13Veh# 382		23,000				23,000
2001 Case Front-End Loader (312)	14Veh# 312			129,700			129,700
2002 Case Front-End Loader (316)	14Veh# 316			129,700			129,700
2001 Int'l Dump Truck (321)	14Veh# 321			115,075			115,075
2001 Dodge Utility Truck (345)	14Veh# 345			46,875			46,875
1986 Hudson Trailer (394)	14Veh# 394			15,000			15,000
2006 Ford 1-Ton Dump Truck (325)	15Veh# 325				58,395		58,395
2002 ODB Leaf Vacuum Trailer (361)	15Veh# 361				42,120		42,120
2006 Int'l Sweeper (361)	16Veh# 356					195,075	195,075
Public Services-Streets Total		170,028	653,479	436,350	100,515	195,075	1,555,447
Public Utilities-Electric Engineering							
2000 Dodge Pick Up Truck (731)	14Veh# 731			25,000			25,000
2005 Ford Utility Truck (764)	14Veh# 764			35,000			35,000
2005 Dodge Stratus (8)	14Veh# 8			23,000			23,000
2005 Ford SUV (741)	15Veh# 741				24,000		24,000
2006 Ford Van (749)	15Veh# 749				25,000		25,000
2006 Dodge Pickup (790)	15Veh# 790				26,000		26,000
2008 Dodge Avenger (7)	16Veh# 7					25,000	25,000
2007 Dodge Pickup (9)	16Veh# 9					27,000	27,000
Public Utilities-Electric Engineering Total				83,000	75,000	52,000	210,000
Public Utilities-Electric T & D							
2001 Dodge Pickup (719)	12Veh# 719	21,737					21,737
1996 Ford F-350 (773)	12Veh# 773	26,600					26,600
2001 Dodge Pickup (767)	13Veh# 767		21,737				21,737
2003 Freightliner (778)	13Veh# 778		120,000				120,000
2002 Sherman & Reilly Wire Puller (758)	14Veh# 758			109,550			109,550
2001 Freightliner (766)	14Veh# 766			185,000			185,000
1989 Smith SM160 (716)	15Veh# 716				15,000		15,000
2001 Dodge Ram 3500 (799)	15Veh# 799				30,000		30,000
Trencher/Hoe (702)	16Veh# 702					55,750	55,750
2003 Freightliner (779)	16Veh# 779					185,000	185,000
Public Utilities-Electric T & D Total		48,337	141,737	294,550	45,000	240,750	770,374

VEHICLE/EQUIPMENT REPLACEMENTS

FY 2012 thru FY 2016

By Department - Continued

Department	Project #	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Public Utilities-Wastewater Management							
2001 Dodge 1-Ton Utility Truck (680-2)	12Veh 680-2	19,550					19,550
2001 Dodge Pick Up Truck (695-2)	12Veh 695-2	11,450					11,450
2001 Dodge Pick Up Truck (661-2)	13Veh 661-2		11,450				11,450
2006 Vaccon Jet Vac Truck (692-2)	13Veh 692-2		144,500				144,500
2003 Chevrolet Pick-Up (655)	13Veh# 655		45,100				45,100
2002 Ford 1-Ton Utility Truck with Crane (664)	13Veh# 664		43,000				43,000
2002 Dodge Pick Up Truck (663-2)	14Veh 663-2			17,450			17,450
2002 Dodge Pick- Up (668-2)	14Veh 668-2			17,450			17,450
2000 Airman Air Compressor (683-2)	14Veh 683-2			9,700			9,700
2003 Sterling Truck Jet (691)	14Veh# 691			210,400			210,400
2002 Sterling L7500 Dump Truck (671-2)	15Veh 671-2				59,850		59,850
1987 Empire Generator (601)	15Veh# 601				30,600		30,600
1987 Empire Generator (602)	15Veh# 602				30,600		30,600
1987 Empire Generator (603)	15Veh# 603				30,600		30,600
1997 New Holland 575E (674-2)	16Veh 674-2					59,100	59,100
2008 Ford Pickup	16Veh 698-2					17,150	17,150
2008 Ford 1 Ton Utility w/ Crane (665)	16Veh# 665					47,600	47,600
Public Utilities-Wastewater Management Total		31,000	244,050	255,000	151,650	123,850	805,550
Public Utilities-Water Construction							
2001 Dodge 1-Ton Utility Truck (426)	12Veh# 426	30,100					30,100
1999 Dodge, 1-Ton Utility Truck (403)	13Veh# 403		31,000				31,000
2004 Ford 1-Ton Dump Truck (417)	14Veh# 417			61,600			61,600
2001 Dodge Pick-Up (419)	14Veh# 419			22,200			22,200
1995 Caterpillar Loader (402)	15Veh# 402				182,300		182,300
2000 Caterpillar 416CH (405)	15Veh# 405				135,600		135,600
1995 John Deere Broom Tractor (406)	15Veh# 406				44,300		44,300
1995 Caterpillar Excavator (400)	16Veh# 400					352,400	352,400
1991 International 40S (422)	16Veh# 422					75,200	75,200
Public Utilities-Water Construction Total		30,100	31,000	83,800	362,200	427,600	934,700
Public Utilities-Water Management							
2001 Dodge, 1-Ton Utility Truck (680-2)	12Veh# 680-2	19,550					19,550
2001 Dodge Pick Up Truck (695-2)	12Veh# 695-2	11,450					11,450
2001 Dodge Pick Up Truck (661-2)	13Veh# 661-2		11,450				11,450
2006 Vaccon Jet Vac Truck (692-2)	13Veh# 692-2		144,500				144,500
2002 Dodge Pick-Up (663-2)	14Veh# 663-2			17,450			17,450
2002 Dodge Pick-Up (668-2)	14Veh# 668-2			17,450			17,450
2000 Airmen Air Compressor (683-2)	14Veh# 683-2			9,700			9,700
2002 Sterling L7500 (671-2)	15Veh# 671-2				59,850		59,850
1997 New Holland (674-2)	16Veh# 674-2					59,100	59,100
2008 Ford Pickup (698-2)	16Veh# 698-2					17,150	17,150
Public Utilities-Water Management Total		31,000	155,950	44,600	59,850	76,250	367,650
Public Utilities-Water Treatment Plant							
1992 Dodge Van	12Veh# 621	22,900					22,900
2001 Dodge Pick Up (660)	13Veh# 660		24,100				24,100
2007 Ford 1-Ton Utility (622)	15Veh# 622				45,200		45,200
2008 GMC Cargo Van (662)	16Veh# 662					25,900	25,900
Public Utilities-Water Treatment Plant Total		22,900	24,100		45,200	25,900	118,100

VEHICLE/EQUIPMENT REPLACEMENTS

FY 2012 thru FY 2016

By Department - Continued

Department	Project #	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Public Utilities-Water/Wastewater Engineering							
2003 Chevrolet Pick-Up (418)	13Veh# 418		23,400				23,400
2008 Chevrolet Pickup (421)	16Veh# 421					27,000	27,000
Public Utilities-Water/Wastewater Eng. Total			23,400			27,000	50,400
Tax Assessor							
2002 Dodge Stratus	12Veh# 4		20,000				20,000
Tax Assessor Total			20,000				20,000
GRAND TOTAL		565,535	2,841,614	1,988,357	1,631,721	1,517,778	8,545,005

Funding Source Summary

Source	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Electric I & E Fund	48,337	141,737	377,550	120,000	292,750	980,374
General Fund	402,198	2,221,377	1,227,407	892,821	544,428	5,288,231
Water/Wastewater Fund	115,000	478,500	383,400	618,900	680,600	2,276,400
GRAND TOTAL	565,535	2,841,614	1,988,357	1,631,721	1,517,778	8,545,005

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	7.9 percent unemployment rate as of May 2010	7.4 percent unemployment rate as of May 2011	≤5.0 percent unemployment rate

2. Maintain the unemployment rate below the average for the State of Delaware. (Source: Delaware Department of Labor)

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	8.4 percent unemployment rate as of May 2010	8.0 percent unemployment rate as of May 2011	≤7.4 percent unemployment rate

3. Maintain the unemployment rate below the national average. (US Bureau of Labor Statistics)

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	9.1 percent unemployment rate as of May 2010	9.6 percent unemployment rate as of May 2011	≤8.5 percent unemployment

4. Maintain job growth above the national average: +0.7 percent* (Year-over-year percent change. Source: Bureau of Labor Statistics. Last update: June 20, 2011.) *Source: Philadelphia Federal Reserve.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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 to at least 60 percent.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Home ownership rates not available until completion of the 2010 Census	Home Ownership Rate at 51.9% as of 2010*	City Home Ownership Rate ≥ 60%

* Source: 2010 U.S. Census Bureau

3. Increase the commercial occupancy rate downtown to ≥80 percent.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	70 percent commercial occupancy rate downtown	74 percent commercial occupancy rate downtown	≥80 percent commercial occupancy rate downtown

Note: Statistics provided by Downtown Dover Partnership.

4. Attend an average of at least two community events each month.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

3. Mitigate the need for tax increases.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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 2010-2011 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. Due to the current economic down turn, this objective has not been completed.

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. This objective is ongoing.

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. Groundbreaking for the new library occurred in April 2011, with construction expected to continue throughout the remainder of the year.

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. This goal has been completed.

Measure: Continue to work with committee members to secure funding to install four to six initial cameras by June 2010. Additional cameras are scheduled to be installed in Fiscal Year 2012.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011 - 2012

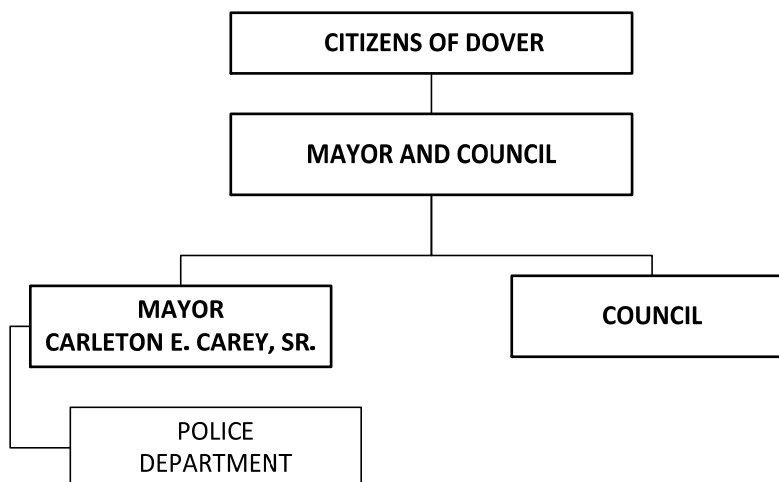
1. **Continue to work closely with the Delaware Economic Development office, the Kent County Economic Development Partnership, and the Dover Economic Development to address future job opportunities.** This objective is a part of the Economic Development program and advances the critical success factors 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. **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: Secure grant funding in order to install additional cameras by June 2012.

MAYOR ORGANIZATION CHART FISCAL YEAR 2012



MAYOR
110-3200-519

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	44,333	45,990	45,990	45,000
10-14	FICA TAXES	3,456	3,637	3,637	3,657
10-15	HEALTH INSURANCE	6,584	7,540	7,540	7,518
10-16	L I D INSURANCE	337	338	338	338
10-17	WORKERS COMPENSATION	235	244	244	-
	PERSONNEL COSTS	54,945	57,749	57,749	56,513
20-22	OFFICE SUPPLIES	106	127	100	100
20-23	PRINTING AND DUPLICATING	405	408	200	200
20-24	PHOTOGRAPHIC	-	51	-	-
20-38	COMPUTER HARDWARE	-	-	-	1,300
	MATERIALS & SUPPLIES	511	586	300	1,600
30-21	TELEPHONE/FAX	1,296	1,666	1,200	1,666
30-25	ADVERTISEMENT	-	5,000	2,400	2,500
30-27	SUBSCRIPTIONS AND DUES	3,785	5,150	5,000	2,575
30-28	TRAINING/CONF/FOOD/TRAVEL	681	1,950	5,000	3,000
30-31	CONTRACTUAL SERVICES	-	3,586	3,586	-
30-35	COMMUNITY RELATIONS EXP	2,087	6,800	6,800	7,000
30-37	OTHER EXPENSES	5,010	5,000	5,000	5,000
30-62	GASOLINE	884	650	1,200	1,200
30-63	AUTO REPAIRS/MAINTENANCE	50	204	100	100
	ADMINISTRATIVE EXPENDITURES	13,793	30,006	30,286	23,041
40-25	OTHER EQUIP-PURCHASE	-	31,500	52,198	-
	TOTAL CAPITAL EXPENDITURES	-	31,500	52,198	-
	TOTAL EXPENDITURES	69,249	119,841	140,533	81,154
	REVENUES:				
	GENERAL FUND	69,249	88,341	88,335	81,154
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	31,500	52,198	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	12 monthly reports were reviewed and approved	Reviewed and approved 12 monthly reports	Review and approve 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's mission.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	30 percent	100 percent	100 percent

FIDUCIARY

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

Measures:

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	12 budget reports and 4 quarterly revenue reports were reviewed.	12 budget reports and 4 quarterly revenue reports were reviewed.	12 budget reports and 4 quarterly revenue reports to be reviewed.

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Budget guidelines set in January 2010	Budget guidelines set in January 2011	Set budget guidelines in January 2012

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	More than 22 open forum sessions held	More than 22 open forum sessions held	Hold 22 open forum session.

FISCAL YEAR 2010-2011 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. This goal is on schedule for completion. Groundbreaking of the new library occurred in April 2011.

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.

Measure: Ensure the project moves forward with substantial completion by August 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. This objective is ongoing throughout the fiscal year.

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. This objective is ongoing throughout the fiscal year.

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.

Measure: Accomplish through the CDBG Rental Rehabilitation Program. This objective is on track for completion.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Continue efforts to meet/change the Pension & Other Post-Employment Benefits (OPEB).** This objective is a part of the Fiduciary program and advances the critical success factor of Cost and Revenue Efficiency.

Measure: Consider the recommendations of Pension and OPEB Boards.

2. **Ensure Fair and Impartial Redistricting.** This objective is a part of the Legislative, Policy, and Administration program and advances the critical success factor of Effective Community Communication.

Measure: Accomplish a fair and impartial redistricting.

3. **Continue advocating for the West Dover Connector.** This objective is a part of the Community Interaction program and advances the critical success factors of Effective Community Communication and Improve Downtown and Surrounding Neighborhoods.

Measure: Reaffirm the City of Dover's support of the West Dover Connector.

4. **Improve Minority Recruitment Efforts.** This objective is a part of the Legislative, Policy, and Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication, and Economic Development and Job Growth.

Measure: Consider recommendations of the Minority Recruiting Committee.

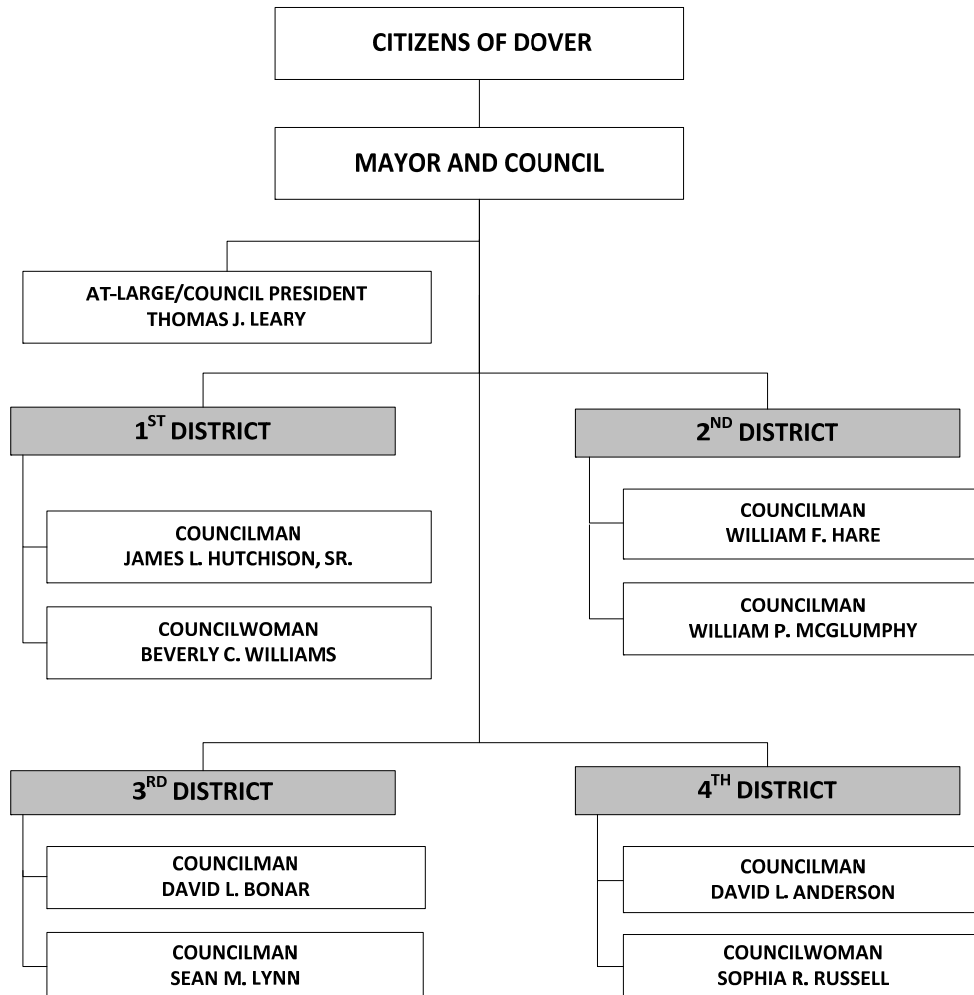
5. **Secure Electric Generation for the Next 20 Years.** This objective is a part of the Legislative, Policy, and Administration, Fiduciary, and Community Interaction programs and advances the critical success factors of Cost and Revenue Efficiency, and Customer Satisfaction.

Measure: Secure electric generation for the next 20 years.

6. **Contain Costs in order to Meet the Current Revenue Base.** This objective is a part of the Fiduciary program and advances the critical success factors of Cost and Revenue Efficiency.

Measure: Adopt a balanced budget.

CITY COUNCIL
ORGANIZATION CHART
FISCAL YEAR 2012



CITY COUNCIL

110-1200-512

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-13	TEMPORARY HELP	71,033	77,805	77,805	84,270
10-14	FICA TAXES	5,434	5,954	5,954	6,485
10-17	WORKERS COMPENSATION	377	412	412	-
	PERSONNEL COSTS	76,844	84,171	84,171	90,755
20-22	OFFICE SUPPLIES	395	400	200	200
20-23	PRINTING AND DUPLICATING	1,388	450	450	450
20-24	PHOTOGRAPHIC	-	50	50	50
20-37	COMPUTER SOFTWARE	-	-	-	80
20-38	COMPUTER HARDWARE	2,455	14,400	14,400	6,500
	MATERIALS & SUPPLIES	4,238	15,300	15,100	7,280
30-21	TELEPHONE/FAX	240	250	250	250
30-27	SUBSCRIPTIONS AND DUES	10,948	12,198	12,198	10,989
30-28	TRAINING/CONF/FOOD/TRAVEL	424	12,850	12,850	6,425
30-35	COMMUNITY RELATIONS EXP	1,866	2,000	2,000	2,000
30-37	OTHER EXPENSES	-	1,000	1,000	1,000
30-92	HRC-OFFICE SUPPLIES	1,282	3,000	1,375	2,000
	ADMINISTRATIVE EXPENDITURES	14,760	31,298	29,673	22,664
	TOTAL EXPENDITURES	95,842	130,769	128,944	120,699
	REVENUES				
	GENERAL FUND	95,842	130,769	128,944	120,699
	PERSONNEL				
	FULL-TIME EQUIVALENTS	-	-	-	-

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Rated 2.6 on a 4.0 scale	Rated approx. 3.2 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Budget approval process completed in four workshops	Budget approval process completed in 5 workshops	Complete the budget approval process in five workshops

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	97 percent of all departments were within 95 percent of their budget	97 percent of all departments are within 95 percent of their budget	\leq 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	75 percent of CIP projects completed on time and under budget	75 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	90 percent of departmental strategic goals were met.	90 percent of strategic objectives 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	1. DSWA Contract Revision completed 2. Garrison Tract Plan completed.	1. Yard Waste Separation Plan 2. Energy Management RFP's	Two new strategic objectives will be identified.

FISCAL YEAR 2010-2011 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. This objective has been completed. Construction of the library began in March 2011. The official groundbreaking occurred on April 5, 2011.

Measures:

- Finalize construction documentation phase and cost estimates with Holzman-Moss within scope of work.
- Ensure all related items are completed on time and within budget.
- 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. This goal has been completed.

Measures:

- Continue to Chair the Energy Management and Risk Management Committees.
- Ensure that PACE and NAES are operating within their contracts and respective budgets.
- Assure that Dover's electric rates remain competitive and less costly than most other electric utilities in the state of Delaware.
- 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. This goal has been completed. The contract for energy management services has been awarded to The Energy Authority (TEA).

Measures:

- a. Develop energy management bid criteria.
- b. Advertize, 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. This goal has been completed. Subdivision plans are complete, Dover Sun Park completed in July 2011 and the utility estimate has also been completed.

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. This goal has been completed with the roll-out of the Yard Waste Plan in May 2011.

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. This goal has been completed with the study of a potential hotel tax and sprinkler renewal fees.

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. Due to budgetary constraints this goal has been delayed until Fiscal 2012.

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. This goal has been completed with the study of the potential storm water utility on record in the Planning Department.

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. This goal is in process and on target for completion by the end of the fiscal year.

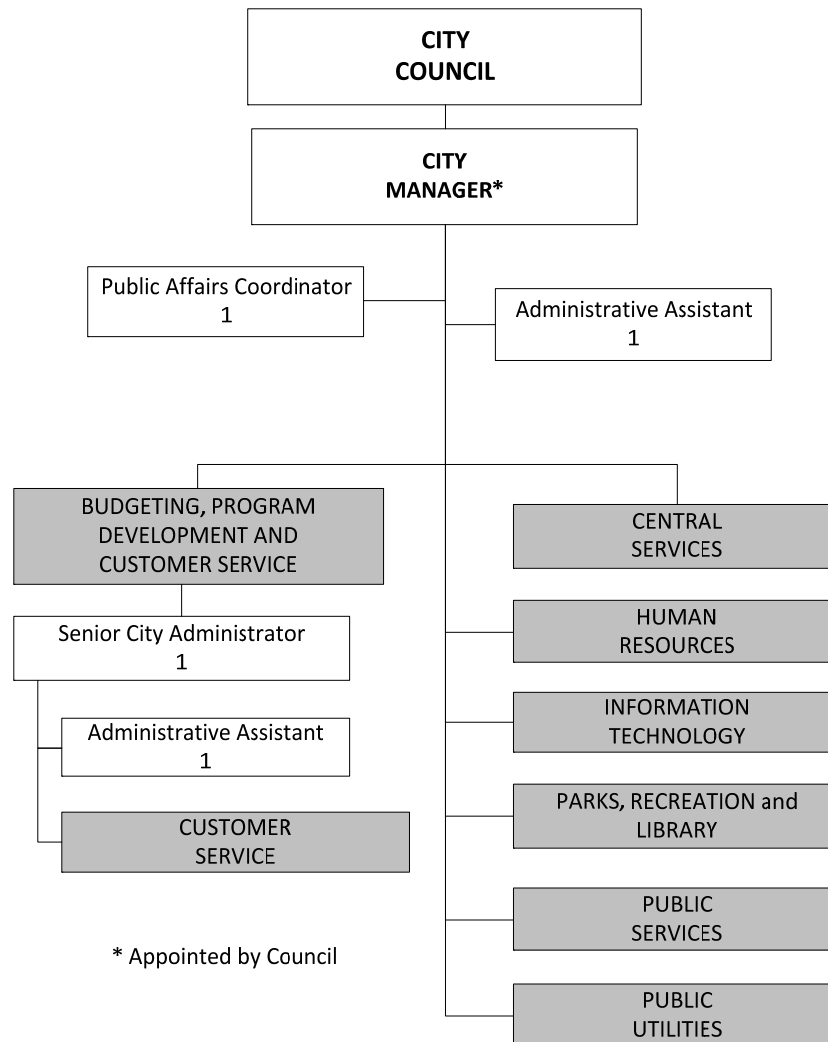
Measures:

- 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.

STRATEGIC OBJECTIVES FOR FISCAL 2011-2012*

**Due to the retirement of the City Manager, in June 2011, the Fiscal 2011-2012 Strategic Objectives will be completed upon the appointment of permanent replacement.*

CITY MANAGER
ORGANIZATION CHART
FISCAL YEAR 2012



CITY MANAGER

110-2100-515

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	322,472	347,877	349,337	349,865
10-12	OVERTIME	1,538	-	-	-
10-14	FICA TAXES	23,510	23,214	25,469	20,384
10-15	HEALTH INSURANCE	33,460	38,412	40,967	54,250
10-16	LI D INSURANCE	2,096	2,113	2,113	2,257
10-17	WORKERS COMPENSATION	1,717	1,828	1,828	-
10-18	EDUCATIONAL ASSISTANCE	2,917	6,519	6,519	-
10-19	PENSION	37,770	18,626	19,099	20,285
10-20	OPEB	-	-	-	23,691
	PERSONNEL COSTS	425,480	438,589	445,332	470,732
20-22	OFFICE SUPPLIES	642	1,000	1,000	700
20-23	PRINTING AND DUPLICATING	20,544	22,000	22,000	21,500
20-26	PROGRAM EXPENSES/SUPPLIES	2,079	-	-	-
20-31	BOOKS	75	200	200	200
20-37	COMPUTER SOFTWARE	-	125	50	420
20-38	COMPUTER HARDWARE	2,580	-	-	2,775
	MATERIALS & SUPPLIES	25,920	23,325	23,250	25,595
30-21	TELEPHONE/FAX	1,830	1,500	1,500	1,500
30-27	SUBSCRIPTIONS AND DUES	1,830	1,900	2,100	900
30-28	TRAINING/CONF/FOOD/TRAVEL	1,680	2,000	1,700	1,000
30-31	CONTRACTUAL SERVICES	6,910	1,850	550	550
30-32	LEGAL EXPENSES	93,145	89,000	100,000	120,000
30-35	COMMUNITY RELATIONS EXP	1,006	2,000	1,000	500
30-61	OFF EQUIP/REPAIRS & MAINT	242	1,000	500	500
30-62	GASOLINE	472	408	850	850
	ADMINISTRATIVE EXPENDITURE	107,115	99,658	108,200	125,800
	TOTAL EXPENDITURES	558,515	561,572	576,782	622,127
	REVENUES				
	GENERAL FUND	558,515	561,572	576,782	622,127
	PERSONNEL				
	FULL-TIME EQUIVALENTS	5.0	5.0	5.0	5.0

CENTRAL SERVICES

DEPARTMENTAL VISION

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

MAJOR PROGRAMS

WAREHOUSE

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

Measures:

1. Maintain a 90 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 2010-2011 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.

Measure: This is a continual project and involves general painting, replacement and repair projects. This goal is ongoing.

2. **Sell obsolete materials through GovDeals on line auction.** This objective is a part of the Facilities Management program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication. The beginning of this program is to eliminate from stock all obsolete/unserviceable materials which will lead to improved use of space. This goal is ongoing.

Measure: This is an ongoing project and involves review and designation for disposal of items with no use in three years. Received \$44,648 for materials sold this fiscal year.

3. **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. Two of the measures in this objective are ongoing; while measure “b” has been completed.

Measures:

- a. The Janitorial Supplies contract has been bid as all “green”. US Communities green representative has conducted a green study of our cleaning procedures. A test building has been selected and will be used to analyze the recommended green products. This goal is ongoing.
- b. Recycled paper is now the only copy paper available in the warehouse. This goal is complete.
- c. Conversion to fluorescent lights and installation of automatic light switches is ongoing.

4. **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.

Measure: This review has started and one department has been completed. All radios identified in the survey have been determined to be essential for operational communications. This goal is ongoing.

5. **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. This project has been placed on hold and is under review by the City Manager.

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.

6. **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. This goal has been completed.

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.

7. **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. This goal is currently ongoing.

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.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2012-2012

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. Complete test and evaluate for implementation in all city buildings.
- b. Continue conversion to fluorescent lights; install automatic light switches in all conference rooms, bathrooms, and common spaces that are not regularly occupied.

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 2011.

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:

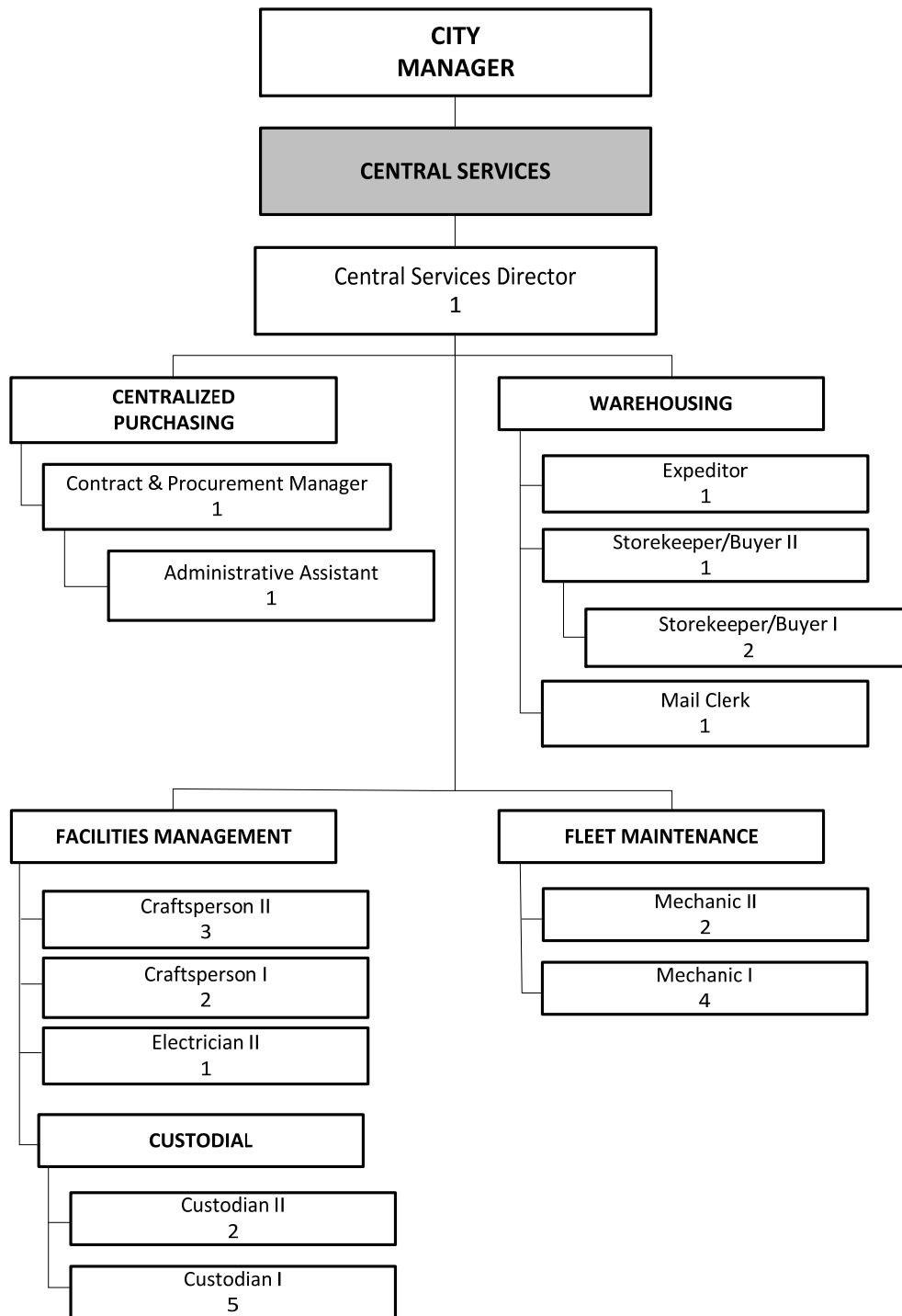
- a. Compare bids to the cost of in-house staff to determine cost effectiveness by August 2011.
- b. Complete selection process and oversee implementation, including adjusting current staff work schedules.
- c. Ensure contractors are fulfilling contractual obligations by May 2012.

5. **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 2012



FACILITIES MANGEMENT

110-2500-552

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	550,943	587,035	564,589	564,459
10-12	OVERTIME	1,127	300	300	450
10-13	TEMPORARY HELP	17,997	24,403	19,789	24,892
10-14	FICA TAXES	43,204	46,153	44,389	42,639
10-15	HEALTH INSURANCE	108,210	125,921	120,990	111,416
10-16	L I D INSURANCE	3,124	3,154	3,154	2,741
10-17	WORKERS COMPENSATION	20,359	21,973	21,973	-
10-19	PENSION	133,499	24,642	23,472	25,858
10-20	OPEB	-	-	-	37,254
	PERSONNEL COSTS	878,463	833,581	798,656	809,709
20-22	OFFICE SUPPLIES	67.0	100.0	100.0	100.0
20-25	CUSTODIAL	7,712	8,500	8,500	8,500
20-29	UNIFORMS/UNIFORM ALLOW	4,121	3,684	3,684	4,420
20-32	SECURITY/SAFETY MATERIALS	1,136	1,873	1,873	1,625
20-33	SMALL TOOLS	767	1,000	1,000	500
20-46	CITY BLDG MAINT SUPPLIES	19,389	10,000	10,000	10,500
20-58	WATER/SEWER	1,232	1,275	1,275	1,275
20-61	ELEC MATERIALS/SUPPLIES	2,650	2,500	2,500	2,500
	MATERIALS & SUPPLIES	37,074	28,932	28,932	29,420
30-21	TELEPHONE/FAX	1,563	2,000	1,800	1,800
30-23	ELECTRICITY	97,379	81,000	81,000	96,000
30-24	HEATING OIL/GAS	1,369	750	1,370	1,370
30-28	TRAINING/CONF/FOOD/TRAVEL	-	200	200	100
30-31	CONTRACTUAL SERVICES	4,837	35,994	6,994	6,994
30-62	GASOLINE	6,187	6,600	6,600	6,600
30-64	TRUCK REPAIRS/MAINTENANCE	-	500	-	-
30-65	MAINT EQUIP REPAIRS/MAINT	-	500	-	-
30-67	RADIO REPAIRS/MAINTENANCE	768	700	700	700
	ADMINISTRATIVE EXPENDITURES	112,103	128,244	98,664	113,564
	TOTAL EXPENDITURES	1,027,640	990,757	926,252	952,693
	REVENUES				
	GENERAL FUND	1,027,640	990,757	926,252	952,693
	PERSONNEL				
	FULL-TIME EQUIVALENTS	13.0	13.0	13.0	13.0

CENTRAL SERVICES

110-2700-571

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	233,719	249,821	253,631	277,693
10-12	OVERTIME	616	350	350	700
10-13	TEMPORARY HELP	-	-	-	-
10-14	FICA TAXES	17,633	18,799	19,315	21,220
10-15	HEALTH INSURANCE	42,906	63,797	45,450	48,796
10-16	LI D INSURANCE	1,479	1,545	1,545	1,595
10-17	WORKERS COMPENSATION	4,950	5,431	6,549	-
10-18	EDUCATIONAL ASSISTANCE	-	-	-	-
10-19	PENSION	43,563	12,431	12,201	13,599
10-20	OPEB	-	-	-	18,328
	PERSONNEL COSTS	344,866	352,174	339,041	381,931
20-21	FURNITURE/FIXTURES	500	400	400	600
20-22	OFFICE SUPPLIES	2,228	1,489	1,489	2,080
20-23	PRINTING AND DUPLICATING	3,680	3,800	3,800	3,800
20-25	CUSTODIAL	885	1,150	1,150	900
20-26	PROGRAM EXPENSES/SUPPLIES	-	2,000	2,000	2,000
20-28	MEDICAL SUP & PHYSICALS	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	884	1,255	1,255	1,115
20-31	BOOKS	-	-	-	-
20-32	SECURITY/SAFETY MATERIALS	616	1,079	1,079	630
20-33	SMALL TOOLS	63	-	-	-
20-37	COMPUTER SOFTWARE	44	75	75	75
20-38	COMPUTER HARDWARE	5,528	-	-	1,825
20-46	CITY BLDG MAINT SUPPLIES	8,260	7,430	7,430	4,430
20-58	WATER/SEWER	2,944	3,300	3,000	3,000
20-61	ELEC MATERIALS/SUPPLIES	-	-	-	-
	MATERIALS & SUPPLIES	25,632	21,978	21,678	20,455
30-21	TELEPHONE/FAX	2,070	2,200	2,200	2,200
30-22	POSTAGE	177,042	168,550	168,550	160,000
30-23	ELECTRICITY	86,506	88,500	86,500	86,500
30-24	HEATING OIL/GAS	-	450	450	200
30-25	ADVERTISEMENT	1,963	3,000	3,000	3,000
30-27	SUBSCRIPTIONS AND DUES	751	1,340	1,340	310
30-28	TRAINING/CONF/FOOD/TRAVEL	20	8,200	15	1,000
30-31	CONTRACTUAL SERVICES	2,391	2,000	4,500	20,993
30-43	ENVIRONMENTAL EXPENSES	2,335	2,775	2,775	2,850
30-61	OFF EQUIP/REPAIRS & MAINT	10,169	9,085	9,085	8,900
30-62	GASOLINE	3,900	5,500	5,500	3,500
30-66	OTHER EQUIP REPAIRS/MAINT	278	3,725	3,725	1,000
30-67	RADIO REPAIRS/MAINTENANCE	478	500	500	500
	ADMINISTRATIVE EXPENDITURES	287,903	295,825	288,140	290,953
	TOTAL EXPENDITURES	658,401	669,977	648,859	693,339
	REVENUES				
	GENERAL FUND	658,401	669,977	648,859	693,339
	PERSONNEL				
	FULL-TIME EQUIVALENTS	6.0	6.0	6.0	6.0

FLEET MAINTENANCE

110/147-2800-572

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	247,690	264,010	264,588	269,711
10-12	OVERTIME	19,731	1,500	5,976	1,350
10-14	FICA	19,782	19,879	20,365	20,347
10-15	HEALTH INSURANCE	57,820	66,226	65,630	66,243
10-16	LID	1,333	1,342	1,342	1,109
10-17	WORKMANS COMP.	10,850	10,780	10,974	-
10-19	PENSION	40,100	13,444	13,709	14,420
10-20	OPEB	-	-	-	17,801
	PERSONNEL COSTS	397,306	377,181	382,584	390,981
20-22	OFFICE SUPPLIES	237	200	200	200
20-23	PRINTING AND DUPLICATING	225	375	375	375
20-25	CUSTODIAL	4	100	100	-
20-26	PROGRAM EXPENSES/SUPPLIES	288,374	367,700	332,000	290,000
20-29	UNIFORMS/UNIFORM ALLOW	1,006	1,536	1,536	1,710
20-31	BOOKS	692	600	600	600
20-32	SECURITY/SAFETY MATERIALS	697	1,431	1,431	1,000
20-33	SMALL TOOLS	4,663	5,000	5,000	5,000
20-37	COMPUTER SOFTWARE	2,254	2,100	2,100	2,100
20-38	COMPUTER HARDWARE	2,182	-	-	-
20-46	CITY BLDG MAINT SUPPLIES	1,508	1,000	1,000	-
	MATERIALS & SUPPLIES	301,842	380,042	344,342	300,985
30-21	TELEPHONE/FAX	312	400	400	400
30-28	TRAINING/CONF/FOOD/TRAVEL	340	800	800	250
30-31	CONTRACTUAL SERVICES	-	-	-	500
30-43	ENVIRONMENTAL EXPENSES	-	1,200	-	-
30-62	GASOLINE	1,654	2,000	2,000	2,000
30-67	RADIO REPAIRS/MAINTENANCE	300	306	306	306
	ADMINISTRATIVE EXPENDITURES	2,606	4,706	3,506	3,456
	TOTAL EXPENDITURES	701,754	761,929	730,432	695,422
	REVENUES				
	GENERAL FUND	701,754	761,929	730,432	695,422
	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 recording and preserving 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Prepared 142 agendas	Prepared 131 agendas	Prepare ≥131 agendas

2. Number of meeting minutes transcribed.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Transcribed minutes for 109 meetings	Transcribed minutes for 123 meetings	Transcribe minutes for ≥123 meetings

3. Number of meeting hours attended.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Attended 127 meeting hours	Attended 116 meeting hours	Attend ≥116 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 Delaware Public Archives and records coordinators of all City departments; 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; and to 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	1,027 cubic feet of records processed.	Processed 530.35 cubic feet of records.	Process \geq 530.35 cubic feet of records.

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Imaged 44,237 documents	Imaged 44,626 documents	Image \geq 44,626 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Processed 38 amendments	Processed 25 amendments	Process \geq 25 amendments

OMBUDSMAN

Objective: The objective of this program is to provide citizens and the general public with a means to submit questions, concerns, complaints, and suggestions and to obtain requested information so that they can enjoy a high quality of life and so that Council is informed of the desires of their constituents.

Measures:

1. Number of constituent concerns handled on behalf of the City Council.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Data available through Customer Relations Management Software did not accurately represent a true measure of this goal.	Information not tracked.	Handle ≥100 inquiries

2. Number of Freedom of Information Act (FOIA) requests processed.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Information not tracked.	Information not tracked.	Process ≥60 FOIA requests

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 processed during municipal elections.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Process ≥2,941 voters	Process ≥1,987 voters	Process ≥1,987 voters

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Provide New Council Member Orientation.** This objective supports the Administrative Support program and advances the critical success factor of Effective Organizational Communication.

Measure/Status: Following the municipal election in April, an orientation was held with each newly elected Council person. This goal has been met.

2. **Prepare and provide a Candidate Information Packet to each candidate for the 2011 Municipal Election.** This objective supports the Administrative Support and Municipal Elections and Referenda programs and advances the critical success factors of Effective Community and Organizational Communication.

Measure/Status: A Candidate Information Packet was developed prior to the 2011 municipal election. Each candidate was provided a copy of the packet and the opportunity to meet with Clerk's Office staff for a complete review. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

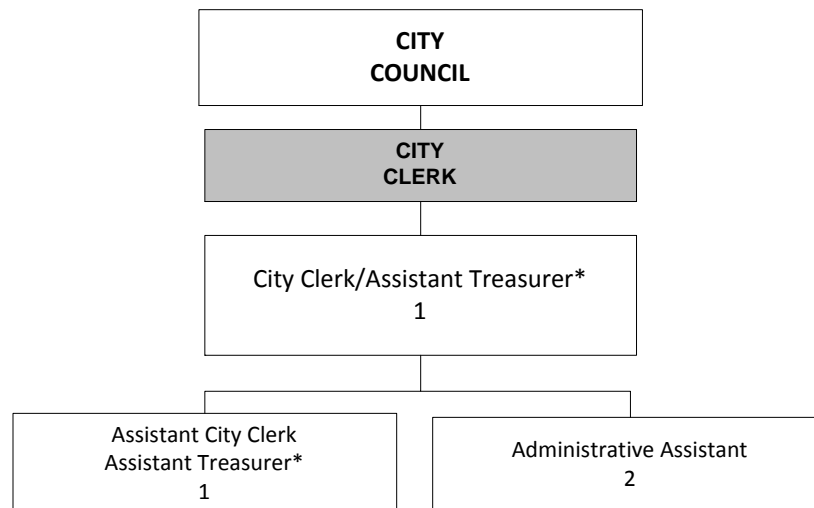
1. **Work with the Election Board and the GIS Department to develop a recommendation for redistricting based on the results of the 2010 Census.** This objective supports the Municipal Elections and Referenda program and advances the critical success factor of Effective Community Communication.

Measure: Present recommendation within three (3) 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 factor of Effective Organizational Communication.

Measure: Present recommendations by October 2011.

CITY CLERK ORGANIZATION CHART FISCAL YEAR 2012



* Appointed by Council

CITY CLERK

110/147-1100-511

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	143,990	171,103	175,548	179,688
10-14	FICA TAXES	10,527	12,291	13,152	13,140
10-15	HEALTH INSURANCE	36,326	42,234	38,949	41,580
10-16	LI D INSURANCE	1,171	1,210	1,210	1,320
10-17	WORKERS COMPENSATION	763	894	930	-
10-18	EDUCATIONAL ASSISTANCE	-	10,000	2,179	-
10-19	PENSION	30,972	6,635	9,364	7,157
10-20	OPEB	-	-	-	11,859
	PERSONNEL COSTS	223,749	244,367	241,332	254,744
20-22	OFFICE SUPPLIES	2,794	2,900	2,900	2,900
20-23	PRINTING AND DUPLICATING	4,092	3,000	3,000	4,000
20-37	COMPUTER SOFTWARE	-	225	225	-
20-38	COMPUTER HARDWARE	2,673	1,150	1,150	3,943
	MATERIALS & SUPPLIES	9,559	7,275	7,275	10,843
30-21	TELEPHONE/FAX	575	646	646	646
30-25	ADVERTISEMENT	780	600	600	800
30-27	SUBSCRIPTIONS AND DUES	576	625	625	350
30-28	TRAINING/CONF/FOOD/TRAVEL	847	1,680	1,680	1,310
30-31	CONTRACTUAL SERVICES	14,783	20,050	14,550	16,900
30-34	ELECTION RELATED EXPENSES	9,348	10,000	10,000	10,000
30-61	OFF EQUIP/REPAIRS & MAINT	1,303	2,160	2,160	800
	ADMINISTRATIVE EXPENDITURES	28,212	35,761	30,261	30,806
	TOTAL EXPENDITURES	261,520	287,403	278,868	296,393
	REVENUES				
	GENERAL FUND	261,520	287,403	278,868	296,393
	PERSONNEL				
	FULL-TIME EQUIVALENTS	4.0	4.0	4.0	4.0

CUSTOMER SERVICE

DEPARTMENTAL VISION

Customer Service 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

Objectives:

1. 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	95 percent satisfaction rating	95 percent satisfaction rating	≥95 percent satisfaction rating

2. Another 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Five minutes of hold time, 95 percent of the time	Five minutes of hold time, 90 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. The department is reviewing and analyzing this area. There are times throughout the month that the hold time for calls is maintained over the five minute standard. The department has five customer service representatives that are assigned to handle phone calls and walk in customers. During high volume times other staff assists with answering the calls.

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Bills prepared with 98 percent accuracy	Bills prepared with 98 percent accuracy	Bills prepared with ≥98 percent accuracy

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 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 23,000 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?"

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Annual Citizen Survey was not conducted	Annual Citizen Survey was not conducted	Due to budgetary constraints the Annual Citizen Survey was not 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	99.9 percent of delinquent accounts collected	99.7 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	99 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 delinquent tax accounts collected in house.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Not measured this fiscal year	99 percent of delinquent tax accounts collected in house	≥99 percent of delinquent tax accounts collected in house.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Implement use of the improved design of the utility bill.** This project includes measures taken in Fiscal Year 2010, to evaluate the design of the utility bill. A focus group comprised of City of Dover staff and utility customers, was formed to help meet this objective. 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. The Council approved the new design for the utility bill in August of 2010. In November 2010, customers received a sample of the new format with the utility bill. Plans are in place to provide more details and instructions on “how to understand your bill” on the City of Dover web site.

Results: The new utility bill format was launched in April 2011. Additional time was required to complete project due to staffing requirements and a complete through testing of the new format. Samples of the new bill format were sent to each utility customer months in advance of implementation. We continue to analyze, make improvements, and take advantage of the technology available in the utility bill format program. For example, the new format provides the ability to provide “Notice of Disconnection” information on the utility bill. The purpose of adding this information to the utility bill is to eliminate the need to send an additional notice.

2. **Review the utility delinquent notification process.** Currently, a separate notice , or 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. This was introduced to Council in February 2011. The department is rolling out a new design for the utility bill, in April 2011. Technology will make it possible to include the delinquent notification on the utility bill. Currently, there are between 5,000 and 6,000 delinquent notices mailed monthly. This process will save postage and printing costs.

Results: A committee action form will be submitted for Council review in August 2011. Customer Service and IT staff have developed a way to notify utility customers of pertinent disconnect information on the new utility bill. If approved by Council in August, we will notify all utility customers with an insert in their September 2011 bill. Effective October 1 2011, the mailing of the additional delinquent notice will be eliminated. The potential cost savings is approximately, \$30,000.00 in postage and \$5,000.00 in printing costs.

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 for the update of customer information will be submitted to the Senior City Administrator by January 2011. This objective is currently on track for completion.

Results: Customer Service staff will develop and implement a campaign to collect updated contact and email information beginning in September 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. The lock box service was effective as of December 1, 2010. The implementation of this project will occur simultaneously with the introduction of the new utility bill format. This objective has been completed.

Results updated: The remote deposit service was implemented in August 2010. The conversion to the lockbox service was completed in April 2011. The new utility bill format and lock box was initiated at the same time. It was important for the bank to have the updated remittance advice image in place before programming the data.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Investigate and report on the use of the City of Dover sanitation trucks for the purpose of collecting meter readings.** The trash collection routes are very similar to the meter reading routes. The metering department uses a portable meter reading device to obtain readings. The device may be securely installed in any city vehicle. This objective is a part of the Meter Reading program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure:

- a. Discuss the recommendation with the Public Services Manager and GIS Coordinator. The success of this project depends on coordinating efforts and support from other departments.
- b. Establish pilot study in a residential area in December 2011. Report on the findings.
- c. Favorable findings will make it possible to develop a plan and timeline to put this recommendation into action.

2. **Introduce the GIS System to the Customer Service and Meter Reading Departments.** This objective is a part of the all of the Customer Service programs and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure: Conduct meetings with GIS staff to determine what components of the GIS system are best suited to Customer Service and Meter Reading. Present recommendations to Senior City Administrator by November 2011.

3. **Reorganize duties of the Customer Service and Meter Reading staff.** This objective is a part of the Customer Service and Meter Reading programs and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

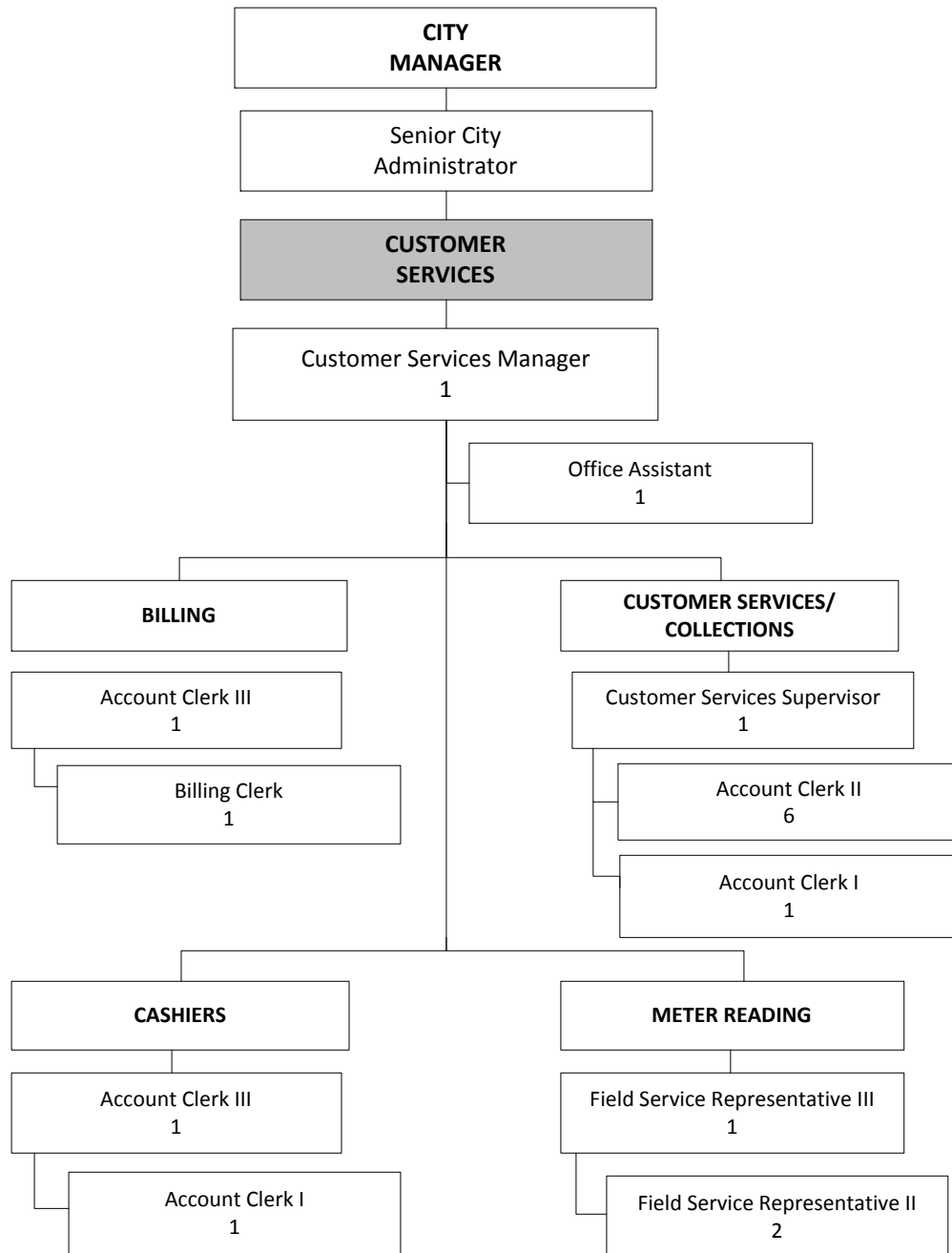
Measure: Outline duties and recommended changes and submit to Senior City Administrator for review by February 2012.

4. **e-Billing (electronic transmission) of monthly utility bills.** - Develop and test process for customers to sign up to receive utility bills via email. This is a feature often requested by our customers and would save on administrative costs and postage.

Measure:

- a. Customer Service staff will discuss and develop a campaign to introduce and promote the email feature. Customers interested will be able to sign up for this feature.
- b. Billing and IT will discuss a plan to convert the utility bill document into an electronic format.

**CUSTOMER SERVICE
ORGANIZATION CHART
FISCAL YEAR 2012**



CUSTOMER SERVICE

110-2900-529

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	534,490	566,225	572,685	551,367
10-14	FICA TAXES	39,926	42,592	43,406	41,965
10-15	HEALTH INSURANCE	116,582	132,840	136,483	122,207
10-16	L I D INSURANCE	3,389	3,416	3,488	3,528
10-17	WORKERS COMPENSATION	2,833	3,002	3,033	-
10-18	EDUCATIONAL ASSISTANCE	1,887	11,000	3,384	2,700
10-19	PENSION	102,886	25,397	26,212	28,081
10-20	OPEB	-	-	-	38,359
	PERSONNEL COSTS	801,993	784,472	788,691	788,207
20-22	OFFICE SUPPLIES	16,046	16,900	16,900	13,900
20-23	PRINTING AND DUPLICATING	20,597	26,986	23,000	21,000
20-38	COMPUTER HARDWARE	8,986	7,100	5,000	5,925
20-46	CITY BLDG MAINT SUPPLIES	605	1,610	300	300
	MATERIALS & SUPPLIES	46,234	52,596	45,200	41,125
30-21	TELEPHONE/FAX	3,061	2,936	3,400	3,400
30-25	ADVERTISEMENT	265	400	400	400
30-31	CONTRACTUAL SERVICES	8,015	9,000	9,000	74,980
30-61	OFF EQUIP/REPAIRS & MAINT	21,690	20,000	20,000	20,000
	ADMINISTRATIVE EXPENDITURES	33,031	32,336	32,800	98,780
	TOTAL EXPENDITURES	881,258	869,404	866,691	928,112
	REVENUES				
	GENERAL FUND	881,258	869,404	866,691	928,112
	PERSONNEL				
	FULL-TIME EQUIVALENTS	15.0	15.0	15.0	14.0

METER READING

480/487-8500-565

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	176,741	127,495	123,553	121,323
10-12	OVERTIME	13,880	13,610	6,352	12,250
10-14	FICA TAXES	14,429	10,582	9,840	10,196
10-15	HEALTH INSURANCE	30,397	28,646	27,763	27,928
10-16	LI D INSURANCE	924	751	751	754
10-17	WORKERS COMPENSATION	6,675	5,699	5,271	-
10-19	PENSION	32,634	5,996	5,996	6,370
10-20	OPEB	-	-	-	6,358
	PERSONNEL COSTS	275,680	192,779	179,526	185,179
20-29	UNIFORMS/UNIFORM ALLOW	4,334	4,014	4,014	4,014
20-32	SECURITY/SAFETY MATERIALS	120	285	285	285
20-33	SMALL TOOLS	-	1,500	400	600
20-38	COMPUTER HARDWARE	-	-	-	800
20-55	METER READING SUPPLIES	4,208	4,534	4,534	4,534
	MATERIALS & SUPPLIES	8,662	10,333	9,233	10,233
30-21	TELEPHONE/FAX	1,938	1,596	1,596	1,596
30-62	GASOLINE	9,477	11,640	9,000	11,640
30-66	OTHER EQUIP REPAIRS/MAINT	4,982	5,810	5,810	5,810
30-67	RADIO REPAIRS/MAINTENANCE	677	750	750	750
	ADMINISTRATIVE EXPENDITURES	17,074	19,796	17,156	19,796
40-25	OTHER EQUIP - PURCHASE	-	-	-	20,000
	CAPITAL OUTLAY	-	-	-	20,000
	TOTAL EXPENDITURES	301,416	222,908	205,915	235,208
	REVENUES				
	ELECTRIC FUND	301,416	222,908	205,915	215,208
	ELECTRIC I & E FUND	-	-	-	20,000
	PERSONNEL				
	FULL-TIME EQUIVALENTS	3.0	3.0	3.0	3.0

FINANCE

DEPARTMENTAL VISION

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

MAJOR PROGRAMS

TREASURY AND CASH MANAGEMENT

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

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Benchmarks +/- 1.00 percent	Benchmarks +/- 1.00 percent	Benchmarks +/- 1.00 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Met 88 percent of due dates and deadlines.	Met 93 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Not Applicable	Each staff member will conduct one workshop	Each staff member will conduct one workshop

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **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. This goal will be completed in August 2011.
2. **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. This goal will be completed in September 2011.
3. **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. This goal was completed by April 30, 2011.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2010-2012

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.

Measure: Estimated completion date is December 31, 2011.

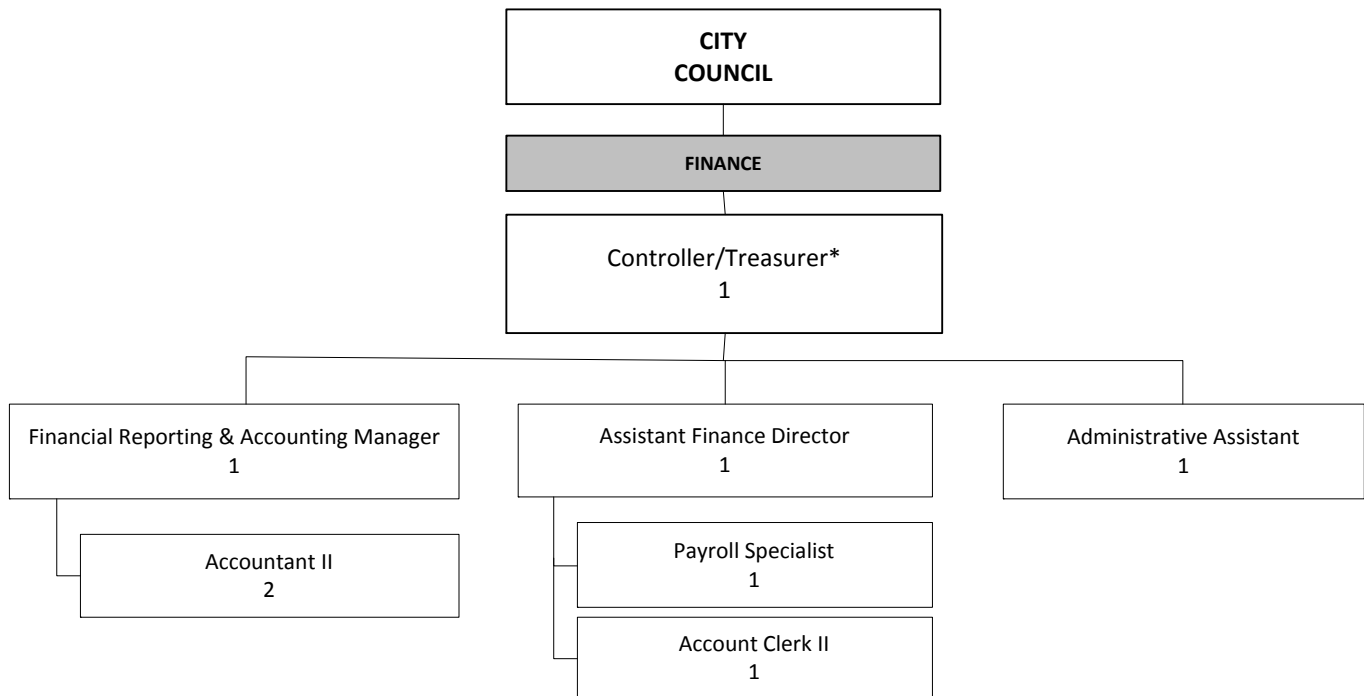
2. **Fortis training and implementation for Payroll and Accounts Payable.** This objective is a part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and Cost and Revenue Efficiency.

Measure: Estimated completion date is June 30, 2012.

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.

Measure: Estimated completion date June 30, 2012.

FINANCE
ORGANIZATION CHART
FISCAL YEAR 2012



* Appointed by Council

FINANCE

110-2300-517

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	465,074	491,495	456,495	490,782
10-12	OVERTIME	-	3,000	3,000	-
10-13	TEMPORARY HELP	-	-	35,000	5,134
10-14	FICA TAXES	34,374	35,468	35,468	33,081
10-15	HEALTH INSURANCE	68,893	76,802	76,802	69,367
10-16	L I D INSURANCE	2,666	2,712	2,712	2,770
10-17	WORKERS COMPENSATION	2,449	2,598	2,598	-
10-19	PENSION	59,119	22,494	22,494	23,683
10-20	OPEB	-	-	-	32,391
	PERSONNEL COSTS	632,575	634,569	634,569	657,208
20-22	OFFICE SUPPLIES	1,834	2,500	2,000	2,000
20-23	PRINTING AND DUPLICATING	7,730	8,500	8,000	8,000
20-38	COMPUTER HARDWARE	2,444	2,700	1,400	-
	MATERIALS & SUPPLIES	12,008	13,700	11,400	10,000
30-21	TELEPHONE/FAX	1,389	2,000	1,700	2,000
30-22	POSTAGE	98	100	100	100
30-25	ADVERTISEMENT	203	300	200	250
30-27	SUBSCRIPTIONS AND DUES	1,672	2,200	2,200	755
30-28	TRAINING/CONF/FOOD/TRAVEL	5,181	5,000	5,000	2,500
30-31	CONTRACTUAL SERVICES	99,788	163,600	143,000	164,070
30-37	OTHER EXPENSES	257	300	300	300
30-61	OFF EQUIP/REPAIRS & MAINT	3,744	5,400	3,800	15,100
	ADMINISTRATIVE EXPENDITURES	112,332	178,900	156,300	185,075
	TOTAL EXPENDITURES	756,915	827,169	802,269	852,283
	REVENUES				
	GENERAL FUND	756,915	827,169	802,269	852,283
	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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Annual Citizen Survey not conducted	Due to budgetary constraints, Annual Citizen Survey will not be 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Annual Citizen Survey not conducted	Due to budgetary constraints, Annual Citizen Survey will not be conducted.	Due to budgetary constraints, Annual Citizen Survey will not be conducted

3. Maintain an average 6.0 minute response time or better Citywide (National average is 8 minutes).

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.)

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	95 percent of monitored calls handled correctly	95 percent of monitored calls handled correctly	98 percent of monitored calls handled correctly

- Percent of training hours per dispatcher.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Provided eight hours of training per dispatcher.	Provided 24 hours of training per dispatcher.	Provide training hours enough to maintain EFD certification while staying within budget constraints

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:

- Monitor fire related injuries and deaths within the City. Fire related injuries (calendar year). Our firefighters are trained in all aspects of fire ground safety.

	2010 Calendar Year Actual	2011 Calendar Year Projected	2012 Calendar Year Projected
Results	Seventeen injuries, Two deaths	0 injuries, 0 deaths	0 injuries, 0 deaths

- Continue to educate at least 3,000 children per year on fire prevention.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Educated ≥ 3,000 children	Educated ≥3,500 children	Educate ≥ 3,500 children

- Hand out 1,000 or more smoke detectors each fiscal year.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Handed out ≥ 1500 smoke detectors	Handed out ≥1000 smoke detectors	Hand out as many as possible (funding was cut)

FISCAL YEAR 2010-11 STRATEGIC ACCOMPLISHMENTS

- 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. This goal has been completed.

- 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 – In an effort to save funds, Chief Jack Fortney removed this request from the budget; the company will pay for this mandated change.

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 - In an effort to save funds, Chief Jack Fortney removed this request from the budget, the company will pay for this mandated change.

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. City Council denied this request.

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. City Council denied this request.

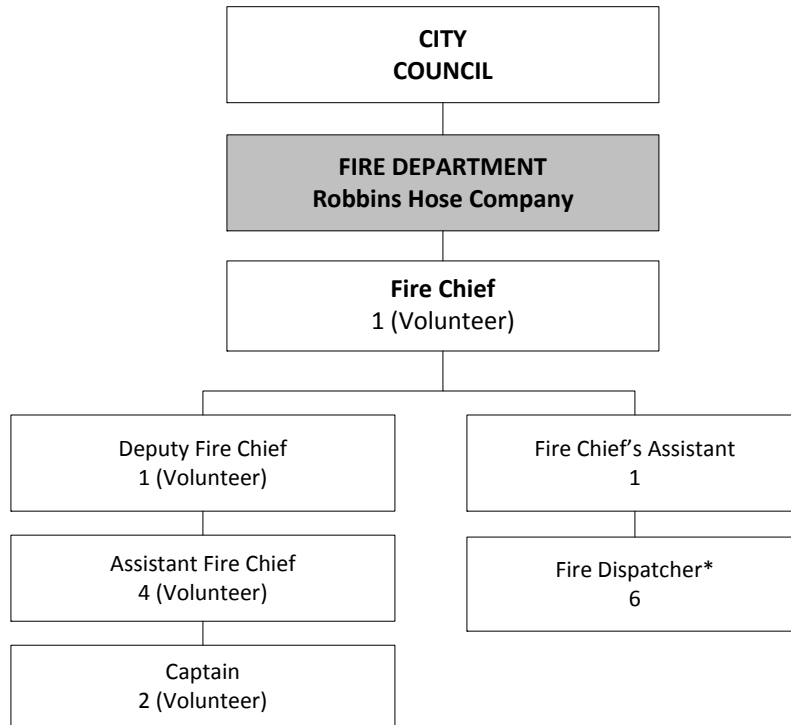
STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Form a committee to design an engine to replace Engine 6 in accordance with 2013 CIP.** Due to the costly repairs and operational issues with Engine 6, a committee will be formed to design a new engine. 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 September 2011.

2. Due to the financial situation of the City of Dover, the Dover Fire Department has decided to put off any additional purchases that we do not deem critical at this time. We will continually strive to provide superior emergency services to the citizens of the City of Dover and surrounding areas, and if a need arises for a major purchase we will refer back to City Council.

FIRE DEPARTMENT/ROBBINS HOSE COMPANY
ORGANIZATION CHART
FISCAL YEAR 2012



FIRE DEPARTMENT/ROBBINS HOSE COMPANY

110/147-1400-514

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	213,510	268,610	246,138	258,052
10-12	OVERTIME	50,658	38,365	49,797	39,148
10-13	TEMPORARY HELP	20,112	25,070	3,727	3,700
10-14	FICA TAXES	21,639	25,418	22,867	25,250
10-15	HEALTH INSURANCE	33,031	52,785	43,589	43,893
10-16	L I D INSURANCE	1,111	1,449	1,449	1,401
10-17	WORKERS COMPENSATION	1,493	1,760	1,760	-
10-19	PENSION	47,554	15,113	15,113	12,978
10-20	OPEB	-	-	-	19,011
	PERSONNEL COSTS	389,108	428,570	384,440	403,433
20-22	OFFICE SUPPLIES	-	-	-	2,200
20-26	PROGRAM EXPENSES/SUPPLIES	-	-	-	40,430
20-28	MEDICAL SUP & PHYSICALS	-	-	-	700
20-29	UNIFORMS/UNIFORM ALLOW	-	-	-	26,100
20-32	SECURITY/SAFETY MATERIALS	120	-	-	3,150
20-33	SMALL TOOLS	-	-	-	4,800
20-46	CITY BLDG MAINT SUPPLIES	-	-	-	1,950
20-58	WATER/SEWER	-	-	-	2,150
	MATERIALS & SUPPLIES	120	-	-	81,480
30-21	TELEPHONE/FAX	-	-	-	19,340
30-23	ELECTRICITY	-	-	-	50,020
30-24	HEATING OIL/GAS	-	-	-	20,000
30-28	TRAINING/CONF/FOOD/TRAVEL	-	-	-	8,365
30-31	CONTRACTUAL SERVICES	281,292	281,292	281,292	16,587
30-62	GASOLINE	-	-	-	21,000
30-64	TRUCK REPAIRS/MAINTENANCE	-	-	-	60,500
30-66	OTHER EQUIP REPAIRS/MAINT	-	-	-	4,000
	ADMINISTRATIVE EXPENDITURES	281,292	281,292	281,292	199,812
40-25	OTHER EQUIP - PURCHASE	-	-	-	28,000
40-26	RADIO - PURCHASE	4,000	-	-	-
40-31	CONSTRUCTION - PURCHASE	224,976	288,210	223,700	216,820
	CAPITAL OUTLAY	228,976	288,210	223,700	244,820
	TOTAL EXPENDITURES	899,496	998,072	889,432	929,545
	REVENUES				
	GENERAL FUND	670,520	709,862	665,732	684,725
	GOVERNMENTAL CAPITAL PROJECTS FUND	228,976	288,210	223,700	244,820
	PERSONNEL				
	FULL-TIME EQUIVALENTS	6.0	6.0	6.0	6.0

HUMAN RESOURCES

DEPARTMENTAL VISION

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

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	100 percent of new hires performing satisfactorily	100 percent of new hires performing satisfactorily	≥99 percent of new hires performing satisfactorily

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	97 percent of new hires performing satisfactorily after five years	98 percent of new hires performing satisfactorily after five years	98 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. Every third year, analyze the City's salary and benefits package to ensure it is competitive with other municipalities and make recommendations for necessary adjustments.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Surveys analyzed; prepared adjustment recommendations	Survey is scheduled to be completed in Fiscal Year 2012	Survey is scheduled to be completed in Fiscal Year 2012

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Recommendations were made to City Manager in March 2009	No recommendations were presented as survey is not required until Fiscal Year 2012	Recommendations will be presented to the City Manager

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Survey results reviewed and shared with employees December 2009	Employee Survey conducted by NCS completed in March 2009	Survey is scheduled to be completed in Fiscal Year 2012. It will not be completed due to staffing of other priorities.

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Another identified weakness was addressed	Weaknesses were not identified	Survey is scheduled to be completed in Fiscal Year 2012. It will not be completed due to staffing of other priorities.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

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. This goal is continuing into Fiscal Year 2012, as the committee continues to address health care options.

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. This goal is on track for completion. Contract negotiations are continuing with the Fraternal Order of Police.

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. The Human Resources Department completed the measures as indicated above. Several participants of the focus group have formed the Minority Recruiting Committee. Recommendations from the committee will be presented to the Human Resources Department. This goal is on track for completion.

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. This goal will be advanced to Fiscal Year 2012.

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. Recommendations have been included in the Fiscal Year 2012 budget. This goal has been completed.

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.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **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. Implement the recommendations of the Health Benefit Committee as approved by Council.
- b. Ensure completion in coordination with labor negotiations timeline.

2. **Negotiate a Labor Contract with the FOP, IBEW and IUE.** 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 agreements that are 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:

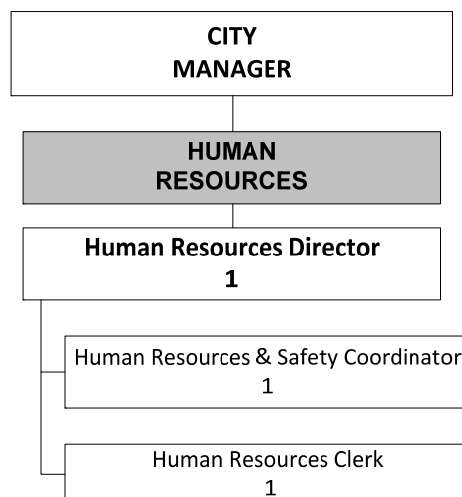
- a. Support and assist in the implementation of the Minority Recruiting Committee recommendations.

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 October 2011.

HUMAN RESOURCES ORGANIZATION CHART FISCAL YEAR 2012



Fiscal 2011-2012 Annual Operating Budget

HUMAN RESOURCES

110/147-3100-518

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	181,777	186,459	186,459	217,400
10-12	OVERTIME	-	1,000	-	-
10-14	FICA TAXES	13,317	13,444	13,444	15,668
10-15	HEALTH INSURANCE	31,987	34,662	34,662	34,702
10-16	L I D INSURANCE	1,272	1,214	1,214	1,246
10-17	WORKERS COMPENSATION	959	963	963	-
10-18	EDUCATIONAL ASSISTANCE	-	6,000	4,000	-
10-19	PENSION	47,073	7,498	7,498	8,693
10-20	OPEB	-	-	-	14,349
	PERSONNEL COSTS	276,385	251,240	248,240	292,058
20-22	OFFICE SUPPLIES	997	1,590	1,590	1,590
20-23	PRINTING AND DUPLICATING	3,903	5,500	4,500	4,500
20-26	PROGRAM EXPENSES/SUPPLIES	783	1,850	1,400	1,400
20-28	MEDICAL SUP & PHYSICALS	23,412	15,873	15,873	20,873
20-32	SECURITY/SAFETY MATERIALS	9,720	11,300	11,300	11,300
20-37	COMPUTER SOFTWARE	-	75	75	-
20-38	COMPUTER HARDWARE	2,444	3,800	3,800	800
20-48	PERSONNEL RELATED SUP	14,678	16,500	16,500	16,500
	MATERIALS & SUPPLIES	55,937	56,488	55,038	56,963
30-21	TELEPHONE/FAX	509	600	600	600
30-25	ADVERTISEMENT	4,001	3,000	6,000	6,000
30-27	SUBSCRIPTIONS AND DUES	1,279	2,457	2,457	750
30-28	TRAINING/CONF/FOOD/TRAVEL	441	600	600	787
30-29	CONSULTING FEES	-	9,500	-	4,500
30-31	CONTRACTUAL SERVICES	5,300	1,600	1,600	1,600
30-39	IN-HOUSE TRAINING	350	1,000	1,000	1,000
30-41	UNEMPLOYMENT COMP EXPENSE	33,331	31,200	20,000	20,000
30-61	OFF EQUIP/REPAIRS & MAINT	497	1,205	500	500
	ADMINISTRATIVE EXPENDITURES	45,708	51,162	32,757	35,737
	TOTAL EXPENDITURES	378,030	358,890	336,035	384,758
	REVENUES				
	GENERAL FUND	378,030	358,890	336,035	384,758
	PERSONNEL				
	FULL-TIME EQUIVALENTS	3.0	3.0	3.0	3.0

INFORMATION TECHNOLOGY

DEPARTMENTAL VISION

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

MAJOR PROGRAMS

SUPPORT

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

Measures:

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	99% system availability rating	99% system availability rating	99% system availability rating

2. Replace desktop, laptop, server, and printer hardware according to the five-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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Replaced 39 desktops, 13 laptops, 1 server and 13 printers	Replaced 18 desktops, 9 laptops, 4 printers, and 1 Server (iSeries-Power 720)	Replace desktops, laptops, printers, and Servers in accordance with the Life Cycle Replacement Schedule

3. Provide training to 200 or more participants.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Held 83 classes (10% increase of FY09) and 289 participants (43% increase over FY09)	Held 63 classes and 183 participants as of June 30, 2011	>200 participants trained

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	The first electronically performed Customer Satisfaction Survey, TAC Survey, was completed 12/15/08 with an overall positive outcome.	Perform a Customer Satisfaction Survey	Evaluate results from Customer Satisfaction Survey and develop an improvement plan

PROGRAMMING

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

Measures:

1. Deploy at least one online service for the Dover community during the fiscal year.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Web Programmer position vacant	February, 2010 - Free e-mail subscription service to notify the public when agendas, minutes, paperless packets, and emergency notices are posted. September, 2010 - ShopQA that allows local businesses to update information, news, coupon listing, take customer inquiries, and assemble customer lists through the City's website	Re-design of the City of Dover's website by Delaware.Net

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Policies and Forms were introduced February 2009 Performed Intranet enhancements in May 2009	Non-Bargaining Employees gain access to review their own evaluation on the PFP System	Re-design of the City of Dover's website by Delaware.Net

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).

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	No meetings conducted due to projects being dropped or put on hold due to budget constraints.	No TAC Meetings anticipated.	Conduct two TAC Meetings – Based on Budget Projections

2. Review, update, and/or create one Information Technology policy/procedure per year.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Created the Password Security policy along with five other policies and 12 procedures	Added 12 additional procedures to our Policy/Procedure Manual	Formalize ≥ ten Policies/Procedures as identified by auditors

3. Advance communication technology.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	1 st phase of the Downtown Video Surveillance System with recording software, five cameras, and a network video recorder was completed in May 2010	Implemented 2nd phase of the Downtown Video Surveillance System with additional cameras in a portion of downtown; one more camera installed September 2010	Provide technical and quality control support for the surveillance camera system.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Provided technical and quality control support for the second phase of the Mayor's security camera initiative in a portion of downtown** - In 2009 the City received grant funding to deploy surveillance cameras downtown. The first phase of the Downtown Video Surveillance System with recording software, five cameras, and a network video recorder was completed in May, 2010 with an additional camera added in September, 2010. This objective is part of our Support program and advances the critical success factor of Citywide Safety.

Measure: Assisted the Mayor by providing technical and quality control support by December 2011 using the additional funds budgeted. As of June 30, 2011, there are a total of eleven cameras installed throughout the City and the system is fully functional. This goal has been completed.

2. **Re-design of the City of Dover Website** - After opening of the RFP on April 28, 2010, IT coordinated several vendor evaluations & demos to the main website administrators. Delaware.Net was awarded the contract on September 14, 2010 which initiated the planning and design stage. A successful and fully functional launch of the newly re-designed website is anticipated in this fiscal year. This objective is a part of the Support program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: As a result of a cost comparison, it was recognized to be more cost effective to outsource the re-design, development, implementation, and hosting services of the City of Dover's website. The new City of Dover website was introduced on June 17, 2011 with minor changes completed on June 30, 2011. This goal has been completed.

3. **Implemented 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. All computers on our network were analyzed to determine their ability to operate under Windows 7.
- b. Completed upgrade to MS Office 2010 on all city computers on May 26, 2011
- c. Provided necessary training materials such as Microsoft e-learning, Quick Reference Guides, etc.
- d. IBM operating system was upgraded to V6R1 as well as our Document Management Software (DMS Classic) was upgraded to DMS.Net in October 2010. SunGard Public Sector (SPS) Software was upgraded in February 2011. This goal has been completed.

4. **Replaced the iSeries System** – The iSeries houses the City's core application suite (SPS) which processes all utility & tax billing, parcel management, licenses and permits, etc. The 36-month lease on the iSeries (Model 525) expired September 2010. The lease agreement on the new system (Model 8202) includes five years of hardware and software support, even though the lease ends after three years. That would leave two full years of service and support with no additional fees. This newer, larger, faster technology will enable us to process more data more quickly and at a lower cost. This objective is part of the Support program and advances the critical success factors of Customer and Employee Satisfaction and Organizational and Community Communication.

Measure: New Power720 Model 8202, formerly iSeries, was installed on 10/02/10 with a successful data migration and upgraded operating system. This objective has been successfully completed.

5. **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. Scheduled regular meetings including Kick-Off/Organizational at Dover Public Library in December 2009, Exercise II at Dover AFB in March 2010, Exercise II - After Action Report at Dover Police Department in April 2010, August 2010 meeting held at Tidewater Utilities, and September 2010 meeting held at Del Tech Terry Campus. Ensured all tasks assigned to the committee were completed by December 2010. The IT Department participated in a three day national cyber security exercise (Cyber Storm III) conducted by the U. S. Department of Homeland Security. The State of Delaware was one of a handful of states that were selected to participate. More specifically, the Dover and Wilmington Communities were among a very small number of municipalities involved. This goal has been completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Continue 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. Install Windows 7 to outstanding city computers, where applicable
- b. Provide necessary training materials, such as Microsoft e-learning, Quick Reference Guides, etc.

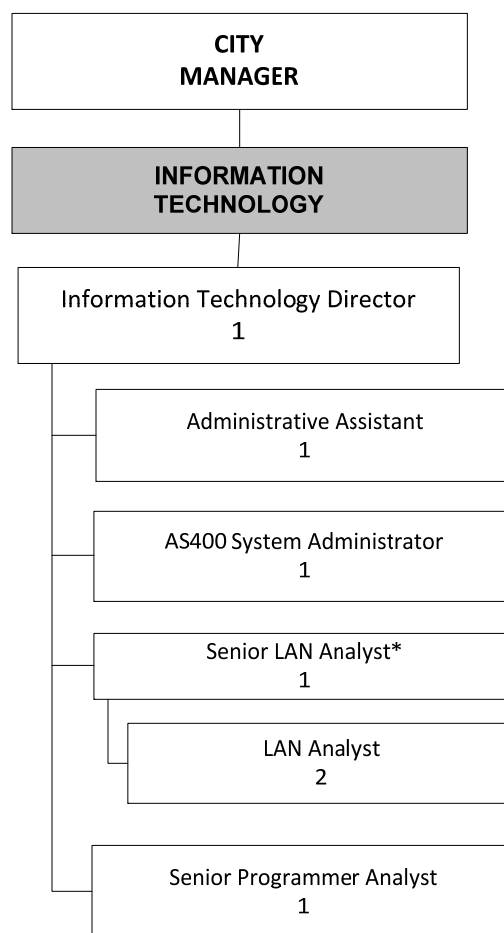
2. **Upgrade existing firewall protection** – The firewall provides security such as Virtual Private Network (VPN) capabilities, reliability, and performance for concurrent connections. This objective is part of the Support program and advances the critical success factors of Customer and Employee Satisfaction and Organizational and Community Communication.

Measure: Replace existing firewall with minimal interruption of service by June 2012.

3. **Upgrades to existing CISCO VoIP System** – Reactivate licenses and update call center software. This objective is part of the Support program and advances the critical success factors of Customer and Employee Satisfaction and Organizational and Community Communication.

Measure: Ensure compliance with CISCO licensing. Complete upgrades by June 2012.

INFORMATION TECHNOLOGY ORGANIZATION CHART FISCAL YEAR 2012



* Senior LAN Analyst position will be eliminated if the Interim IT Director is made permanent. If not he will go back to this position

INFORMATION TECHNOLOGY

110/147-2200-516

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	374,067	380,390	300,054	275,247
10-14	FICA TAXES	27,861	25,697	22,792	20,355
10-15	HEALTH INSURANCE	59,632	60,316	58,889	49,868
10-16	LI D INSURANCE	2,275	2,219	2,340	2,050
10-17	WORKERS COMPENSATION	1,885	1,826	1,890	-
10-19	PENSION	71,215	16,060	13,356	13,514
10-20	OPEB	-	-	-	18,167
	PERSONNEL COSTS	536,935	486,508	399,321	379,201
20-21	FURNITURE/FIXTURES	-	350	350	200
20-22	OFFICE SUPPLIES	727	1,125	1,125	1,125
20-31	BOOKS	25	50	50	50
20-34	DATA PROCESSING SUPPLIES	998	2,400	1,000	1,600
20-37	COMPUTER SOFTWARE	70,434	64,306	64,306	64,406
20-38	COMPUTER HARDWARE	14,711	25,512	25,512	25,856
	MATERIALS & SUPPLIES	86,895	93,743	92,343	93,237
30-21	TELEPHONE/FAX	3,891	3,804	3,804	2,100
30-27	SUBSCRIPTIONS AND DUES	546	320	320	105
30-28	TRAINING/CONF/FOOD/TRAVEL	-	-	-	685
30-31	CONTRACTUAL SERVICES	8,489	14,460	30,000	61,155
30-39	IN-HOUSE TRAINING	7,800	10,000	10,000	9,050
30-61	OFF EQUIP/REPAIRS & MAINT	107,043	139,279	153,081	140,238
30-62	GASOLINE	114	100	100	100
	ADMINISTRATIVE EXPENDITURES	127,883	167,963	197,305	213,433
40-25	OTHER EQUIP - PURCHASE	-	-	7,000	-
40-28	COMPUTER HARDWARE/CAPITAL	-	12,000	-	6,400
	CAPITAL OUTLAY	-	12,000	7,000	6,400
	TOTAL EXPENDITURES	751,713	760,214	695,969	692,271
	REVENUES				
	GENERAL FUND	751,713	748,214	688,969	685,871
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	12,000	7,000	6,400
	PERSONNEL				
	FULL-TIME EQUIVALENTS	7.0	7.0	7.0	6.0

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.

Measures:

1. Maintain a softball satisfaction rating of 74 percent, as measured in the Annual Softball League Survey.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
	74 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	N/A	New measure and a benchmark to be developed.	New projected measure to be presented in Final Budget

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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

2. Conduct surveys of Concerts on The Green participants to determine their overall satisfaction with performances. Maintain a 95 percent or greater satisfaction rating.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	95 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:

1. Conduct surveys of JWP Recreation Center participants to determine customer satisfaction “good to excellent” with programs offered.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	90 percent customer satisfaction	≥90 percent customer satisfaction	≥90 percent customer satisfaction

2. 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	90 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

3. 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	85 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 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Skate Spots.** The construction of skate spots in three City parks, in order 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 City-wide Safety, Customer Satisfaction, and Effective Community Communications.

Measure: The skate spots will be constructed by May 2011. Due to budgetary constraints this project has been delayed.

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 City-wide Safety, Customer Satisfaction and Effective Community Communications.

Measure: Basketball court at Mayfair Park to be resurfaced by November 2010. This objective has been completed.

3. **Develop a Management Plan for Silver Lake.** 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 factors of the Customer Satisfaction and Effective Community Communications.

Measure: Management Plan is 100% completed.

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 factors of the Customer Satisfaction and Effective Community Communications.

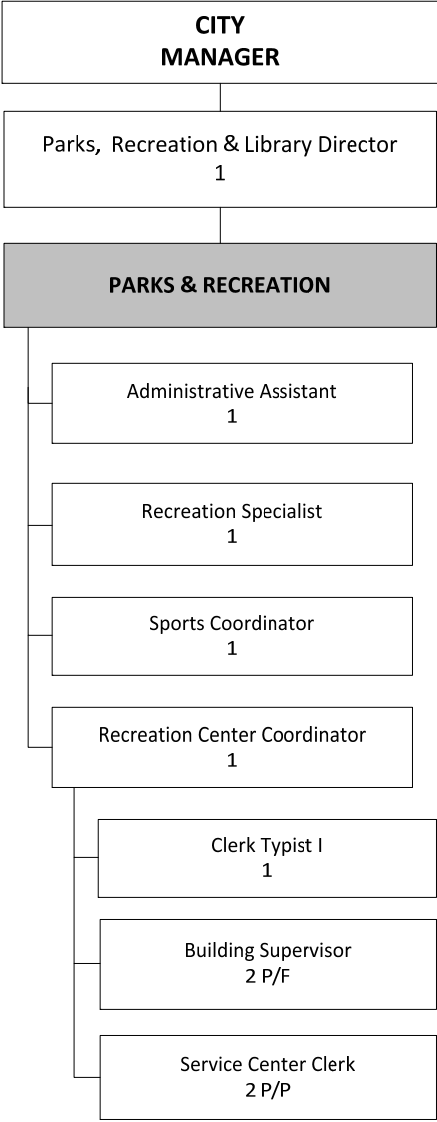
Measure: Develop the master plan, hold a public hearing, and present to the Parks, Recreation & Community Enhancement Committee for approval by March 2011. This goal has been completed.

STARTEGIC OBJECTIVES FOR FISCAL YEAR 2011 – 2012

1. **Dover Park Administration Building Roof Replacement.** Replace the flat roof on the Dover Park Administration building. This objective is a part of the Parks & Recreation Management Program and advances the critical success factors of Citywide Safety, Customer Satisfaction, and Effective Community Communications.

Measure: Dover Park Administration building roof repaired by November 2011.

**PARKS AND RECREATION
ORGANIZATION CHART
FISCAL YEAR 2012**



PARKS AND RECREATION

110/147-1500-525

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	326,611	356,413	353,470	353,025
10-13	TEMPORARY HELP	14,399	28,489	22,329	26,049
10-14	FICA TAXES	25,631	28,873	28,422	27,516
10-15	HEALTH INSURANCE	49,768	64,267	60,978	56,556
10-16	LI D INSURANCE	2,030	2,035	2,035	2,076
10-17	WORKERS COMPENSATION	2,259	2,288	2,288	-
10-19	PENSION	39,790	15,130	15,130	16,556
10-20	OPEB	-	-	-	23,959
	PERSONNEL COSTS	460,488	497,495	484,652	505,737
20-21	FURNITURE/FIXTURES	427	-	-	-
20-22	OFFICE SUPPLIES	1,992	2,800	2,800	2,800
20-23	PRINTING AND DUPLICATING	2,282	2,500	2,500	2,500
20-26	PROGRAM EXPENSES/SUPPLIES	42,131	46,275	46,275	46,275
20-28	MEDICAL SUP & PHYSICALS	374	250	250	250
20-29	UNIFORMS/UNIFORM ALLOW	-	300	300	200
20-32	SECURITY/SAFETY MATERIALS	1,296	1,307	1,307	1,307
20-37	COMPUTER SOFTWARE	2,100	2,100	2,100	2,255
20-38	COMPUTER HARDWARE	4,736	2,800	2,800	1,300
20-46	CITY BLDG MAINT SUPPLIES	5,371	6,000	5,000	5,500
20-58	WATER/SEWER	741	1,000	1,000	1,000
	MATERIALS & SUPPLIES	61,450	65,332	64,332	63,387
30-21	TELEPHONE/FAX	2,573	2,500	2,500	2,500
30-23	ELECTRICITY	73,232	83,000	83,000	83,000
30-24	HEATING OIL/GAS	5,365	10,000	6,500	6,500
30-25	ADVERTISEMENT	-	1,000	100	100
30-27	SUBSCRIPTIONS AND DUES	345	400	435	235
30-28	TRAINING/CONF/FOOD/TRAVEL	340	2,000	2,000	1,000
30-31	CONTRACTUAL SERVICES	109,317	114,000	165,000	124,355
30-61	OFF EQUIP/REPAIRS & MAINT	568	1,500	1,500	1,395
30-62	GASOLINE	786	700	700	950
30-67	RADIO REPAIRS/MAINTENANCE	542	542	542	542
	ADMINISTRATIVE EXPENDITURES	193,068	215,642	262,277	220,577
40-31	CONSTRUCTION - PURCHASE	31,862	45,000	81,872	30,000
	CAPITAL OUTLAY	31,862	45,000	81,872	30,000
	TOTAL EXPENDITURES	746,868	823,469	893,133	819,701
	REVENUES				
	GENERAL FUND	715,006	778,469	811,261	789,701
	GOVERNMENTAL CAPITAL PROJECTS FUND	31,862	45,000	81,872	30,000
	PERSONNEL				
	FULL-TIME EQUIVALENTS	8.0	8.0	8.0	8.0

LIBRARY

DEPARTMENTAL VISION

Delaware libraries are leaders in connecting and inspiring a lifetime of discovery. It is the Mission of the Dover Public Library to connect people to a variety of resources and services that inform, educate and entertain!

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	375,632 circulated 11 percent decrease*	400,130 items circulated 6.5% increase	≥400,000 items circulated Circulation will remain static

* 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	358,381 visitors recorded at the library. *	367,586 visitors recorded at the library.* 2.5% increase	≥400,000 visits made to the library. Visits will grow with the opening of the new library.

*Many programs were held off site due to a lack of space.

3. Library collections will be weeded of materials which contain outdated information and are in poor physical condition prior to the relocation of the collections to the new building

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	N/A	33% of the collections have been weeded.	100% of the collections will be weeded and ready to move.

CUSTOMER SERVICE

Objective: The objective of this program is to provide “good to excellent” service to library patrons.

Measures:

1. The Library will devise a customer satisfaction survey to determine level of satisfaction with current services and obtain customers’ suggestions for new, revised services in the new building.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	N/A	N/A	≥75 percent of library patrons will rate the Library's customer service as "good to excellent"

2. The Library will implement the first self-checkout stations in order to decrease waiting time at the Circulation desk.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	N/A	The first of three self-checkout stations has been installed. Customers and staff are training.	The second of three self-checkout stations will be installed. All staff and customers will be proficient.

3. Maintain security guards to ensure a safe and pleasant library environment and reduce the number of incident reports filed at the library.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	12 incidents reported	11 incidents reported	≥12 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:

1. The Library will devise a customer satisfaction survey to determine level of satisfaction with current reference and readers' advisory services and obtain customers' suggestions for new, revised services in the new building.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	N/A	N/A	≥85 percent of patrons surveyed gave reference assistance an overall satisfaction rating

2. Promote the availability of books in electronic format available through the Delaware Library Catalog. Train all staff and interested customers on steps to be taken to download electronic books on personal e-reader devices.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	N/A	DDL has contracted for e-book availability in the academic, nonfiction genre areas. Staff has begun training on a variety of e-readers.	DDL will contract for e-book titles in the popular fiction areas. 100% of staff will be trained and able to successfully train interested customers.

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:

1. Maintain the programs offered for children, teens, and adults.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	417 programs offered for children, teens, and adults	476 programs offered for children, teens, and adults	≥400 programs offered for children, teens, and adults. Space availability in the new building will allow for greater programming options.

2. Increase program participation by children, teens, and adults by five percent.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	9,898 patrons participated in programs offered. Attendance remained static.	12,941 patrons participated in programs offered or 31 percent increase	≥10,000 patrons participated in programs offered. Space availability in the new building will allow for greater programming options.

3. Administer computer classes to teach library patrons how to acquire e-mail accounts, use the Internet, and conduct research.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	24 computer classes held	26 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Two classes conducted in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center	Two classes 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.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

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. This is an ongoing objective that is on target for completion.

Measure: \$1,367,258 has been raised in cash donations and pledges. This is 78 percent towards the capital campaign's goal. Grant funding for sustainable infrastructure has been received. The current library building is readying for appraisal as part of the process for the sale of the building.

2. **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. This objective has been completed.

Measure: Construction of the new library began on April 5, 2011. The project is on target for a September 2012 opening.

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. This goal has been completed

Measure: A Teen Librarian I was hired in November, 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. Due to budgetary constraints this objectives has not been completed.

Measure: An RFQ for contracted custodial services on weekend days was issued. Cost of the quotations exceeded the budget.

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. This objective has been completed.

Measure: Grant funding was awarded to the Delaware Division of Libraries in December 2010. The Job Center/Learning Lab has opened with limited hours.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

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: The current library building will be under a contract for sale. 100 percent of the capital campaign's goal will be raised by June 30, 2012.

2. **Construction of the new Dover Public Anchor Library has begun.** 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: The building project will remain on schedule with building completion expected by June 30, 2012.

3. **The Dover Public Library has become one of five new Job and Learning Centers established by the Delaware Division of Libraries.** Grant funded staffing will be in place and operating the Job Center during regular library hours. This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: The Job Center will be open during the Library's operating hours and will assist more than 100 persons per month, with a successful job search resulting in employment, by September 1, 2011.

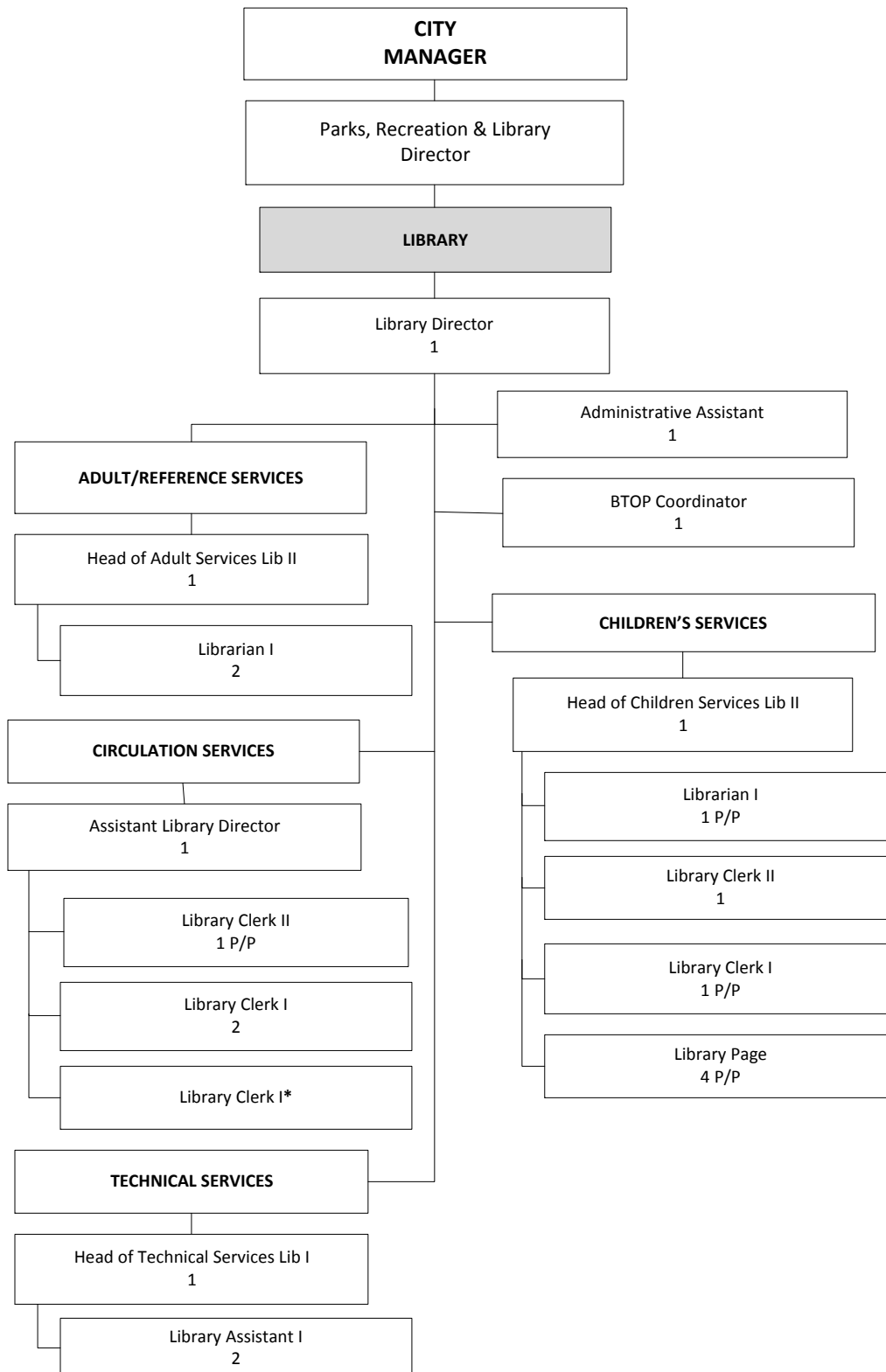
4. **The staff of the Dover Public Library will prepare for the relocation into a new facility by weeding all the Library's stored items, closets and attic space.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Weeding storage areas will be completed by June 30, 2012.

LIBRARY

ORGANIZATION CHART

FISCAL YEAR 2012



LIBRARY

110/147-1500-523

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	639,297	715,592	696,849	724,927
10-12	OVERTIME	4,209	3,500	3,500	3,600
10-14	FICA TAXES	47,964	53,902	52,911	55,254
10-15	HEALTH INSURANCE	79,899	119,495	93,755	108,421
10-16	L I D INSURANCE	3,124	3,792	3,992	3,736
10-17	WORKERS COMPENSATION	3,410	3,807	3,912	-
10-19	PENSION	103,883	26,916	25,374	30,221
10-20	OPEB	-	-	-	49,163
	PERSONNEL COSTS	881,786	927,004	880,293	975,322
20-22	OFFICE SUPPLIES	691	3,264	2,300	2,300
20-23	PRINTING AND DUPLICATING	2,047	2,111	2,111	2,100
20-26	PROGRAM EXPENSES/SUPPLIES	5,820	3,252	3,252	3,252
20-31	BOOKS	64,115	54,026	54,026	54,026
20-32	SECURITY/SAFETY MATERIALS	264	264	264	288
20-37	COMPUTER SOFTWARE	134	1,407	1,407	1,407
20-38	COMPUTER HARDWARE	2,479	3,500	3,500	7,500
20-46	CITY BLDG MAINT SUPPLIES	13,520	14,550	14,550	14,550
20-47	AUDIO VISUAL SUPPLIES	1,053	1,054	1,054	1,054
20-58	WATER/SEWER	1,829	1,650	2,500	1,800
	MATERIALS & SUPPLIES	91,952	85,078	84,964	88,277
30-21	TELEPHONE/FAX	19,520	19,700	19,700	19,700
30-22	POSTAGE	49	50	50	50
30-23	ELECTRICITY	35,265	38,892	35,000	35,000
30-24	HEATING OIL/GAS	3,823	7,000	5,000	5,000
30-27	SUBSCRIPTIONS AND DUES	14,544	17,500	16,000	7,335
30-28	TRAINING/CONF/FOOD/TRAVEL	240	240	240	195
30-31	CONTRACTUAL SERVICES	24,309	27,258	22,000	25,608
30-61	OFF EQUIP/REPAIRS & MAINT	1,230	3,505	1,300	2,600
	ADMINISTRATIVE EXPENDITURES	98,980	114,145	99,290	95,488
40-31	CONSTRUCTION - PURCHASE	618,627	6,687,039	7,630,663	11,195,009
	CAPITAL OUTLAY	618,627	6,687,039	7,630,663	11,195,009
	TOTAL EXPENDITURES	1,691,345	7,813,266	8,695,210	12,354,096
	REVENUES				
	GENERAL FUND	1,072,718	1,126,227	1,064,547	1,159,087
	GOVERNMENTAL CAPITAL PROJECTS FUND	618,627	6,687,039	7,630,663	11,195,009
	PERSONNEL				
	FULL-TIME EQUIVALENTS	17.5	17.5	17.5	17.5

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.*

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	4.00 minutes	3.96 minutes	≤4.00 minutes

* The times above reflect the average time officers respond to priority one and two calls, once dispatched.

2. Monitor the violent crimes average clearance rate. The current benchmark of 48.1 percent is the 2008 national average rate.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	73.4 percent violent crimes clearance rate	73.4 percent violent crimes clearance rate	≥73.4 percent violent crimes clearance rate

3. Achieve a good to excellent overall performance rating (65 percent or better) as reported in the Police Department's Citizen Survey, which is conducted every three years.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Citizen Survey Not Conducted	88 percent overall performance rating.	Citizen Survey Not Conducted

* Updates not possible until late January 2011 timeframe or as noted otherwise.

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	2.77 minutes	3.10 minutes	≤3.8 minutes

** The times above reflect the average time dispatchers answer and respond to priority one and two calls.*

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

1. **Pursue grant funding to hire an additional dispatcher position.** This objective is a part of the Core Law Enforcement Program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. This goal was not met.

Measure: Pursue grant funding to hire additional dispatcher by June 2011. The Police Department was unsuccessful in securing Recovery Act grant funds for this position and continued search searching for alternative grant funding. However, they were not successful since no additional opportunities for funding were available.

2. **Fully fund the maintenance contract with Advantech for the Police Department's building access control and closed circuit TV (CCTV) monitoring system.** This objective is a part of the Core Law Enforcement Program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. This goal was not met.

Measure: The department requested funds to bridge the funding gap for this contract, but was unsuccessful.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Restore funding for two Police Officer positions that were suspended from hiring due to economic conflict in the Fiscal Year 2010 budget process.** This objective is a part of the Core Law Enforcement program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. The retirement of two officers during Fiscal Year 2009 created vacancies. Hiring actions were frozen by the City due to economic concerns. As a result, the Police Department incorporated major structural changes that reduced operational capabilities in the special units, to minimize the impact to the Patrol Unit and overall public safety. Unfortunately, violent crimes within the city remained constant in the face hard economic times, but the only way to resolve public concerns about safety is to restore positions, to keep more officers on the street and available for citizen assistance.

Measure: Recruit and hire two additional officers to bring manning levels back up to 93 officers.

2. **Provide funding for three months overlap in positions in preparation for the retirement of the Police Chief's Administrative Assistant.** This objective is a part of the Operational Support program and advances the critical success factors of Employee Satisfaction and Effective Organization Communication. This position performs many unique and diverse duties and the training time is needed to ensure a smooth transition between personnel, maintain continuity and minimize the impact to the department.

Measure: Hire the new assistant to be in place for training for three months prior to the retirement of the current assistant.

3. **Funding for up to seven additional Police Officer positions initiated by City Council Actions.** This objective is a part of the Core Law Enforcement program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. Public safety concerns have increased in the community as a result of various recent criminal incidents highlighted by the local media. As a result, on-going discussions were initiated at City Council regarding increasing police officers in the department to help deter crime in the community. The addition of seven officers has been proposed. If all are approved, the department's authorizations would increase to 100 police officers.

Measure: Recruit and hire seven additional officers to increase Department police officers manning to 100 officers.

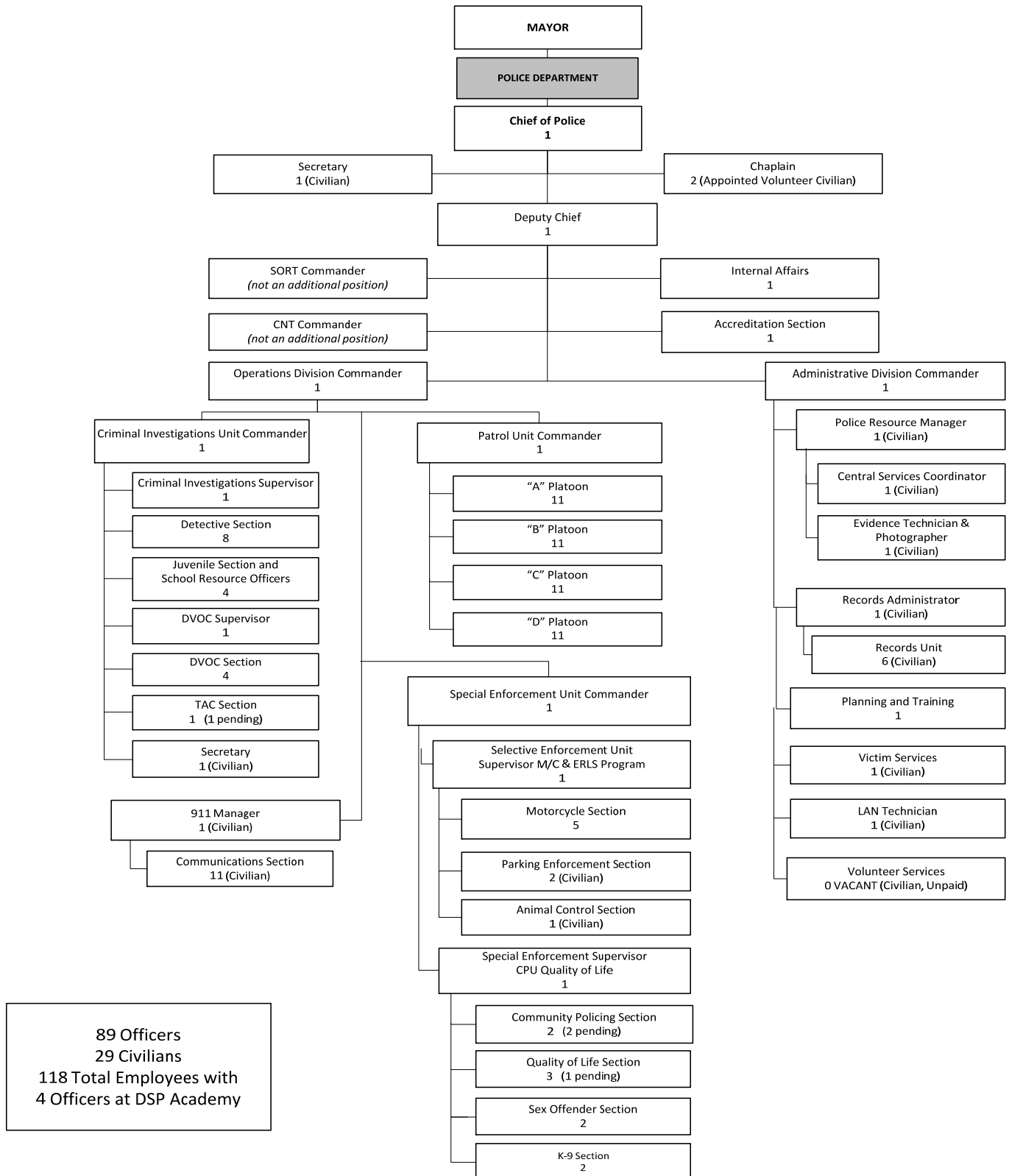
4. **Funding for additional dispatcher position.** This objective is a part of the Core Law Enforcement program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. As officer manpower increases, so does the workload for the communications center, as this unit works with all the shifts and units in the department to answer and monitor all calls for service from citizens in the community.

Measure: Hire a dispatcher to round the manning to three dispatchers per shift for a total of twelve dispatchers.

POLICE

ORGANIZATION CHART

FISCAL YEAR 2012



POLICE - CIVILIAN

110-1700-542

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	1,242,410	1,286,327	1,267,437	1,331,604
10-12	OVERTIME	47,534	50,000	53,578	45,000
10-14	FICA TAXES	98,057	102,306	101,058	103,283
10-15	HEALTH INSURANCE	208,008	240,605	233,569	253,576
10-16	L I D INSURANCE	7,344	7,425	7,310	7,787
10-17	WORKERS COMPENSATION	8,383	8,723	7,680	-
10-18	EDUCATIONAL ASSISTANCE	-	4,200	-	-
10-19	PENSION	270,449	55,659	68,383	62,569
10-20	OPEB	-	-	-	93,060
	PERSONNEL COSTS	1,882,185	1,755,245	1,739,015	1,896,879

POLICE – LAW ENFORCEMENT

110-1700-543

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	6,234,329	6,554,618	6,277,849	6,634,606
10-12	OVERTIME	526,581	450,000	482,402	450,000
10-14	FICA TAXES	501,735	484,941	517,159	555,149
10-15	HEALTH INSURANCE	878,641	1,014,227	993,803	1,034,118
10-16	L I D INSURANCE	24,885	24,888	25,102	26,042
10-17	WORKERS COMPENSATION	314,724	347,772	329,093	-
10-18	EDUCATIONAL ASSISTANCE	38,467	28,100	32,473	40,000
10-19	PENSION	883,000	852,082	892,227	959,451
10-20	OPEB	-	-	-	458,062
	PERSONNEL COSTS	9,402,362	9,756,628	9,550,108	10,157,428

POLICE – EXTRA DUTY

110-1700-544

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	483,869	400,000	400,000	400,000
10-14	FICA TAXES	37,016	30,600	30,600	30,600
10-17	WORKERS COMPENSATION	23,564	18,916	18,916	-
	PERSONNEL COSTS	544,449	449,516	449,516	430,600
30-31	CONTRACTUAL SERVICES	604	-	-	-
	ADMINISTRATIVE EXPENDITURES	604	-	-	-
	TOTAL EXPENDITURES	545,053	449,516	449,516	430,600

POLICE – ADMINISTRATION

110-1700-541

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
20-14	CI PETTY CASH DISBURSEMTS	-	-	-	13,300
20-21	FURNITURE/FIXTURES	300	-	250	-
20-22	OFFICE SUPPLIES	8,424	6,600	6,350	7,000
20-23	PRINTING AND DUPLICATING	13,094	15,000	15,000	14,000
20-24	PHOTOGRAPHIC	1,212	2,000	2,000	1,500
20-25	CUSTODIAL	6,434	4,120	4,120	4,200
20-26	PROGRAM EXPENSES/SUPPLIES	49,761	53,000	53,000	52,000
20-28	MEDICAL SUP & PHYSICALS	20,608	21,500	21,500	20,000
20-29	UNIFORMS/UNIFORM ALLOW	118,541	92,000	92,000	101,500
20-31	BOOKS	436	4,000	4,000	1,500
20-32	SECURITY/SAFETY MATERIALS	17,634	18,500	18,500	18,500
20-36	ANIMAL CARE EXPENSES	9,416	8,500	8,500	5,000
20-37	COMPUTER SOFTWARE	19,326	19,000	19,000	18,500
20-38	COMPUTER HARDWARE	63,400	73,200	73,200	43,350
20-46	CITY BLDG MAINT SUPPLIES	52,930	31,400	31,400	31,400
20-58	WATER/SEWER	2,609	2,100	2,100	2,100
	MATERIALS & SUPPLIES	384,125	350,920	350,920	333,850
30-21	TELEPHONE/FAX	49,127	55,000	55,000	55,000
30-22	POSTAGE	16	-	300	-
30-23	ELECTRICITY	104,953	100,500	103,000	100,500
30-24	HEATING OIL/GAS	12,808	17,000	17,000	16,200
30-25	ADVERTISEMENT	1,958	2,100	2,100	2,100
30-26	INSURANCE	13,505	2,500	2,500	2,500
30-27	SUBSCRIPTIONS AND DUES	4,585	4,440	4,440	2,250
30-28	TRAINING/CONF/FOOD/TRAVEL	9,878	19,450	19,450	12,000
30-29	CONSULTING FEES	7,044	9,700	9,700	13,500
30-31	CONTRACTUAL SERVICES	21,924	32,700	32,400	32,400
30-61	OFF EQUIP/REPAIRS & MAINT	34,949	60,965	60,965	39,000
30-62	GASOLINE	136,552	150,000	150,000	150,000
30-63	AUTO REPAIRS/MAINTENANCE	124,309	123,100	130,000	124,000
30-67	RADIO REPAIRS/MAINTENANCE	13,424	15,625	15,625	15,700
30-68	RADIO EQUIPMENT/LEASE	5,459	2,500	2,500	2,500
	ADMINISTRATIVE EXPENDITURES	540,491	595,580	604,980	567,650
40-21	OFFICE EQUIP - PURCHASE	8,612	-	-	-
40-22	AUTOMOBILES - PURCHASE	21,006	282,380	249,330	65,000
40-28	COMPUTER HARDWARE PURCH	-	-	53,500	-
40-31	CONSTRUCTION - PURCHASE	-	-	20,000	-
40-42	LEASED EQUIP & VEHICLES	9,882	-	-	-
	CAPITAL OUTLAY	39,500	282,380	322,830	65,000
	TOTAL EXPENDITURES	12,793,716	13,190,269	13,017,369	13,451,407
	REVENUES				
	GENERAL FUND	12,754,216	12,907,889	12,694,539	13,386,407
	GOVERNMENTAL CAPITAL PROJECTS FUND	39,500	282,380	322,830	65,000
	PERSONNEL				
	FULL-TIME EQUIVALENTS	120.0	120.0	120.0	122.0

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Finalize the Revaluation/Equalization Program and the Sales/Market Ratio Study	Utilized Assessment Valuation obtained for the Revaluation Equalization Program	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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	≥2500 assessments with ≥90% changed within 30 days of building permit completion	≥2500 assessments with ≥90% changed within 30 days of building permit completion	≥2500 assessments with ≥90% changed within 30 days of building permit completion

ADMINISTRATION

Objective: The objective of this program is to process deeds, maintain maps, and to assign addresses in a timely fashion. This 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	≥90% of all requested addresses assigned	≥90% of all requested addresses assigned	≥90% of all requested addresses assigned

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	≥35mapping changes; 100% processed on time	≥35mapping changes; 100% processed on time	≥35mapping changes; 100% processed on time

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

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	≥250 requests; ≥90% response rate	≥250 requests; ≥90% response rate	≥250 requests; ≥90% response rate

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

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. Due to budgetary constraints this project has been placed on hold.

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. This goal has been completed.

Measure: The development of the land-split is scheduled to be completed after the revaluation process was completed in December 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. Due to budgetary constraints this project has been placed on hold.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

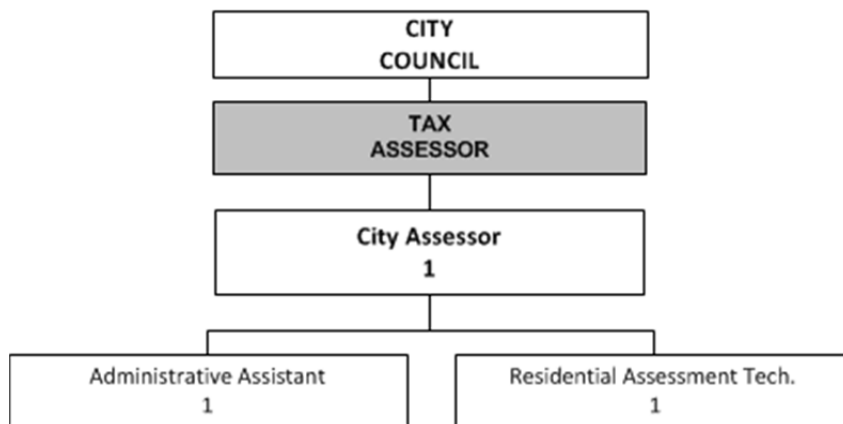
1. **Implement the Third Party Software for GIS System.** The project creates a bridge between the CAMA software and the GIS system, allowing the exchange of data. This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure: Implementation is scheduled to be completed by June 2012.

2. **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 2012.

TAX ASSESSOR ORGANIZATION CHART FISCAL YEAR 2012



TAX ASSESSOR

110-1300-513

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	116,144	125,548	126,378	125,841
10-13	TEMPORARY HELP	3,416	11,649	3,170	-
10-14	FICA TAXES	9,025	10,244	9,848	10,304
10-15	HEALTH INSURANCE	15,862	18,158	17,992	18,144
10-16	L I D INSURANCE	942	950	561	973
10-17	WORKERS COMPENSATION	770	863	763	-
10-18	EDUCATIONAL ASSISTANCE	6,968	10,000	-	-
10-19	PENSION	13,601	6,764	6,961	7,120
10-20	OPEB	-	-	-	8,305
	PERSONNEL COSTS	166,728	184,176	165,673	170,687
20-21	FURNITURE/FIXTURES	-	-	300	-
20-22	OFFICE SUPPLIES	1,821	2,988	2,988	2,988
20-23	PRINTING AND DUPLICATING	428	510	510	510
20-31	BOOKS	25	460	160	200
20-37	COMPUTER SOFTWARE	-	50	50	50
20-38	COMPUTER HARDWARE	-	-	-	800
	MATERIALS & SUPPLIES	2,274	4,008	4,008	4,548
30-21	TELEPHONE/FAX	914	1,105	1,105	1,105
30-25	ADVERTISEMENT	996	500	500	1,000
30-27	SUBSCRIPTIONS AND DUES	981	1,200	1,000	800
30-28	TRAINING/CONF/FOOD/TRAVEL	25	-	600	2,500
30-31	CONTRACTUAL SERVICES	372,503	5,000	8,175	11,700
30-32	LEGAL EXPENSES	-	-	88,000	20,000
30-61	OFF EQUIP/REPAIRS & MAINT	48	-	-	175
30-62	GASOLINE	481	1,260	660	660
	ADMINISTRATIVE EXPENDITURES	375,948	9,065	100,040	37,940
	TOTAL EXPENDITURES	544,950	197,249	269,721	213,175
	REVNEUES				
	GENERAL FUND	544,950	197,249	269,721	213,175
	PERSONNEL				
	FULL-TIME EQUIVALENTS	3.0	3.0	3.0	3.0

PLANNING AND COMMUNITY ENHANCEMENT SERVICES

DIVISIONAL VISION

The Department Planning and Community Enhancement Services 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.

	2009 Calendar Year Actual	2010 Calendar Year Actual	2011 Calendar Year Projected
Results	15 Board of Adjustment Applications; 33 Planning Commission Applications (not incl. rezoning & annexation); Five Rezoning Applications; One Annexation Application	15 Board of Adjustment Applications; 38 Planning Commission Applications (not incl. rezoning & annexation); 8 Rezoning Applications; 0 Annexation Applications 11 Historic District Commission Applications	≥10 Board of Adjustment Applications; ≥35 Planning Commission Applications (not incl. rezoning & annexation); ≥7 Rezoning Applications; ≥0 Annexation Applications; ≥5 Historic District Commission 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: Provide written comments to applicants on plan reviews within 20 working days of receipt.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Measure being developed	Provided written comments on 75% of submissions within 20-day time frame. Currently achieving a rate of 86%.	Provide written comments on ≥85% of submissions within ≥20-day time frame.

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.

	2009 Calendar Year Actual	2010 Calendar Year Actual	2011 Calendar Year Projected
Results	27 administrative plans reviewed 58 plans required commission or board approval 192 sign permits issued (Total of 282 signs)	25 administrative plan reviews 72 plans that require commission or board approval 175 sign permits issued 625 building permits reviewed	≥10 administrative plan reviews ≥60 plans that require commission or board approval ≥175 sign permits issued ≥600 building permits reviewed

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Six ordinances created & adopted Two ordinances in development	Four ordinances created & adopted Three Ordinances in development	Six ordinances to be created & adopted.

Measures:

1. 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).
- 2.* Monitor the percentage of recommended implementation actions and projects completed as identified in 2008 Comprehensive Plan as amended, Chapter 15 Implementation for the Long Term Implementation Actions (2012-2014). **New measure for 2011-2012*

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	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.	Comprehensive Rezoning Project: ROS revisions to zoning map adopted by City Council on August 9, 2010. Total of 20 Short Term Implementation Actions: 6 completed; 10 in process; 4 with no action to date. Total of 10 Intermediate Term Implementation Actions: 6 in process and 4 with no action to date.	Continue to work on and initiate recommended projects, studies, and code amendments listed in the Implementation Actions.

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

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. This goal has been completed.

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. Monthly meetings were held from January through August 2010 to draft an ordinance.
- 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. The draft ordinance was presented to the Parks, Recreation and Community Enhancement Committee on September 13, 2010. First reading was completed on September 27, 2010, and public hearing was held by the Planning Commission on October 18, 2010. City Council adopted the Ordinance on November 8, 2010. (Ordinance #2010-25, Revision to Appendix B, Article 5, Section 11).

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. This goal was not met however, completion is expected by summer 2011.

Measure:

- 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. Discussion continued, but due to other business before the Historic District Commission and quorum issues, the update has not been completed. Create new Design Standards and Guidelines document for review and adoption by summer 2011.

3. **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. This goal is currently underway at the conclusion of Fiscal Year 2011.

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. Amendment was reviewed by Legislative and Finance Committee on June 13, 2011 as they addressed process and not design; they were better suited to Legislative and Finance Committee. First reading was conducted on June 27, 2011 and scheduled for Public Hearing before the Planning Commission on July 18, 2011. Action was taken by City Council on August 8, 2011. (Ordinance #2011-14 amendment to Appendix B, Zoning Article 10, Planning Commission)

4. **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. This goal has been completed.

Measure: Completed amendments to the Zoning Ordinance by June 2011. To date, four are complete and others will be underway. Those completed include Board of Adjustment; Environmental Provision Update; Solar and Wind; C-2A, and ROS (Cemetaries).

5. **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. This measure is currently underway.
- 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. This will be done following the completion of the bicycle plan. Since the Bike Plan is not yet completed, this measure has not been completed.

6. **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. This goal is on target for completion.

Measure:

- a. Develop an ordinance to encourage the use of green technologies for stormwater management in new development by December 2010. This measure has not been completed; however, the Planning Office is now the lead agency on the City's MS4 permit. Many activities have been undertaken in this regard.

7. **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. This goal has not been completed.

Measure: Present draft ordinance to the Parks, Recreation and Community Enhancement Committee by 2011. The substance of this measure may change with the development of the City's Fair Housing Plan, which will identify a number of code changes to further the goal of fair housing and affordable housing.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Manage the City's Municipal Separate Storm Sewer System (MS4) permit issued under the National Pollution Discharge Elimination System (NPDES).** 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. The City is in the process of closing out our permit under this program, and following close-out, a new permit will be issued. Under this goal, the Planning Office will work with all City departments to ensure that the requirements of the existing and new permit are met.

Measures:

- a. Complete and track tasks associated with the MS4 permit. This will include publication of materials for the public, ordinance development, working with City departments and completing the reporting requirements on the permit progress.
- b. Ensure that affected City departments meet at least 4 times during the year to monitor permit progress.

2. **Draft and present zoning text amendments in accordance with the recommendations of the 2008 Comprehensive Plan.** 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 zoning text amendments to Council for approval by June 2012.

3. **Downtown Master Plan Implementation.** 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. The Dover Kent County Metropolitan Planning Organization and the Downtown Dover Partnership held a charette in September 2010 to focus on downtown redevelopment, particularly in the area between the new transit center and the Loockerman Street corridor.

Measures: Implementation of the Downtown Master Plan.

- a. Code Amendments to facilitate implementation of Master Plan.
- b. Implementation of North Street Improvement Project.

4. **Review and update the zoning requirements associated with industrial, institutional, office, and commercial zones.** 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.

Measures:

- a. Work with the Economic Development Office and the business and real estate community to review and update the industrial, institutional, office and commercial zoning districts.
- b. With the input from the business community, draft zoning text amendments to the industrial, institutional, office and commercial zoning districts to be presented to the Parks, Recreation and Community Enhancement Committee in spring 2012.

5. **Bicycle/Pedestrian Plan Implementation.** 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.

Measures:

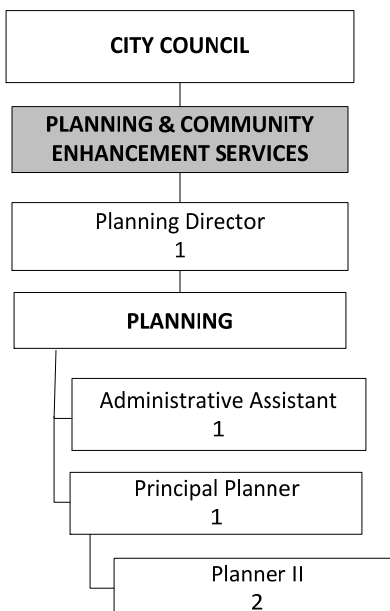
- a. Convene a working group to: 1) identify gaps in the City's sidewalk network; 2) identify impediments to safe pedestrian crossings; 3) propose solutions to fill the identified gaps and provide safe road crossings for pedestrians; 4) implement the City's components of the regional bicycle plan; and 5) identify code revisions necessary to improve the walkability and bike ability of the City.

6. **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.

**PLANNING
ORGANIZATION CHART
FISCAL YEAR 2012**



PLANNING

110-1600-533

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	267,651	290,615	290,615	289,188
10-12	OVERTIME	3,034	3,606	3,606	-
10-13	TEMPORARY HELP	14,100	18,956	15,000	18,971
10-14	FICA TAXES	21,195	23,131	23,131	22,348
10-15	HEALTH INSURANCE	38,334	43,901	43,901	36,385
10-16	LI D INSURANCE	1,711	1,725	1,725	1,680
10-17	WORKERS COMPENSATION	1,776	1,937	1,937	-
10-19	PENSION	24,642	16,292	16,292	16,911
10-20	OPEB	-	-	-	19,183
	PERSONNEL COSTS	372,443	400,163	396,207	404,666
20-21	FURNITURE/FIXTURES	-	100	100	-
20-22	OFFICE SUPPLIES	1,255	1,500	600	800
20-23	PRINTING AND DUPLICATING	3,000	5,000	3,000	4,500
20-24	PHOTOGRAPHIC	-	-	-	200
20-31	BOOKS	601	900	750	750
20-37	COMPUTER SOFTWARE	141	-	-	160
20-38	COMPUTER HARDWARE	8,858	3,750	-	5,050
	MATERIALS & SUPPLIES	13,855	11,250	4,450	11,460
30-21	TELEPHONE/FAX	1,529	1,400	1,500	1,680
30-25	ADVERTISEMENT	2,805	2,200	1,000	2,000
30-27	SUBSCRIPTIONS AND DUES	2,791	2,680	2,680	1,475
30-28	TRAINING/CONF/FOOD/TRAVEL	1,689	3,000	2,700	1,500
30-29	CONSULTING FEES	105	2,500	1,400	-
	ADMINISTRATIVE EXPENDITURES	8,919	11,780	9,280	6,655
	TOTAL EXPENDITURES	395,217	423,193	409,937	422,781
	REVENUES				
	GENERAL FUND	395,217	423,193	409,937	422,781
	PERSONNEL				
	FULL-TIME EQUIVALENTS	5.0	5.0	5.0	5.0

CODE ENFORCEMENT

DIVISIONAL VISION

Within the Department of Public Services, 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 PROGRAMS

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	2,700 pick ups 956 complaints*	2,493 pick-ups 918 complaints	≥2,500 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	81 percent of cases brought into voluntary compliance within 30 days of case initiation	71 percent of cases brought into voluntary compliance within 30 days of case initiation	≥75 percent of cases brought into voluntary compliance within 30 days of case initiation

3. Number of vacant building inspections.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	12 Vacant Building Inspections	15 Vacant Building Inspections	≥12 Vacant Building Inspections

4. Attend community association meetings.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	15 Community Association Meetings Attended	9 Community Association Meetings Attended	≥12 Community Association Meetings Attended

5. Continue to perform Annual Housing Inspections on residential rental properties in the City.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	773 Annual Housing Inspection cases opened	710 Annual Housing Inspection cases opened	≥700 Annual Housing Inspection cases opened

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

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. This goal has been partially completed.

Measure: Track and monitor the progress of collections for unpaid enforcement fines and vacant building fees. Process is setup and delinquent citations are going to collections; however, not yet able to monitor this measure.

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. There were sixteen (16) suspensions of rental licenses due to numerous code violations. This goal has been completed and is an ongoing effort within the department.

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. This goal has not been completed.

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.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

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 and report on the monthly report beginning in July, 2011.

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.

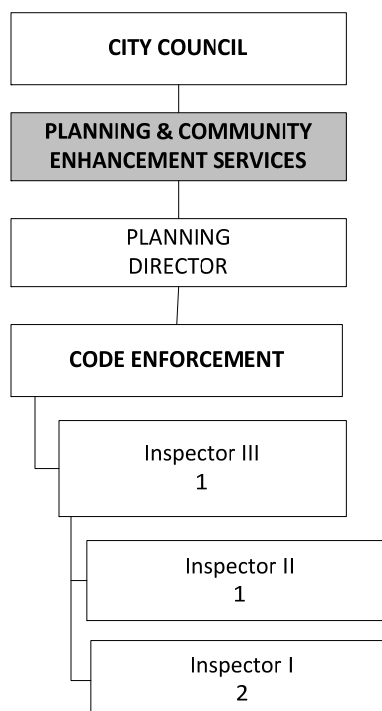
Measures:

- a. Continue tracking the number of properties that have their rental licenses suspended and report them in the City Planner's monthly report.
- b. Evaluate and potentially propose code amendments to penalize landlords who fail to maintain rental dwellings to a minimum code level.

3. **Develop procedures to improve the maintenance and vacant registration of foreclosed and vacant residential properties.** This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. Vacant and foreclosed properties continue to detract from residential neighborhoods across the City. Under this objective, staff would continue to improve implementation of the vacant building ordinance and possibly develop proposed code amendments to ensure that vacant and foreclosed properties are maintained and tracked.

Measure: Develop policies to improve the implementation of the vacant building ordinance as they relate to vacant and foreclosed homes. Identify gaps in current code and develop amendments to close these gaps.

CODE ENFORCEMENT ORGANIZATIONAL CHART FISCAL YEAR 2012



CODE ENFORCEMENT

110-1600-532

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	205,151	169,682	163,846	180,043
10-12	OVERTIME	1,370	3,000	3,000	1,570
10-13	TEMPORARY HELP	6,164	-	24,275	-
10-14	FICA TAXES	15,550	12,549	14,205	13,890
10-15	HEALTH INSURANCE	49,038	50,377	47,522	41,412
10-16	LI D INSURANCE	1,101	1,016	1,016	1,023
10-17	WORKERS COMPENSATION	1,822	1,717	1,717	-
10-18	EDUCATIONAL ASSISTANCE	-	3,500	-	-
10-19	PENSION	47,275	7,270	6,759	8,377
10-20	OPEB	-	-	-	13,179
	PERSONNEL COSTS	327,471	249,111	262,340	259,494
20-21	FURNITURE/FIXTURES	-	-	-	60
20-22	OFFICE SUPPLIES	554	1,300	600	600
20-23	PRINTING AND DUPLICATING	802	2,200	2,200	1,800
20-24	PHOTOGRAPHIC	199	200	200	200
20-26	PROGRAM EXPENSES/SUPPLIES	8,215	8,000	13,000	12,000
20-29	UNIFORMS/UNIFORM ALLOW	743	1,500	1,000	1,000
20-31	BOOKS	299	300	300	300
20-32	SECURITY/SAFETY MATERIALS	325	625	500	500
20-33	SMALL TOOLS	499	100	200	100
20-37	COMPUTER SOFTWARE	-	300	-	-
20-38	COMPUTER HARDWARE	684	4,800	4,855	800
	MATERIALS & SUPPLIES	12,320	19,325	22,855	17,360
30-21	TELEPHONE/FAX	2,418	2,400	2,400	2,460
30-27	SUBSCRIPTIONS AND DUES	145	145	145	75
30-28	TRAINING/CONF/FOOD/TRAVEL	329	500	800	400
30-62	GASOLINE	4,261	4,700	4,700	4,700
30-63	AUTO REPAIRS/MAINTENANCE	55	200	200	-
30-67	RADIO REPAIRS/MAINTENANCE	49	100	100	-
	ADMINISTRATIVE EXPENDITURES	7,257	8,045	8,345	7,635
	TOTAL EXPENDITURES	347,048	276,481	293,540	284,489
	REVENUES				
	GENERAL FUND	347,048	276,481	293,540	284,489
	PERSONNEL				
	FULL-TIME EQUIVALENTS	4.0	4.0	4.5	4.0

COMMUNITY DEVELOPMENT

DIVISIONAL VISION

Within the Department of Public Services, 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Three homes improved \$38,623 spent	4 homes improved \$56,196 spent	≥6 homes improved ≥\$78,000 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. During this budgeting period, there are two funding sources for this: 1) the Dover First Start funds through the CDBG Program, and 2) down payment assistance through the Neighborhood Stabilization Program (NSP).

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results: Dover 1st Start	Three families assisted, \$30,000 spent	Two families assisted \$20,000 spent	≥Five families assisted ≥\$50,000 spent
Results: NSP Down Payment	Two families assisted \$20,000 spent	One family assisted \$10,000 spent	≥Two families assisted ≥\$20,000 spent

Measure: Work with Neighborhood Stabilization Program (NSP) partners to purchase, rehabilitate and sell foreclosed homes to qualified low and moderate income households.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	8 Homes purchased 8 Homes Rehabbed 2 Homes Sold	1 Home purchased 1 Home Rehabbed 2 Homes Sold	≥2 Homes purchased ≥2 Homes Rehabbed ≥3 Homes Sold

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Three (100 percent) in compliance	Four (100 percent) in compliance	≥Four (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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	1.27 times the most recent annual grant remaining	.87 times the most recent annual grant remaining	≤1.2 times the most recent annual grant remaining

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

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. This goal has been completed.

Measures:

- a. **Measure:** Comply with the timeliness standard for expending CDBG Funds.
- b. **Measure:** Continue to achieve a favorable review in the Annual Community Assessment performed by HUD.
- c. **Measure:** Successfully complete the HUD audit with one finding that has been cleared by HUD.

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. This goal is partially completed.

Measure: Successfully sell the nine homes purchased through the Neighborhood Stabilization Program which provides affordable housing for low to moderate income persons. To date, three homes are sold, one is under a lease to purchase agreement, one is being renovated and three are for sale.

3. **Complete a Fair Housing Plan.** The City will work in cooperation with the Delaware State Housing Authority, New Castle County and the City of Wilmington 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 increase affordable housing. This goal is partially completed.

Measure: To successfully complete a Fair Housing Plan in conjunction with the Delaware State Housing Authority, New Castle County and the City of Wilmington that will assist in eliminating barriers to affordable housing. The final will be completed in late August.

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. This goal is completed; however it is also an ongoing effort within the department.

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.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

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.

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 additional homes purchased through the Neighborhood Stabilization Program (with program income) to provide affordable housing to low to moderate income persons.

3. **Implement the Fair Housing Plan.** The City will work to implement the items identified in the Analysis to Impediments to Fair Housing and 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 increase affordable housing.

Measure: Implement at least two recommendations of the Fair Housing Plan.

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 2012



COMMUNITY DEVELOPMENT

715-9900-596

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	50,642	53,698	53,698	53,702
10-13	TEMPORARY HELP	-	6,000	6,000	-
10-14	FICA TAXES	3,816	4,536	4,536	4,073
10-15	HEALTH INSURANCE	6,617	7,575	7,575	7,551
10-16	LI D INSURANCE	374	377	377	383
10-17	WORKERS COMPENSATION	268	345	345	-
10-19	PENSION	3,039	3,222	3,222	3,239
10-20	OPEB	-	-	-	3,545
	PERSONNEL COSTS	64,756	75,753	75,753	72,493
20-22	OFFICE SUPPLIES	276	310	310	310
20-23	PRINTING AND DUPLICATING	336	300	275	275
	MATERIALS & SUPPLIES	612	610	585	585
30-21	TELEPHONE/FAX	242	250	250	250
30-25	ADVERTISEMENT	646	468	468	468
30-27	SUBSCRIPTIONS AND DUES	335	360	385	195
30-28	TRAINING/CONF/FOOD/TRAVEL	632	1,500	1,500	750
	ADMINISTRATIVE EXPENDITURES	1,855	2,578	2,603	1,663
70-42	CLOSING COST/DWNPYMT PROG	29,846	-	40,000	40,000
70-43	CONNECTIONS COMM SUPPORT	-	-	15,000	5,000
70-44	DOVER INTERFAITH MINISTRY	-	-	-	37,826
70-45	COMMUNITY REHAB ASSITANCE	3,804	-	54,087	57,101
70-52	COMM REVITALIZATION INFAS	-	-	63,434	65,580
70-59	FIRST STATE RES CONSV&DEV	35,000	-	40,000	40,000
70-60	GEM PROP 217-219 W REED S	6,956	-	6,956	-
70-61	ELIZABETH W MURPHEY SCH	50,483	-	50,483	-
70-62	DOWNTOWN DOVER PART INC	27,348	-	14,652	-
70-63	HABITAT FOR HUMANITY	-	-	40,000	40,000
	CAPITAL OUTLAY	153,437	-	324,612	285,507
	TOTAL EXPENDITURES	220,660	78,941	403,553	360,248
	REVENUES				
	GENERAL FUND	220,660	78,941	403,553	360,248
	PERSONNEL				
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	2,080 inspections performed	≥3,000 inspections performed	≥3,000 inspections performed

2. The number of violations reported for those existing buildings that were inspected.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	900 violations reported	≥1,500 violations reported	≥1,500 violations reported

3. The number of fires in which the fixed fire protection systems deployed.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Nine fire systems deployed	≥Eight 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	1,500 attendees, Ten classes presented	≥1,500 attendees, ≥Six 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	5,100 people contacted, Two fire safety outreach shows conducted	≥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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	93 plan reviews	Completed ≥180 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	56 fires investigated	≥75 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Ten fires investigated	≥Seven fires investigated	≥Seven fires investigated

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

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. This goal has been completed.

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.

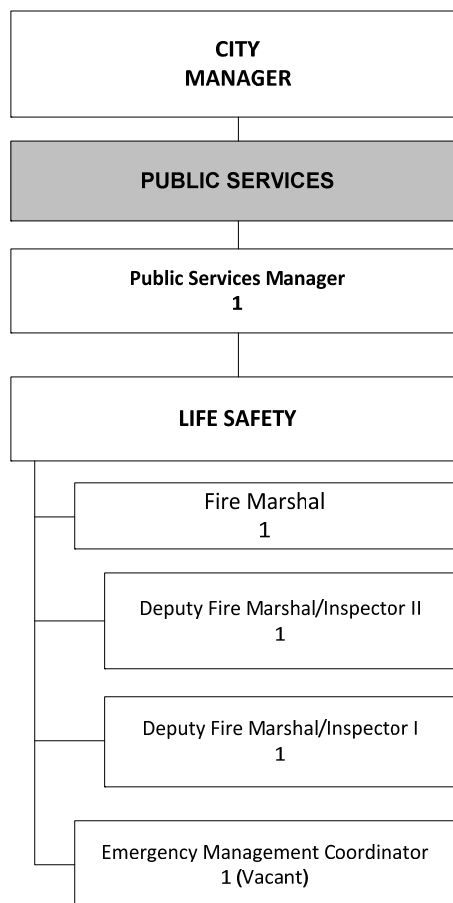
2. **Develop "full scale" exercise scenario for the failure of the Silver Lake Dam.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. Due to the retirement of the Emergency Management Coordinator, this goal has not been completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **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.

Measure: Present the written exercise scenario to the Public Services Director by June 2012.

LIFE SAFETY ORGANIZATION CHART FISCAL YEAR 2012



LIFE SAFETY

110/147-1600-531

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	192,373	199,292	196,165	148,107
10-12	OVERTIME	14,994	10,000	10,000	8,000
10-14	FICA TAXES	15,847	15,788	15,744	11,991
10-15	HEALTH INSURANCE	19,820	22,687	25,427	22,717
10-16	L I D INSURANCE	1,062	1,072	1,185	839
10-17	WORKERS COMPENSATION	1,817	1,805	2,262	-
10-19	PENSION	22,158	10,705	10,323	8,125
10-20	OPEB	-	-	-	9,776
	PERSONNEL COSTS	268,071	261,349	261,106	209,555
20-21	FURNITURE/FIXTURES	-	-	-	125
20-22	OFFICE SUPPLIES	772	1,000	1,000	750
20-23	PRINTING AND DUPLICATING	753	1,000	1,000	750
20-24	PHOTOGRAPHIC	339	100	-	-
20-26	PROGRAM EXPENSES/SUPPLIES	462	500	-	9,500
20-29	UNIFORMS/UNIFORM ALLOW	1,137	900	900	900
20-31	BOOKS	384	500	500	500
20-32	SECURITY/SAFETY MATERIALS	7,579	15,400	20,000	10,000
20-33	SMALL TOOLS	170	200	6,900	200
20-37	COMPUTER SOFTWARE	-	-	-	80
20-38	COMPUTER HARDWARE	6,385	2,400	2,400	400
	MATERIALS & SUPPLIES	17,981	22,000	32,700	23,205
30-21	TELEPHONE/FAX	3,334	3,526	3,526	3,526
30-27	SUBSCRIPTIONS AND DUES	1,038	1,000	1,000	500
30-28	TRAINING/CONF/FOOD/TRAVEL	1,671	2,000	2,000	1,000
30-31	CONTRACTUAL SERVICES	200,630	205,360	205,360	205,360
30-62	GASOLINE	5,982	5,000	5,500	5,000
30-63	AUTO REPAIRS/MAINTENANCE	543	1,400	500	800
30-67	RADIO REPAIRS/MAINTENANCE	101	200	1,100	280
	ADMINISTRATIVE EXPENDITURES	213,299	218,486	218,986	216,466
	TOTAL EXPENDITURES	499,351	501,835	512,792	449,226
	REVENUES				
	GENERAL FUND	499,351	501,835	512,792	449,226
	PERSONNEL				
	FULL-TIME EQUIVALENTS	4.0	4.0	4.0	3.0

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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Accessory = 80% in 24 hours New Residential = 80% in 48 hours New Commercial = 80% in five days for those with all other approvals.	Accessory = ≥ 82% in 24 hours New Residential = ≥ 82% in 48 hours New Commercial = ≥82% in five days for those with all other approvals	Accessory = ≥ 82% in 24 hours New Residential = ≥ 82% in 48 hours New Commercial = ≥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 percent collected.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	3,496 business license renewals received = 97% collected	≥3,500 business license renewals received = ≥98% collected	≥3,528 of 3,600 business license renewals received = ≥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 percent collected.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	3,000 renewals received = 97% collected	≥4,100 renewals received = 98% collected	≥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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	8,236 inspections 2,270 permits issued	≥8,300 inspections ≥2,300 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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 2010-2011 STRATEGIC ACCOMPLISHMENTS

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. This goal has been completed.

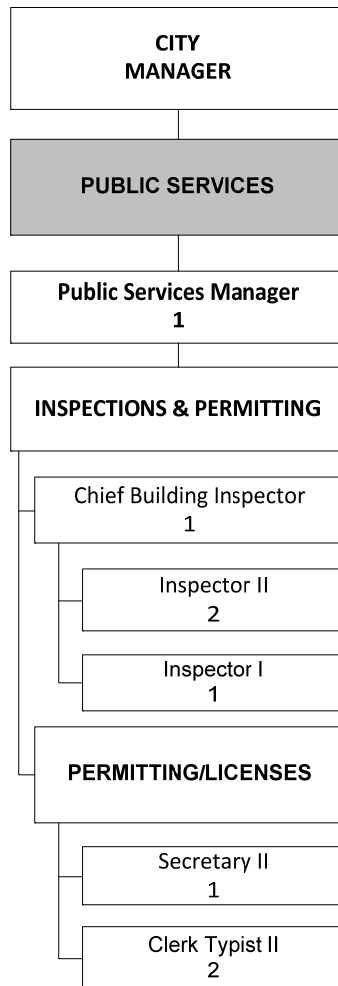
Measure: Ensure that the necessary staff attends, and that all training sessions are held by June 30, 2011.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Continue to schedule training sessions during the fiscal year regarding the new IBC codes.** 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, 2012.

**INSPECTIONS AND PERMITTING
ORGANIZATION CHART
FISCAL YEAR 2012**



INSPECTIONS AND PERMITTING

110-1600-534

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	271,290	294,736	294,736	301,547
10-12	OVERTIME	67	1,500	1,500	-
10-13	TEMPORARY HELP	9,203	-	-	-
10-14	FICA TAXES	21,304	22,270	22,270	22,788
10-15	HEALTH INSURANCE	60,879	72,092	72,092	64,624
10-16	L I D INSURANCE	1,669	1,682	1,682	1,508
10-17	WORKERS COMPENSATION	2,360	2,494	2,494	-
10-19	PENSION	51,034	14,380	14,380	15,672
10-20	OPEB	-	-	-	19,902
	PERSONNEL COSTS	417,806	409,154	409,154	426,041
20-21	FURNITURE/FIXTURES	-	-	-	125
20-22	OFFICE SUPPLIES	2,924	2,975	2,975	2,975
20-23	PRINTING AND DUPLICATING	3,576	4,000	4,000	4,000
20-29	UNIFORMS/UNIFORM ALLOW	1,025	1,400	1,400	1,400
20-31	BOOKS	2,859	1,000	1,000	1,000
20-32	SECURITY/SAFETY MATERIALS	326	500	500	500
20-33	SMALL TOOLS	17	125	100	100
20-37	COMPUTER SOFTWARE	169	-	238	80
20-38	COMPUTER HARDWARE	2,444	5,600	5,600	2,900
	MATERIALS & SUPPLIES	13,340	15,625	15,813	13,080
30-21	TELEPHONE/FAX	3,648	4,400	3,300	3,600
30-27	SUBSCRIPTIONS AND DUES	462	700	1,025	350
30-28	TRAINING/CONF/FOOD/TRAVEL	1,020	2,300	800	500
30-33	DEMOLITION EXPENSES	35,135	50,000	120,000	100,000
30-61	OFF EQUIP/REPAIRS & MAINT	4,449	4,668	4,668	3,236
30-62	GASOLINE	3,881	5,500	5,500	5,500
30-63	AUTO REPAIRS/MAINTENANCE	-	200	200	200
30-67	RADIO REPAIRS/MAINTENANCE	1,519	2,260	1,208	1,400
	ADMINISTRATIVE EXPENDITURES	50,114	70,028	136,701	114,786
	TOTAL EXPENDITURES	481,260	494,807	561,668	553,907
	REVENUES				
	GENERAL FUND	481,260	494,807	561,668	553,907
	PERSONNEL				
	FULL-TIME EQUIVALENTS	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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Eight events held in Downtown where DDP is either the lead organizer or partner.	19 events 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Measure under development	Campaign delayed but materials prepared for implementation in first quarter of Fiscal 2012	Raise ≥\$25,000 for DDP activities

3. Monitor downtown merchant and business owner satisfaction.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Measure under development	Survey developed and completed in April 2010 with above average ratings. Follow-up survey conducted in March-April 2011.	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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Five new businesses opened with a net of three 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Four vacant commercial tenant spaces filled	Three vacant commercial 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	8.8% unemployment rate in July 2010	8.9% unemployment rate in July 2011	<10% unemployment rate in July 2012

2. Monitor number of contacts with small businesses and with out-of-town companies interested in locating in Dover.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Ten contacts YTD with potential small businesses; Seven contacts YTD with out-of-town companies interested in locating in Dover	12 contacts with potential small businesses; Ten contacts 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 2010-2011 STRATEGIC ACCOMPLISHMENTS

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. This objective has been completed.

Measures:

- a. Develop an overall marketing plan for this site and attract at least one serious prospect by June 30, 2011. Worked with DEDO in developing a marketing strategy for the site. A second tenant, CALPINE, has a lease on lot #7 to develop a nominal 600 megawatt combined cycle power plant.
- b. Complete the CEDS Application for Infrastructure Development of Garrison Tract by October 30, 2010. The State of Delaware has awarded \$3 million for infrastructure improvement at the Garrison Tract; therefore, the CEDS Application is no longer necessary.

- c. Complete a professional marketing brochure by December 31, 2010. The marketing information for the Garrison Tract is a part of the Economic Development packet, available at the Economic Development Office.

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. This objective has been completed.
- b. Attract one serious prospect to the Aero Park by June 15, 2011. The former Discover Building has been renovated and is now currently occupied by the Delaware State Police.
- 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. Employment update provided to Parks, Recreation and Community Enhancement Committee in January and June.
- 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. Vacancy list is updated quarterly. Council approved Tax Abatement Ordinance to support marketing of these large properties.
- 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. This is an ongoing project with the assistance of DEDO and DNREC and the Campus Directors of the local colleges and universities.

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 is an ongoing project.

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. – Marketing & Recruitment Packet developed for both Downtown Dover and City of Dover. Information available on DDP website.
- c. Complete asbestos clean-up at 22-24 W Loockerman Street. Recruit a business partner to renovate interior of the building and recruit a tenant by March 31, 2011. Asbestos clean-up completed in November 2010. Drawings for five phase renovation of this property have been completed and bids are being solicited for front and rear facade improvements and creation of two retail spaces at front of the building.
- 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. This is an ongoing project with personal contacts with property managers and the development of a vacant property list by the DDP office.

- 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. Charrette was held at end of September and the Neighborhood Plan was created. This document was instrumental in the DDP obtaining funds through the State of Delaware Bond Bill to implement the North Street Corridor improvements. A site plan has also been approved by the Planning Commission for redevelopment of the former Acme Site based on the outcomes of the Charrette.
- 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. DELDOT sent out a request for proposals and qualifications for the Transit Center, and has identified three contractors to build the Transit Center. The contract is to be awarded early fall 2011.
- g. Recruit a private partner for the P3 Agreement to construct the Transit Center Building by December 31, 2011. Three contractors has been identified and the contract will be awarded in fall 2011.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

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. Enhance the current marketing brochure to include current graphics and infrastructure improvements on the Garrison Tract by December 31, 2011.
- b. Assist Calpine in securing air permits, emission reduction credits and any other necessary approvals needed to start the construction of their project by June 30, 2012.
- c. Develop request for proposals for the infrastructure improvements at the Garrison Tract and complete the selection process for the contractors to start the infrastructure improvements utilizing the infrastructure money that was awarded the City by the State of Delaware by June 30, 2012.

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:

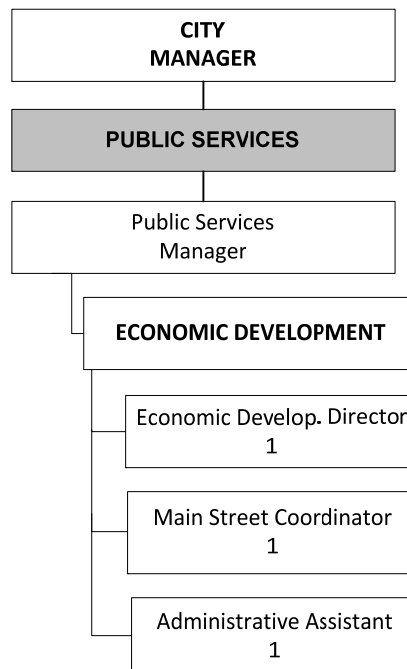
- a. Continue to improve working relationship with Kent Economic Partnership by providing quarterly updates to the Partnership and working with the Partnership's Economic Development Committee. This measure is ongoing with no set completion date.
- b. Attract one serious prospect to the Aero Park by June 15, 2012.
- 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. Meet semi-annually with plant managers/owners of the largest employers in the City of Dover to include the Base Commander of Dover Air Force Base.

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. This is an ongoing project.
- b. Update the 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. This is an ongoing project.
- c. Advertise a Request for Bids for the renovation of the DDP Building at 22-24 W Loockerman Street and select qualified contractor to implement the project by September 30, 2011.
- d. Develop the RFP's for Legal Assistance, and Engineering and Architectural Design of the "North Street Area Improvements" and select the legal and architectural engineering firm by September 30, 2011.
- e. Oversee the completion of the renovation process at 22-24 W Loockerman Street by June 30, 2012.
- f. Oversee the "North Street Area Improvements" which includes the consolidation of the North Street parking lots, infrastructure improvements, and the purchase and upgrading of the former Collegian site by June 30, 2012.
- g. Assist local realtors in attracting at least one tenant to the DDP Building by June 30, 2012.

**ECONOMIC DEVELOPMENT
ORGANIZATION CHART
FISCAL YEAR 2012**



ECONOMIC DEVELOPMENT

110-1600-535

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	128,594	136,353	136,353	135,678
10-14	FICA TAXES	9,711	10,400	10,400	10,491
10-15	HEALTH INSURANCE	19,785	22,652	22,652	15,172
10-16	L I D INSURANCE	1,008.0	1,016.0	1,016.0	704.0
10-17	WORKERS COMPENSATION	871	922	922	-
10-19	PENSION	16,083	7,395	7,395	7,618
10-20	OPEB	-	-	-	8,954
	PERSONNEL COSTS	176,052	178,738	178,738	178,617
20-22	OFFICE SUPPLIES	1,258	600	400	400
20-23	PRINTING AND DUPLICATING	940	1,400	1,000	1,000
20-26	PROGRAM EXPENSES/SUPPLIES	15	-	-	-
20-33	SMALL TOOLS	28	-	-	-
20-38	COMPUTER HARDWARE	-	-	-	1,300
	MATERIALS & SUPPLIES	2,241	2,000	1,400	2,700
30-21	TELEPHONE/FAX	3,974	2,450	3,400	2,450
30-25	ADVERTISEMENT	-	500	-	1,700
30-27	SUBSCRIPTIONS AND DUES	-	300	-	-
30-28	TRAINING/CONF/FOOD/TRAVEL	75	2,000	300	150
30-31	CONTRACTUAL SERVICES	9,831	35,000	20,000	12,000
30-62	GASOLINE	107	500	100	100
30-91	ECONOMIC DEVELOPMENT	22,311	26,000	26,000	26,000
	ADMINISTRATIVE EXPENDITURES	36,298	66,750	49,800	42,400
	TOTAL EXPENDITURES	214,591	247,488	229,938	223,717
	REVENUES				
	GENERAL FUND	214,591	247,488	229,938	223,717
	PERSONNEL				
	FULL-TIME EQUIVALENTS	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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	651 trees pruned	≥625 trees pruned	Prune ≥625 trees

2. Number of Trees Removed.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	219 trees removed	≥300 trees removed	Remove ≥300 trees

3. Number of Trees Planted.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	54 trees planted	≥50 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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 2010-2011 STRATEGIC ACCOMPLISHMENTS

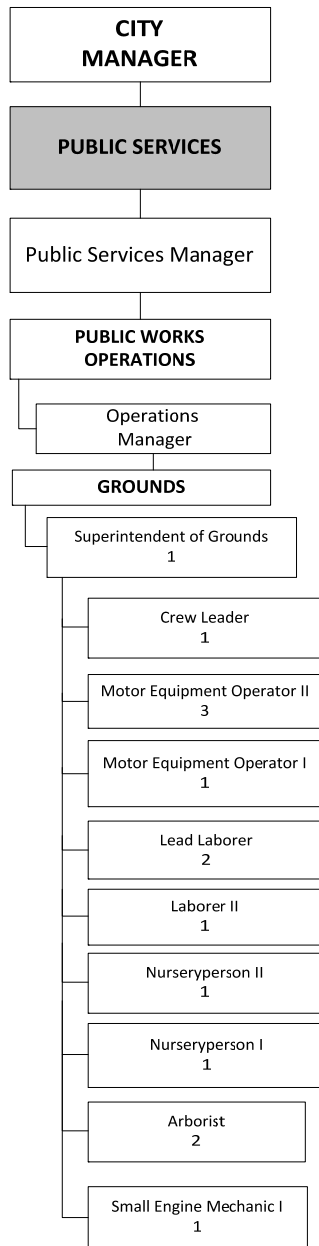
1. **Expand on the St. Jones River Watershed Riparian Project.** This objective is part of the entire Grounds Division and advances the critical success factors of Cost and Revenue Efficiency. This goal is ongoing.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

1. **Continue to expand on the St. Jones River Watershed Riparian Project.** This project plants native trees and shrubs along the riparian edge of the tidal St. Jones River at Dover's Silver Lake Recreation Area. Plant materials for this project are funded by a donation from NRG Energy, Inc. Kent County Parks and the St. Jones Greenway Commission in collaboration with the State of Delaware and City of Dover, work together for storm water and habitat restoration. This objective is part of the entire Grounds Division and advances the critical success factors of Cost and Revenue Efficiency.

Measure: Continue with the St. Jones River Watershed Riparian project in Fiscal 2012.

GROUNDS
ORGANIZATION CHART
FISCAL YEAR 2012



GROUNDS **110/147-1500-522**

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	564,588	619,274	599,053	564,437
10-12	OVERTIME	37,891	17,000	34,110	15,300
10-14	FICA TAXES	45,098	48,250	48,147	44,630
10-15	HEALTH INSURANCE	129,739	150,022	131,609	121,221
10-16	L I D INSURANCE	3,525	3,550	3,550	3,176
10-17	WORKERS COMPENSATION	24,198	25,946	25,946	-
10-19	PENSION	136,648	26,486	24,445	25,733
10-20	OPEB	-	-	-	37,657
	PERSONNEL COSTS	941,687	890,528	866,860	812,154
20-22	OFFICE SUPPLIES	85	150	150	150
20-25	CUSTODIAL	231	250	250	250
20-26	PROGRAM EXPENSES/SUPPLIES	45,094	50,205	50,205	50,205
20-29	UNIFORMS/UNIFORM ALLOW	3,591	3,535	3,535	3,535
20-31	BOOKS	-	100	-	-
20-32	SECURITY/SAFETY MATERIALS	3,686	4,400	4,400	4,400
20-33	SMALL TOOLS	3,175	4,411	4,411	3,200
20-44	SAND AND SALT	674	750	420	750
20-46	CITY BLDG MAINT SUPPLIES	499	400	900	400
20-58	WATER/SEWER	2,855	3,800	3,800	3,800
	MATERIALS & SUPPLIES	59,890	68,001	68,071	66,690
30-21	TELEPHONE/FAX	680	710	710	710
30-23	ELECTRICITY	3,732	3,900	3,500	3,500
30-24	HEATING OIL/GAS	4,917	8,400	5,000	5,000
30-27	SUBSCRIPTIONS AND DUES	425	385	425	210
30-28	TRAINING/CONF/FOOD/TRAVEL	1,326	1,300	1,800	650
30-31	CONTRACTUAL SERVICES	-	-	-	10,000
30-43	ENVIRONMENTAL EXPENSES	2,625	2,500	2,750	3,000
30-44	AGENCY BILLING-TEMP HELP	20,974	27,000	24,000	27,000
30-62	GASOLINE	27,019	32,500	30,000	32,500
30-64	TRUCK REPAIRS/MAINTENANCE	3,323	1,825	700	-
30-65	MAINT EQUIP REPAIRS/MAINT	24,347	16,800	24,300	16,800
30-67	RADIO REPAIRS/MAINTENANCE	1,401	1,708	1,708	1,708
	ADMINISTRATIVE EXPENDITURES	90,769	97,028	94,893	101,078
40-23	TRUCKS - PURCHASE	-	54,575	37,170	-
40-24	MAINT EQUIP - PURCHASE	-	9,100	9,347	-
	CAPITAL OUTLAY	-	63,675	46,517	-
	TOTAL EXPENDITURES	1,092,346	1,119,232	1,076,341	979,922
	REVENUES				
	GENERAL FUND	1,092,346	1,055,557	1,029,824	979,922
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	63,675	46,517	-
	PERSONNEL				
	FULL-TIME EQUIVALENTS	16.0	16.0	15.0	14.0

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 percent or greater as documented in the Annual Citizens Survey.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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 percent or greater as documented in the Annual Citizens Survey.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	8,034 square feet of sidewalk repaired	≥4,500 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	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
	11,973 miles swept	≥15,500 miles swept	≥15,500 miles swept

2. Cubic yards of sweeper debris.

Results	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
	2,717 cubic yards of debris	≥2,600 cubic yards of debris	≥2,600 cubic yards of debris

3. Number of catch basins cleaned.

Results	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
	1,296 catch basins cleaned	≥2,800 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	2009-2010 Actual	2010-2011 Actual	2011-2012 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 2010-2011 STRATEGIC ACCOMPLISHMENTS

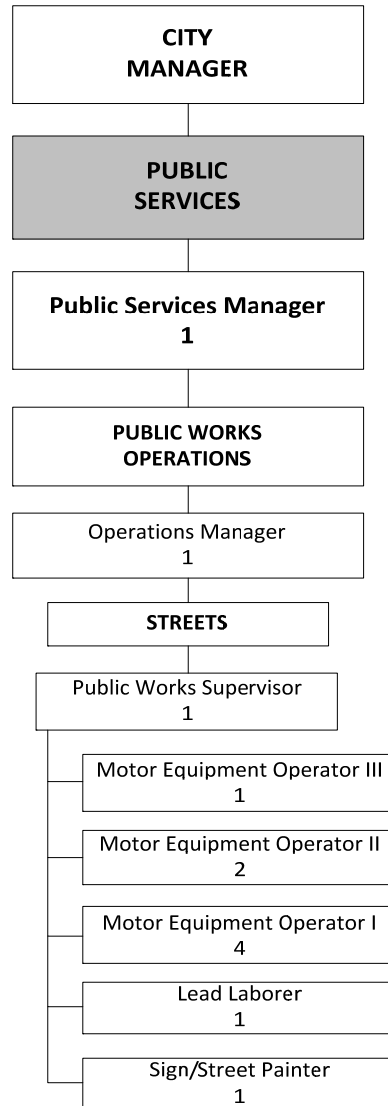
1. **Study the potential for a Storm Water Utility.** This objective is a part of the Storm Water Management program advances the critical success factors of Customer Satisfaction, Effective Community Communication and Cost Efficiency. This goal has been completed. The study of the potential storm water utility is online in the Planning office.

Measures:

- Conduct a study of Wilmington's existing Storm Water Utility and Newark's ongoing efforts to establish a storm water utility.
- Ensure the study focuses on establishing, calculating and applying rates.
- Determine what expenses are covered by the rates and what advantages this has brought to Wilmington and Newark.
- Determine applicability to the City of Dover and submit a report to Council by April 2011.

The Strategic Objectives for Fiscal 2011-2012 for the Streets were not submitted in a timely fashion to be included in this publication.

STREETS
ORGANIZATION CHART
FISCAL YEAR 2012



STREETS

110-1800-554

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	439,752	431,156	410,660	407,193
10-12	OVERTIME	19,474	13,200	13,200	11,880
10-13	TEMPORARY HELP	2,889	-	-	-
10-14	FICA TAXES	34,742	33,609	32,493	32,033
10-15	HEALTH INSURANCE	89,757	99,023	95,073	88,569
10-16	L I D INSURANCE	2,615	2,618	2,618	2,427
10-17	WORKERS COMPENSATION	15,336	15,590	15,590	-
10-18	EDUCATIONAL ASSISTANCE	2,682	1,500	1,500	1,500
10-19	PENSION	92,405	19,677	19,677	20,652
10-20	OPEB	-	-	-	26,875
	PERSONNEL COSTS	699,652	616,373	590,811	591,129
20-22	OFFICE SUPPLIES	136	150	150	150
20-26	PROGRAM EXPENSES/SUPPLIES	15,046	26,707	26,707	26,707
20-29	UNIFORMS/UNIFORM ALLOW	1,863	2,076	2,076	2,076
20-32	SECURITY/SAFETY MATERIALS	4,179	4,376	4,376	4,376
20-33	SMALL TOOLS	2,299	2,893	2,893	2,893
20-35	CHEMICALS & ADDITIVES	-	100	-	-
20-38	COMPUTER HARDWARE	1,222	-	-	-
20-41	STREET REPAIRING MATERIAL	8,030	18,900	17,807	18,900
20-42	STREET CLEANING SUPPLIES	3,507	4,300	4,300	4,300
20-43	STREET SIGNS/MARKING	13,161	16,800	16,800	16,800
20-44	SAND AND SALT	7,395	4,000	24,576	13,000
20-46	CITY BLDG MAINT SUPPLIES	10,116	11,585	11,585	11,585
20-62	STORM SEWER SUPPLIES	948	4,000	4,000	4,000
20-64	DITCH MAINTENANCE	1,087	775	775	775
	MATERIALS & SUPPLIES	68,989	96,662	116,045	105,562
30-21	TELEPHONE/FAX	930	964	964	964
30-25	ADVERTISEMENT	666	1,000	300	300
30-28	TRAINING/CONF/FOOD/TRAVEL	820	100	3,400	425
30-31	CONTRACTUAL SERVICES	14,023	500	500	500
30-43	ENVIRONMENTAL EXPENSES	-	-	-	2,500
30-44	AGENCY BILLING-TEMP HELP	9,978	12,250	13,120	12,250
30-62	GASOLINE	52,970	47,780	45,000	47,780
30-64	TRUCK REPAIRS/MAINTENANCE	168	1,000	500	-
30-65	MAINT EQUIP REPAIRS/MAINT	20,047	24,000	65,000	20,000
30-67	RADIO REPAIRS/MAINTENANCE	1,449	1,400	1,400	1,400
30-99	SNOW EMERGENCY	236,582	-	-	-
	ADMINISTRATIVE EXPENDITURES	337,633	88,994	130,184	86,119
40-23	TRUCKS - PURCHASE	-	131,055	104,476	200,027
40-31	CONSTRUCTION - PURCHASE	50,467	350,000	350,000	1,030,000
	CAPITAL OUTLAY	50,467	481,055	454,476	1,230,027
	TOTAL EXPENDITURES	1,156,741	1,283,084	1,291,516	2,012,837
	REVENUES				
	GENERAL FUND	1,106,274	802,029	837,040	782,810
	GOVERNMENTAL CAPTIAL PROJECTS FUND	50,467	481,055	454,476	1,230,027
	PERSONNEL				
	FULL-TIME EQUIVALENTS	11.0	11.0	11.0	11.0

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 percent or greater as documented in the Annual Citizens Survey.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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 percent or greater as documented in the Annual Citizens Survey.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Automated Collection	11,264 tons	≥11,825 tons	≥11,825 tons
Bulk Collection	4,699 tons	≥4,903 tons	≥4,903 tons
Total	15,963 tons of municipal solid waste collected and delivered to landfill	≥16,728 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	440 man-hours spent on container maintenance & replacement	≥650 man-hours spent on container maintenance & replacement	≥650 man-hours spent on container maintenance & replacement

2. Number of containers delivered.

Results	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
90 Gallon Containers	345 deliveries	≥400 deliveries	≥400 deliveries
300 Gallon Containers	41 deliveries	≥40 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	No measurement provided by DSWA	DSWA discontinued collection of recycling goods.	New measure to be developed.

2. Man-hours spent collecting electronic goods for recycling.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	78 man-hours spent collection electronic goods	≥175 man-hours spent collected 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	1,352 tons collected	≥1,500 tons collected	≥1,500 tons collected

2. Total number of recycling customers.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	7,684 recycling customers	≥7,850 recycling customers	≥7,850 recycling customers

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

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. Due to budgetary constraints, this objective has been delayed until Fiscal 2012.

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. This goal has been completed, with the rollout of the Yard Waste Plan in May 2011.

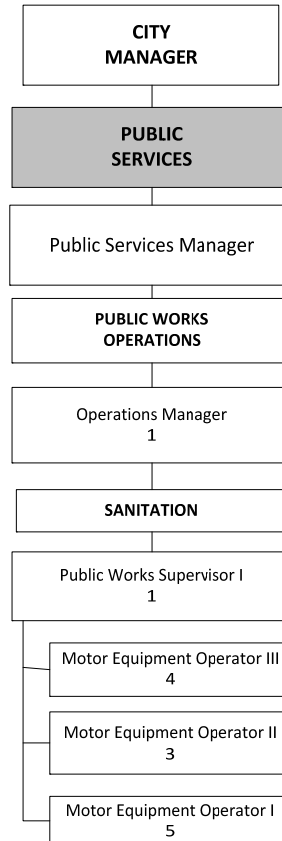
Measure: As a result on disposal policy changes at the DSWA Landfill in Sandtown, complete and implement a Yard Waste Separation plan by June 30, 2011.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

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, 2012.

SANITATION
ORGANIZATION CHART
FISCAL YEAR 2012

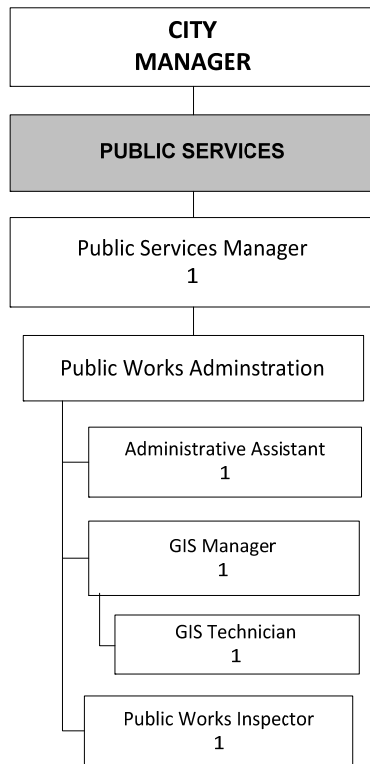


SANITATION

110-1800-555

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	417,692	449,699	452,320	511,758
10-12	OVERTIME	36,329	18,000	26,761	16,200
10-14	FICA TAXES	33,851	35,282	35,282	40,084
10-15	HEALTH INSURANCE	108,957	118,166	117,065	133,141
10-16	L I D INSURANCE	2,532	2,637	2,637	3,078
10-17	WORKERS COMPENSATION	18,416	19,140	19,140	-
10-19	PENSION	91,777	19,685	19,685	24,818
10-20	OPEB	-	-	-	34,118
	PERSONNEL COSTS	709,554	662,609	672,890	763,197
20-22	OFFICE SUPPLIES	111	150	150	150
20-23	PRINTING AND DUPLICATING	77	1,000	5,000	1,000
20-26	PROGRAM EXPENSES/SUPPLIES	23,821	34,740	30,000	34,740
20-28	MEDICAL SUP & PHYSICALS	-	20	-	-
20-29	UNIFORMS/UNIFORM ALLOW	2,560	2,732	2,732	2,732
20-32	SECURITY/SAFETY MATERIALS	2,583	2,825	2,825	2,825
20-33	SMALL TOOLS	402	800	400	400
20-35	CHEMICALS & ADDITIVES	-	500	-	-
20-38	COMPUTER HARDWARE	-	1,400	1,400	-
20-46	CITY BLDG MAINT SUPPLIES	819	1,000	1,000	1,000
	MATERIALS & SUPPLIES	30,373	45,167	43,507	42,847
30-21	TELEPHONE/FAX	450	460	460	460
30-25	ADVERTISEMENT	1,130	1,500	1,500	1,500
30-28	TRAINING/CONF/FOOD/TRAVEL	413	100	2,150	50
30-31	CONTRACTUAL SERVICES	1,138,541	1,442,186	1,382,400	1,355,600
30-43	ENVIRONMENTAL EXPENSES	145	5,000	1,000	3,000
30-44	AGENCY BILLING-TEMP HELP	58,821	45,000	45,000	45,000
30-62	GASOLINE	79,396	118,000	98,300	118,000
30-64	TRUCK REPAIRS/MAINTENANCE	4,310	26,000	5,000	-
30-67	RADIO REPAIRS/MAINTENANCE	1,156	1,322	1,322	1,322
	ADMINISTRATIVE EXPENDITURES	1,284,362	1,639,568	1,537,132	1,524,932
40-23	TRUCKS - PURCHASE	-	246,075	212,419	136,500
	CAPITAL OUTLAY	-	246,075	212,419	136,500
	TOTAL EXPENDITURES	2,024,289	2,593,419	2,465,948	2,467,476
	REVENUES				
	GENERAL FUND	2,024,289	2,347,344	2,253,529	2,330,976
	GOVERNMENTAL CAPITAL PROJECTS FUNDS	-	246,075	212,419	136,500
	PERSONNEL				
	FULL-TIME EQUIVALENTS	12.0	12.0	12.0	13.0

PUBLIC SERVICES – ADMINISTRATION
ORGANIZATION CHART
FISCAL YEAR 2012



PUBLIC SERVICES - ADMINISTRATION

110-2400-551

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	250,798	271,227	271,227	305,118
10-12	OVERTIME	1,967	500	500	-
10-14	FICA TAXES	19,001	19,089	19,089	20,194
10-15	HEALTH INSURANCE	31,661	36,250	36,250	43,785
10-16	L I D INSURANCE	1,591	1,604	1,604	1,921
10-17	WORKERS COMPENSATION	2,078	2,181	2,181	-
10-18	EDUCATIONAL ASSISTANCE	-	1,500	1,500	-
10-19	PENSION	21,941	13,529	13,529	15,674
10-20	OPEB	-	-	-	20,138
	PERSONNEL COSTS	329,037	345,880	345,880	406,830
20-22	OFFICE SUPPLIES	2,036	2,500	2,500	2,500
20-23	PRINTING AND DUPLICATING	1,254	1,500	1,300	1,300
20-31	BOOKS	-	100	100	100
20-32	SECURITY/SAFETY MATERIALS	157	125	125	125
20-33	SMALL TOOLS	-	-	-	42,276
20-37	COMPUTER SOFTWARE	169	325	325	370
20-38	COMPUTER HARDWARE	3,654	700	700	2,600
	MATERIALS & SUPPLIES	7,270	5,250	5,050	49,271
30-21	TELEPHONE/FAX	3,997	3,688	3,688	3,688
30-27	SUBSCRIPTIONS AND DUES	1,991	1,650	1,650	825
30-28	TRAINING/CONF/FOOD/TRAVEL	672	1,500	750	750
30-31	CONTRACTUAL SERVICES	1,228	8,228	8,228	8,228
30-62	GASOLINE	2,261	3,000	2,300	3,000
30-67	RADIO REPAIRS/MAINTENANCE	75	556	100	100
	ADMINISTRATIVE EXPENDITURES	10,224	18,622	16,716	16,591
	TOTAL EXPENDITURES	346,531	369,752	367,646	472,692
	REVENUES				
	GENERAL FUND	346,531	369,752	367,646	472,692
	PERSONNEL				
	FULL-TIME EQUIVALENTS	4.0	4.0	4.0	5.0

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 & pump 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%).

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	30 days - published	30 days - published) <i>(as of April 8, 2011)</i>	30 days (published)
Results	30 days - actual	30 days - actual	≤30 days
Results	100%	100%	100%

2. Maintain an overall average response time of less than 30 minutes for water and sewer customer complaints.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Average response time 18.9 minutes	Average response time 20.1 minutes	Average response time ≤30 minutes

3. Increase the number of linear feet of sewer mains cleaned and maintained annually.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	704,000 linear feet of sewer mains cleaned and maintained	961,517 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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. This division also 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 percent of the plan reviews within 30 days of submission.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	95 percent of plan reviews completed within 30 days	97 percent of plan reviews completed within 30 days	100 percent of plan reviews completed within 30 days

FISCAL YEAR 2010-2011 STRATEGIC ACCOMPLISHMENTS

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 objective is a part of several programs and advances the critical success factors of Customer Satisfaction and Effective Community Communication. This goal has been met.

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 objective is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency. All of the measures for this objective have been met.

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. This measure is currently in progress.

3. **Complete Wastewater Capital Investment Projects.** Ensure 90% of all scheduled projects are completed on time and within budget. This objective is a part of several programs and advances the critical success factor of Cost and Revenue Efficiency. The measures for this objective are in progress.

Measures:

- a. Complete Delaware State/Del. Tech Force Main Rerouting. This goal is in progress pending final project closeout paperwork as of June 30, 2011.
- b. Complete Fox Hall Pump Station Replacement. This goal is in progress due to funding delay; construction to start following the Heatherfield Force Main Upgrade project.
- c. Complete Heatherfield Force Main Upgrade. This goal is in progress due to funding delay; construction to start August 2011.
- d. Complete Tar Ditch Interceptor Upgrade. This goal is in progress, design delay experienced.
- e. Engineer and design Lepore Road Pump Station Replacement. This goal is in progress.

4. **Complete Water Capital Investment Projects.** Ensure 90 percent 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. The measures for this objective have been met.

Measures:

- a. Complete Phase A of the East of North State Street Area Water Main Upgrade (Hazel Road, American Avenue, and Maryland Avenue).
- b. Start Construction on the Bayard Avenue Area Water Main Upgrade (Greenhill Road, Bayard Avenue, and Bayard Avenue Alley). Construction is in currently progress.
- c. Engineer, Design and Complete Loockerman Street Water Main Upgrade.
- d. Engineer, Design and Start Construction on the Route 13 Water Main Replacement. Construction is in currently progress.
- e. Engineer and Design Columbia Street Water Main Upgrade.
- f. Engineer and Design Ross Street Water Main Upgrade.
- g. Engineer and Design William Street Water Main Upgrade.
- h. Engineer and Design West Street West Alley Water Main Upgrade.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2011-2012

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. Ensure that the standard procedure for public notices, including the methods, venues, messages, frequency, expected impact, and time frames are distributed to all impacted parties prior to the start of construction.
- b. Since this will be a living document ensure that the standard procedures are updated on a routine basis to include new procedures or modify as deficiencies are discovered. Submit to City Manager for approval on an annual basis.

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. Continue to identify and develop remediation projects in areas that have had historically high infiltration issues.
- b. Complete the project planned based upon in-house CATV investigations which are to include pipe replacement, sewer line relining and manhole rehabilitation. Key areas to be addressed include projects within the Fox Hall Subdivision, Morris Estates and the Downtown area. The specific, prioritized scope of work is to be submitted to DNREC for State Revolving Loan Fund related approval in the spring of 2011. The official scope and design shall be initiated following DNREC acceptance, expected by July, 2012.

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. Complete Lepore Road Pump Station Replacement.
- f. Engineer and Design Baltray Pump Station Replacement, Dover Brook Gardens Pump Station Upgrade, Brandywine Pump Station Replacement, and McKee Road Pump Station Communitator Replacement.

4. **Complete Water Capital Investment Projects.** Ensure 90 percent 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.

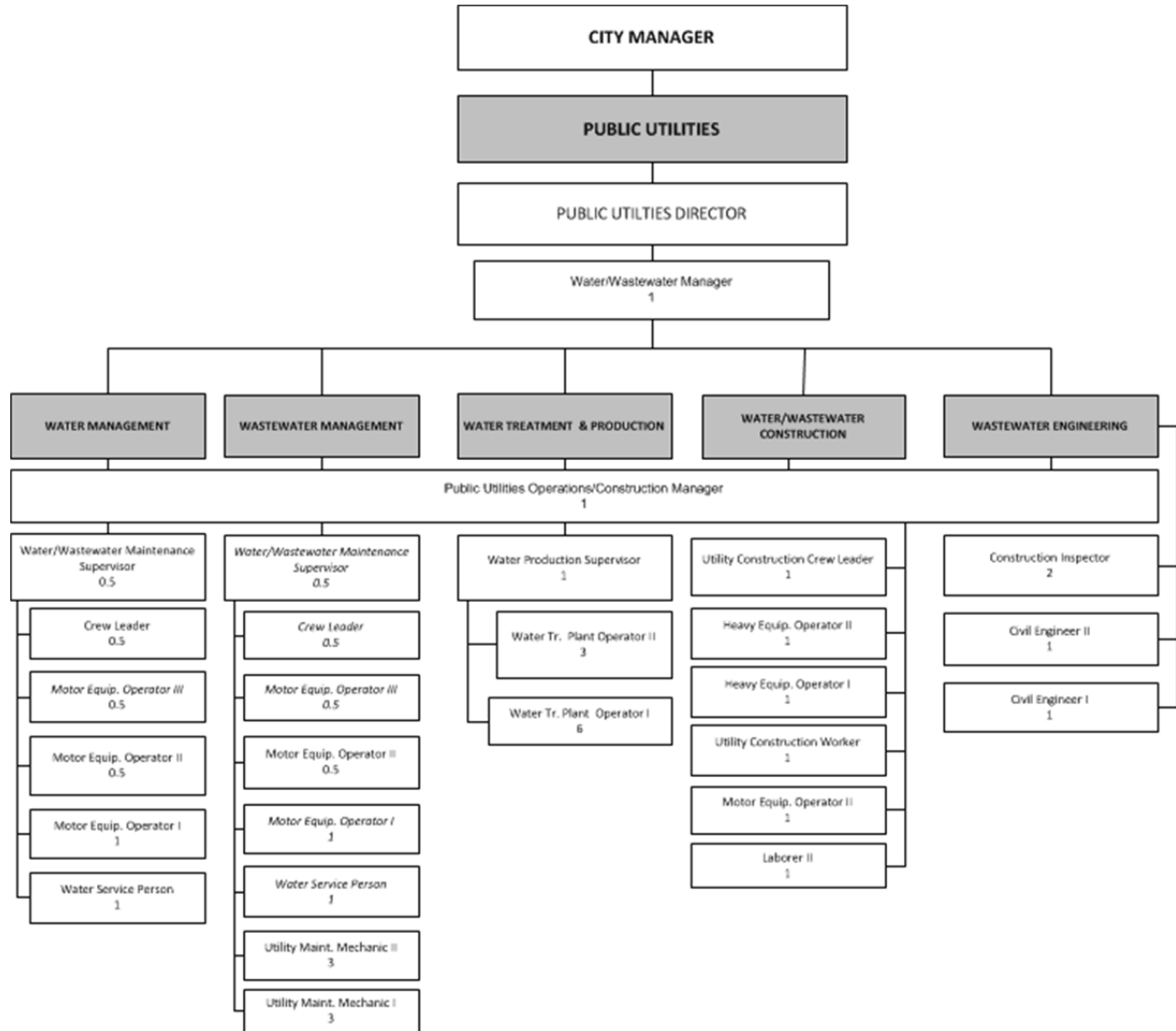
Measures: Complete the following Water Quality Improvements:

- a. Complete the Bayard Avenue Area Water Main Upgrade (Greenhill Road, Bayard Avenue, and Bayard Avenue Alley).
- b. Complete the Route 13 Water Main Replacement.
- c. Complete Phase B of the East of North State Street Area Water Main Upgrade (Rodney Road, Madison Street, American Avenue Extension and Pennsylvania Avenue).
- d. Complete Ross Street Water Main Upgrade
- e. Engineer and Design Water Main Upgrades at the following locations: West Street (east alley), Fairview Avenue (west alley), Lakewood Place, and Governors Avenue (west alley).

PUBLIC UTILITIES – WATER/WASTEWATER

ORGANIZATION CHART

FISCAL YEAR 2012



WATER/WASTEWATER ENGINEERING

412/417-2600-553

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	474,843	427,574	366,975	404,541
10-12	OVERTIME	3,856	3,120	3,120	900
10-14	FICA TAXES	35,810	31,821	27,878	29,585
10-15	HEALTH INSURANCE	68,436	75,434	70,855	76,844
10-16	L I D INSURANCE	2,588	2,597	2,298	2,012
10-17	WORKERS COMPENSATION	4,347	3,660	4,372	-
10-18	EDUCATIONAL ASSISTANCE	5,962	8,000	8,000	6,000
10-19	PENSION	78,949	17,716	15,876	19,549
10-20	OPEB	-	-	-	21,440
	PERSONNEL COSTS	674,791	569,922	499,374	560,871
20-29	UNIFORMS/UNIFORM ALLOW	21	555	50	555
20-31	BOOKS	69	200	25	200
20-32	SECURITY/SAFETY MATERIALS	261	1,200	1,200	1,200
20-33	SMALL TOOLS	140	450	200	200
20-37	COMPUTER SOFTWARE	7,978	5,250	5,250	13,050
20-38	COMPUTER HARDWARE	4,174	-	-	2,900
	MATERIALS & SUPPLIES	12,643	7,655	6,725	18,105
30-21	TELEPHONE/FAX	1,261	1,800	1,300	1,800
30-25	ADVERTISEMENT	-	-	-	-
30-27	SUBSCRIPTIONS AND DUES	1,020	1,491	1,000	575
30-28	TRAINING/CONF/FOOD/TRAVEL	188	500	500	250
30-31	CONTRACTUAL SERVICES	-	56,160	25,000	32,400
30-39	IN-HOUSE TRAINING	-	500	500	500
30-62	GASOLINE	5,744	3,150	5,100	6,100
30-64	TRUCK REPAIRS/MAINTENANCE	-	500	500	-
30-67	RADIO REPAIRS/MAINTENANCE	170	1,200	100	1,629
	ADMINISTRATIVE EXPENDITURES	8,383	65,301	34,000	43,254
	TOTAL EXPENDITURES	695,817	642,878	540,099	622,230
	REVENUES				
	WATER/WASTEWATER FUND	695,817	642,878	540,099	622,230
	WATER/WASTEWATER I & E FUND	-	-	-	-
	PERSONNEL				
	FULL-TIME EQUIVALENTS	7.0	7.0	6.0	6.0

WATER CONSTRUCTION

412/417-5600-556

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	223,480	235,622	237,071	242,471
10-12	OVERTIME	19,362	5,000	10,391	4,500
10-14	FICA TAXES	17,686	17,231	18,514	18,318
10-15	HEALTH INSURANCE	56,973	65,279	64,511	65,150
10-16	L I D INSURANCE	1,328	1,338	1,338	1,263
10-17	WORKERS COMPENSATION	8,400	8,303	9,284	-
10-19	PENSION	47,301	8,959	8,985	10,011
10-20	OPEB	-	-	-	12,781
	PERSONNEL COSTS	374,530	341,732	350,094	354,494
20-29	UNIFORMS/UNIFORM ALLOW	1,373	1,550	1,550	1,550
20-32	SECURITY/SAFETY MATERIALS	1,832	2,675	2,000	2,675
20-33	SMALL TOOLS	5,510	4,500	4,500	4,500
20-37	COMPUTER SOFTWARE	-	175	-	-
20-38	COMPUTER HARDWARE	-	1,400	1,400	-
20-46	CITY BLDG MAINT SUPPLIES	403	400	400	400
20-58	WATER/SEWER	106	130	130	130
	MATERIALS & SUPPLIES	9,224	10,830	9,980	9,255
30-21	TELEPHONE/FAX	678	640	640	640
30-23	ELECTRICITY	2,006	2,500	2,000	2,000
30-24	HEATING OIL/GAS	1,868	2,625	3,125	3,125
30-27	SUBSCRIPTIONS AND DUES	-	110	-	-
30-28	TRAINING/CONF/FOOD/TRAVEL	180	100	100	50
30-31	CONTRACTUAL SERVICES	2,973	2,500	3,000	3,000
30-62	GASOLINE	22,958	19,470	18,000	19,470
30-64	TRUCK REPAIRS/MAINTENANCE	22	500	500	-
30-66	OTHER EQUIP REPAIRS/MAINT	21,475	9,184	12,000	9,184
30-67	RADIO REPAIRS/MAINTENANCE	1,150	2,370	1,000	8,770
	ADMINISTRATIVE EXPENDITURES	53,310	39,999	40,365	46,239
40-23	TRUCKS - PURCHASE	-	-	-	30,100
	CAPITAL OUTLAY	-	-	-	30,100
	TOTAL EXPENDITURES	437,064	392,561	400,439	440,088
	REVENUES				
	WATER/WASTEWATER FUND	437,064	392,561	400,439	409,988
	WATER/WASTEWATER I & E FUND	-	-	-	30,100
	PERSONNEL				
	FULL-TIME EQUIVALENTS	6.0	6.0	6.0	6.0

WATER MANAGEMENT

412/417-6800-568

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	158,015	177,153	155,569	149,864
10-12	OVERTIME	16,212	3,500	9,986	9,900
10-14	FICA TAXES	13,161	13,248	12,498	11,573
10-15	HEALTH INSURANCE	47,878	59,217	48,897	47,041
10-16	L I D INSURANCE	1,005	1,039	1,079	881
10-17	WORKERS COMPENSATION	7,069	4,221	4,383	-
10-18	EDUCATIONAL ASSISTANCE	-	925	925	-
10-19	PENSION	36,204	7,659	6,933	7,310
10-20	OPEB	-	-	-	7,943
	PERSONNEL COSTS	279,544	266,962	240,270	234,512
20-28	MEDICAL SUP & PHYSICALS	412	600	200	600
20-29	UNIFORMS/UNIFORM ALLOW	726	1,695	800	1,695
20-31	BOOKS	48	200	128	200
20-32	SECURITY/SAFETY MATERIALS	1,183	2,125	2,125	2,125
20-33	SMALL TOOLS	4,539	7,250	5,000	7,250
20-38	COMPUTER HARDWARE	611	700	700	-
20-51	WATER/SEWER SYSTEM SUP	40,336	44,557	44,557	44,557
20-53	METERS/METER SUPPLIES	6,988	7,000	7,000	7,000
	MATERIALS & SUPPLIES	54,843	64,127	60,510	63,427
30-21	TELEPHONE/FAX	4,086	4,740	4,740	4,740
30-25	ADVERTISEMENT	7,219	10,000	7,500	7,500
30-27	SUBSCRIPTIONS AND DUES	2,721	2,505	2,800	1,400
30-28	TRAINING/CONF/FOOD/TRAVEL	200	200	400	100
30-29	CONSULTING FEES	1,015	5,000	1,000	1,000
30-31	CONTRACTUAL SERVICES	36,447	38,000	38,000	38,000
30-44	AGENCY BILLING-TEMP HELP	-	-	-	-
30-62	GASOLINE	15,860	16,800	16,800	16,800
30-64	TRUCK REPAIRS/MAINTENANCE	(137)	1,000	500	-
30-65	MAINT EQUIP REPAIRS/MAINT	201	800	800	800
30-67	RADIO REPAIRS/MAINTENANCE	2,251	2,454	1,600	14,376
	ADMINISTRATIVE EXPENDITURES	69,863	81,499	74,140	84,716
40-23	TRUCKS - PURCHASE	-	-	-	31,000
40-25	OTHER EQUIP - PURCHASE	4,928	-	-	30,240
40-31	CONSTRUCTION - PURCHASE	498,806	560,000	3,347,719	580,000
40-34	WATER LINES	23,852	60,000	257,336	125,000
40-42	LEASED EQUIP & VEHICLES	-	-	-	-
	CAPITAL OUTLAY	527,586	620,000	3,605,055	766,240
	TOTAL EXPENDITURES	931,836	1,032,588	3,979,975	1,148,895
	REVENUES				
	WATER/WASTEWATER FUND	404,250	412,588	374,920	382,655
	WATER/WASTEWATER I & E FUND	527,586	620,000	3,605,055	766,240
	PERSONNEL				
	FULL-TIME EQUIVALENTS	5.0	4.0	4.0	4.0

WASTEWATER MANAGEMENT

412/417-6900-569

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	354,259	411,700	383,445	390,035
10-12	OVERTIME	25,175	57,500	34,484	24,300
10-14	FICA TAXES	28,924	30,961	31,632	31,699
10-15	HEALTH INSURANCE	71,473	105,851	108,999	114,565
10-16	L I D INSURANCE	1,792	2,042	2,082	2,132
10-17	WORKERS COMPENSATION	13,780	16,525	16,958	-
10-18	EDUCATIONAL ASSISTANCE	-	925	925	-
10-19	PENSION	60,276	17,529	18,656	19,949
10-20	OPEB	-	-	-	20,672
	PERSONNEL COSTS	555,679	643,033	597,181	603,352
20-28	MEDICAL SUP & PHYSICALS	88	850	800	850
20-29	UNIFORMS/UNIFORM ALLOW	2,598	3,887	2,600	3,887
20-32	SECURITY/SAFETY MATERIALS	1,818	6,500	6,500	4,000
20-33	SMALL TOOLS	4,813	8,000	6,000	6,000
20-35	CHEMICALS & ADDITIVES	2,732	3,100	3,100	3,100
20-37	COMPUTER SOFTWARE	-	-	-	7,200
20-38	COMPUTER HARDWARE	2,104	700	4,300	-
20-46	CITY BLDG MAINT SUPPLIES	386	500	500	500
20-51	WATER/SEWER SYSTEM SUP	16,858	16,152	16,152	16,152
20-53	METERS/METER SUPPLIES	8,299	7,800	7,800	7,800
20-54	PUMPING STATION SUPPLIES	31,507	35,000	35,000	38,000
20-58	WATER/SEWER	1,262	1,200	2,200	2,200
	MATERIALS & SUPPLIES	72,465	83,689	84,952	89,689
30-21	TELEPHONE/FAX	4,086	3,650	3,650	3,650
30-23	ELECTRICITY	185,925	155,900	179,000	170,000
30-27	SUBSCRIPTIONS AND DUES	58	60	63	33
30-28	TRAINING/CONF/FOOD/TRAVEL	554	200	250	100
30-29	CONSULTING FEES	4,645	7,000	7,000	7,000
30-31	CONTRACTUAL SERVICES	69,663	40,000	40,000	40,000
30-62	GASOLINE	23,587	25,000	25,000	25,000
30-64	TRUCK REPAIRS/MAINTENANCE	5,146	6,000	6,000	-
30-65	MAINT EQUIP REPAIRS/MAINT	40	1,200	1,200	1,200
30-67	RADIO REPAIRS/MAINTENANCE	954	4,030	1,000	19,711
	ADMINISTRATIVE EXPENDITURES	294,658	243,040	263,163	266,694
40-23	TRUCKS - PURCHASE	-	-	-	31,000
40-25	OTHER EQUIP - PURCHASE	19,009	-	-	-
40-31	CONSTRUCTION - PURCHASE	1,026,551	1,010,000	4,670,207	3,336,900
40-35	SEWER LINES	196,586	550,700	589,416	37,000
	CAPITAL OUTLAY	1,242,146	1,560,700	5,259,623	3,404,900
	TOTAL EXPENDITURES	2,164,948	2,530,462	6,204,919	4,364,635
	REVENUES				
	WATER/WASTEWATER FUND	922,802	969,762	945,296	959,735
	WATER/WASTEWATER I & E FUND	1,242,146	1,560,700	5,259,623	3,404,900
	PERSONNEL				
	FULL-TIME EQUIVALENTS	9.0	9.0	9.0	9.0

WATER TREATMENT PLANT

412/417-7600-576

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	414,382	444,724	444,724	477,280
10-12	OVERTIME	24,537	25,880	25,880	23,300
10-14	FICA TAXES	32,389	34,320	34,320	37,065
10-15	HEALTH INSURANCE	100,634	114,403	125,879	126,888
10-16	L I D INSURANCE	2,361	2,378	2,378	2,393
10-17	WORKERS COMPENSATION	17,820	18,728	18,728	-
10-19	PENSION	82,788	19,989	20,903	23,488
10-20	OPEB	-	-	-	25,296
	PERSONNEL COSTS	674,911	660,422	672,812	715,710
20-23	PRINTING AND DUPLICATING	814	1,830	1,000	1,000
20-25	CUSTODIAL	220	250	250	250
20-29	UNIFORMS/UNIFORM ALLOW	2,275	3,786	2,300	3,786
20-31	BOOKS	406	189	25	189
20-32	SECURITY/SAFETY MATERIALS	2,023	2,670	2,670	2,670
20-33	SMALL TOOLS	4,312	4,500	3,500	4,500
20-35	CHEMICALS & ADDITIVES	114,028	116,000	116,000	116,000
20-37	COMPUTER SOFTWARE	169	175	175	190
20-38	COMPUTER HARDWARE	-	1,400	1,400	1,300
20-46	CITY BLDG MAINT SUPPLIES	2,624	2,000	2,000	2,000
20-49	WELL SUPPLIES/REHAB	12,841	10,500	12,000	12,000
	MATERIALS & SUPPLIES	139,712	143,300	141,320	143,885
30-21	TELEPHONE/FAX	680	510	600	600
30-23	ELECTRICITY	494,242	536,000	520,000	520,000
30-24	HEATING OIL/GAS	6,346	4,800	6,700	4,800
30-27	SUBSCRIPTIONS AND DUES	400	600	600	200
30-28	TRAINING/CONF/FOOD/TRAVEL	255	250	400	200
30-31	CONTRACTUAL SERVICES	125,138	130,000	110,000	130,000
30-62	GASOLINE	8,777	9,700	9,700	9,700
30-64	TRUCK REPAIRS/MAINT	-	200	200	-
30-66	OTHER EQUIP REPAIRS/MAINT	13,588	13,000	13,000	13,000
30-67	RADIO REPAIRS/MAINTENANCE	1,072	1,075	372	5,019
	ADMINISTRATIVE EXPENDITURES	650,498	696,135	661,572	683,519
40-23	TRUCKS - PURCHASE	38,793	-	-	22,900
	CAPITAL OUTLAY	38,793	-	-	22,900
	TOTAL EXPENDITURES	1,503,914	1,499,857	1,475,704	1,566,014
	REVENUES				
	WATER/WASTEWATER FUND	1,465,121	1,499,857	1,475,704	1,543,114
	WATER/WASTEWATER I & E FUND	38,793	-	-	22,900
	PERSONNEL				
	FULL-TIME EQUIVALENTS	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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Monitored Operating Agreement with PACE Global. Negotiated a reduced fee for FY 11	Continued monitoring the Operating Agreement with PACE Global. Developed an RFP, evaluated proposals and awarded a new agreement with The Energy Authority which will start July 1, 2011.	Monitor the Operating Agreement with The Energy Authority.

2. Manage, monitor, and provide oversight to the NAES Agreement for the operation and maintenance of the generation assets.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Monitored Operating Agreement with NAES and determined it should be allowed to automatically extend until June 30, 2012.	Monitored the Operating Agreement with NAES, performed annual evaluation and determined it should be allowed to extend to June 30, 2013.	Monitor Operating Agreement with NAES, perform annual evaluation, and determine if it should be allowed to 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 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. Remove trees directly under power lines in an effort to reduce future trimming expenses.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	Trimmed over 1,533 trees and removed 546 trees.	Trimmed 1693 trees and removed 482 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.

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	30 controllable outages; average response time was 29.6 minutes; average number of customers – 22,000	42 controllable outages; average response time was 39.24 minutes; average number of customers – 23,229	≤ 40 controllable outages; average response time of less than 30 minutes.

Objective: System Operations will monitor and calculate the annual outage index to benchmark the utility against the Delaware Standard.

Measure:

1. This will be measured by calculating the System Average Interruption Duration Index (SAIDI).

	2009-2010 Actual	2010-2011 Actual	2011-2012 Projected
Results	The actual index was 160.14.	The current index is 63.7	The annual goal will be less than 295 minutes per customer.

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. This goal is ongoing.
- b. Lead the review of the DEMEC Turbine proposal. This goal has been met. Dover did not participate in the project.
- c. Lead the review of the LS Power New Jersey Combined Cycle project. This goal is ongoing. Performing financial/ feasibility study.

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 objective is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency. This goal has been met.

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 objective is part of several programs and advances the critical success factors of Cost and Revenue Efficiency. This goal is ongoing.

4. **Complete Electric Capital Investment Projects.** Ensure 90 percent of all projects are completed on time and within budget. This objective is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency. This goal has been met.

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 percent of the allocated funds.

FISCAL YEAR 2011-2012 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. This objective is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Negotiate a Power Purchase Agreement for the LS Power West Deptford Combined Cycle project provided the financial/feasibility study indicates this is prudent and present this agreement to City Council for discussion.
- b. Negotiate a Power Purchase Agreement for the MacQuarie Combined Cycle project if the project moves forward to construction. Present this agreement to City Council for discussion.
- c. Through DEMEC develop a compliance plan for the State mandated Renewable Portfolio Standard and evaluate Renewable Energy Credit options to comply with the program.

2. **Complete Electric Capital Investment Projects.** Ensure the completion of all projects on time and within budget. This objective is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

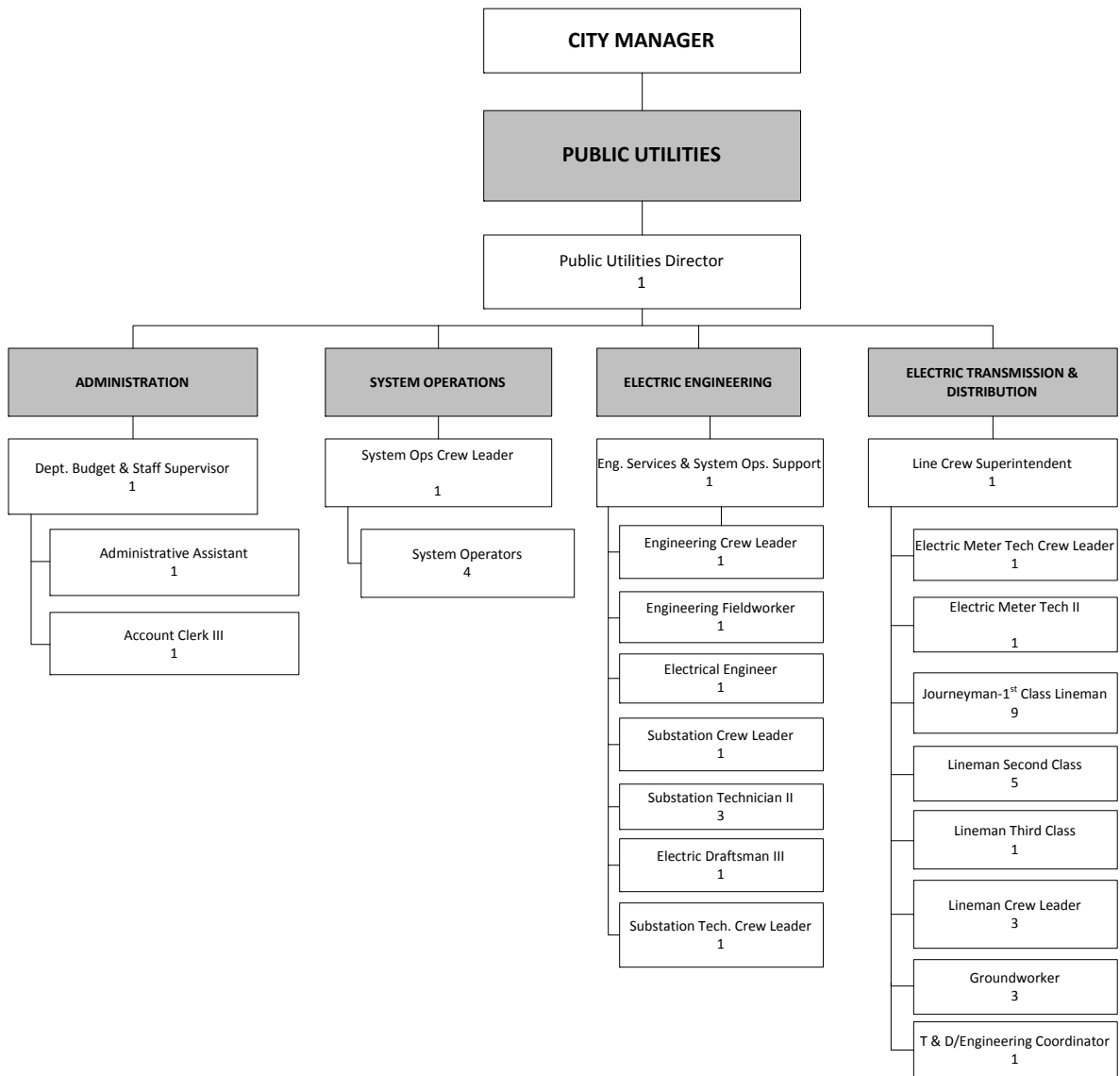
Measures:

- a. Complete year three of a three-year project to replace substation Potential/Current Transformers and Arrestors.
- b. Complete ongoing major system maintenance projects such as Distribution Upgrades; Street Light Upgrades; Distribution Feeder Replacements; and Transmission Line Maintenance Program. This will be measured by spending 95 percent of the allocated funds.
- c. Perform design and purchase long lead time equipment for the Frazier Substation Reliability Upgrade program. This is the first year of a two year project.

PUBLIC UTILITIES – ELECTRIC

ORGANIZATION CHART

FISCAL YEAR 2012



ELECTRIC TRANSMISSION & DISTRIBUTION

480/487-8200-562

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	1,347,423	1,571,677	1,437,746	1,553,582
10-12	OVERTIME	112,288	110,074	125,323	99,074
10-14	FICA TAXES	109,188	116,577	117,964	116,602
10-15	HEALTH INSURANCE	238,597	308,554	269,247	278,695
10-16	L I D INSURANCE	6,390	6,405	6,382	6,475
10-17	WORKERS COMPENSATION	59,054	64,058	63,390	-
10-19	PENSION	315,095	65,806	63,728	75,779
10-20	OPEB	-	-	-	79,233
	PERSONNEL COSTS	2,188,035	2,243,151	2,083,780	2,209,440
20-29	UNIFORMS/UNIFORM ALLOW	35,291	26,450	26,450	26,450
20-32	SECURITY/SAFETY MATERIALS	18,560	18,020	18,020	18,020
20-33	SMALL TOOLS	24,042	26,500	26,500	26,500
20-37	COMPUTER SOFTWARE	-	-	-	190
20-38	COMPUTER HARDWARE	10,465	-	-	800
20-53	METERS/METER SUPPLIES	4,515	14,179	14,179	13,989
20-58	WATER/SEWER	583	250	250	250
20-61	ELEC MATERIALS/SUPPLIES	291,462	363,428	363,428	350,000
	MATERIALS & SUPPLIES	384,918	448,827	448,827	436,199
30-21	TELEPHONE/FAX	1,330	1,600	1,600	1,200
30-23	ELECTRICITY	378	200	200	400
30-24	HEATING OIL/GAS	5,530	6,245	6,245	6,245
30-28	TRAINING/CONF/FOOD/TRAVEL	7,297	14,000	2,000	4,500
30-31	CONTRACTUAL SERVICES	349,196	347,828	347,828	347,828
30-39	IN-HOUSE TRAINING	-	3,000	3,000	3,000
30-43	ENVIRONMENTAL EXPENSES	46,518	41,258	41,258	41,258
30-51	RIGHT OF WAY	5,955	5,956	5,956	5,956
30-62	GASOLINE	44,599	63,000	63,000	63,000
30-64	TRUCK REPAIRS/MAINTENANCE	24,031	16,530	16,530	8,530
30-66	OTHER EQUIP REPAIRS/MAINT	10,403	10,000	10,000	10,000
30-67	RADIO REPAIRS/MAINTENANCE	4,626	4,920	4,920	24,470
	ADMINISTRATIVE EXPENDITURES	499,863	514,537	502,537	516,387
40-23	TRUCKS - PURCHASE	219,065	-	-	48,337
40-25	OTHER EQUIP - PURCHASE	-	39,000	39,000	-
	CAPITAL OUTLAY	219,065	39,000	39,000	48,337
60-31	UG TRANSFORMERS	90,340	120,536	120,536	70,536
60-34	UG CONDUCTORS/DEVICES	476,863	529,464	529,464	479,464
60-46	METERS	27,236	50,000	50,000	50,000
	CAPITAL OUTLAY	594,439	700,000	700,000	600,000
	TOTAL EXPENIDTURES	3,886,320	3,945,515	3,774,144	3,810,363
	REVENUES				
	ELECTRIC FUND	3,072,816	3,206,515	3,035,144	3,162,026
	ELECTRIC I & E FUND	813,504	739,000	739,000	648,337
	PERSONNEL				
	FULL-TIME EQUIVALENTS	25.0	25.0	25.0	25.0

ELECTRIC ENGINEERING

480/487-8300-563

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	654,385	699,407	647,188	609,616
10-12	OVERTIME	12,074	47,320	8,572	20,250
10-14	FICA TAXES	50,069	52,456	49,667	47,280
10-15	HEALTH INSURANCE	90,229	100,514	103,578	96,615
10-16	L I D INSURANCE	3,314	3,328	3,328	3,106
10-17	WORKERS COMPENSATION	20,372	20,429	23,223	-
10-18	EDUCATIONAL ASSISTANCE	8,347	-	-	-
10-19	PENSION	148,873	29,158	29,158	29,918
10-20	OPEB	-	-	-	31,091
	PERSONNEL COSTS	987,663	952,612	864,714	837,876
20-29	UNIFORMS/UNIFORM ALLOW	12,932	12,799	12,799	12,799
20-31	BOOKS	100	650	650	400
20-32	SECURITY/SAFETY MATERIALS	3,205	4,570	4,570	4,000
20-33	SMALL TOOLS	2,678	2,500	2,500	2,500
20-37	COMPUTER SOFTWARE	3,023	7,290	7,290	6,500
20-38	COMPUTER HARDWARE	5,848	1,400	1,400	2,100
20-61	ELEC MATERIALS/SUPPLIES	55,975	58,000	58,000	53,000
	MATERIALS & SUPPLIES	83,761	87,209	87,209	81,299
30-21	TELEPHONE/FAX	21,043	22,000	22,000	22,000
30-23	ELECTRICITY	1,493	2,083	2,083	2,083
30-27	SUBSCRIPTIONS AND DUES	321	1,255	855	430
30-28	TRAINING/CONF/FOOD/TRAVEL	7,338	7,000	7,000	3,500
30-31	CONTRACTUAL SERVICES	108,610	660,160	660,160	104,000
30-39	IN-HOUSE TRAINING	1,754	3,000	3,000	3,000
30-43	ENVIRONMENTAL EXPENSES	72,133	63,000	63,000	63,000
30-51	RIGHT OF WAY	3	50	50	-
30-61	OFF EQUIP/REPAIRS & MAINT	63	100	100	100
30-62	GASOLINE	14,513	21,600	15,000	21,600
30-64	TRUCK REPAIRS/MAINTENANCE	210	3,400	500	-
30-66	OTHER EQUIP REPAIRS/MAINT	17,419	16,084	16,084	16,084
30-67	RADIO REPAIRS/MAINTENANCE	3,067	3,350	3,350	22,088
	ADMINISTRATIVE EXPENIDTURES	247,967	803,082	793,182	257,885
40-23	TRUCKS - PURCHASE	-	61,200	61,200	-
40-25	OTHER EQUIP - PURCHASE	77,861	35,000	35,000	102,991
	CAPITAL OUTLAY	77,861	96,200	96,200	102,991
50-76	LIGHTING IMPROVEMENTS	46,357	100,000	186,458	50,000
50-82	REPLACE BREAKERS	163,807	100,000	100,000	-
	CAPITAL OUTLAY	210,164	200,000	286,458	50,000
60-82	CAPICITOR INSTALLATIONS	-	-	-	100,000
	CAPITAL OUTLAY	-	-	-	100,000
70-27	SUBSTATIONS	1,234,995	320,718	321,805	487,215
70-29	ST.JONES SUBSTATION	79,692	-	-	-
70-35	TRANSMISSION/SWITCHES	10,332	23,000	203,000	98,000
	CAPITAL OUTLAY	1,325,019	343,718	524,805	585,215
80-38	UPGRADE SCADA	-	-	-	75,000
	CAPITAL OUTLAY	-	-	-	75,000
90-25	DISTRIBUTION UPGRADES	2,139,861	750,511	844,961	877,510
90-26	69 KV FEEDERS 3 & 4	601,597	-	4,242	-
	CAPITAL OUTLAY	2,741,458	750,511	849,203	877,510
	TOTAL EXPENIDTURES	5,673,893	3,233,332	3,501,771	2,967,776
	REVENUES				
	ELECTRIC FUND	1,319,391	1,842,903	1,745,105	1,177,060
	ELECTRIC I & E FUND	4,354,502	1,390,429	1,756,666	1,790,716
	PERSONNEL				
	FULL-TIME EQUIVALENTS	10.0	10.0	10.0	10.0

ELECTRIC ADMINISTRATION

480/487-8400-564

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	229,096	247,334	247,334	248,888
10-12	OVERTIME	945	-	-	-
10-14	FICA TAXES	17,158	17,155	17,155	15,507
10-15	HEALTH INSURANCE	31,653	36,218	36,218	36,285
10-16	L I D INSURANCE	1,516	1,528	1,528	1,566
10-17	WORKERS COMPENSATION	1,727	1,834	1,834	-
10-19	PENSION	51,772	9,618	9,618	10,934
10-20	OPEB	-	-	-	12,693
	PERSONNEL COSTS	333,867	313,687	313,687	325,873
20-22	OFFICE SUPPLIES	1,730	3,000	3,000	3,000
20-23	PRINTING AND DUPLICATING	10,664	10,088	10,088	10,088
20-28	MEDICAL SUP & PHYSICALS	118	300	300	300
20-31	BOOKS	25	250	250	250
20-37	COMPUTER SOFTWARE	-	-	-	160
20-38	COMPUTER HARDWARE	3,729	-	-	-
20-46	CITY BLDG MAINT SUPPLIES	129,223	89,694	144,444	89,694
20-58	WATER/SEWER	744	900	900	900
	MATERIALS & SUPPLIES	146,233	104,232	158,982	104,392
30-21	TELEPHONE/FAX	1,953	1,900	1,900	1,900
30-23	ELECTRICITY	24,484	25,200	25,200	25,200
30-27	SUBSCRIPTIONS AND DUES	55,191	59,515	65,600	47,800
30-28	TRAINING/CONF/FOOD/TRAVEL	1,646	500	500	250
30-29	CONSULTING FEES	87,115	39,000	75,000	39,000
30-31	CONTRACTUAL SERVICES	56,996	47,600	47,600	47,600
30-32	LEGAL EXPENSES	-	-	279,640	-
30-35	COMMUNITY RELATIONS EXP	6,715	16,810	6,000	10,000
30-62	GASOLINE	551	525	650	700
30-64	TRUCK REPAIRS/MAINTENANCE	-	200	200	-
	ADMINISTRATIVE EXPENDITURES	234,651	191,250	502,290	172,450
40-25	OTHER EQUIP - PURCHASE	105,776	-	-	-
	CAPITAL OUTLAY	105,776	-	-	-
	TOTAL EXPENDITURES	820,527	609,169	974,959	602,715
	REVENUES				
	ELECTRIC FUND	714,751	609,169	974,959	602,715
	ELECTRIC I & E FUND	105,776	-	-	-
	PERSONNEL				
	FULL-TIME EQUIVALENTS	4.0	4.0	4.0	4.0

SYSTEM OPERATIONS

480/487-8600-526

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES	294,419	348,978	318,998	333,092
10-12	OVERTIME	64,891	61,350	56,410	18,000
10-14	FICA TAXES	26,952	25,234	28,392	25,672
10-15	HEALTH INSURANCE	49,588	58,612	60,093	61,806
10-16	L I D INSURANCE	1,136	1,254	1,254	1,262
10-17	WORKERS COMPENSATION	9,749	6,358	10,744	-
10-19	PENSION	48,068	14,867	15,202	17,075
10-20	OPEB	-	-	-	16,988
	PERSONNEL COSTS	494,803	516,653	491,093	473,895
20-38	COMPUTER HARDWARE	1,391	1,400	1,400	-
	MATERIALS & SUPPLIES	1,391	1,400	1,400	-
	TOTAL EXPENDITURES	496,194	518,053	492,493	473,895
	REVENUES				
	ELECTRIC FUND	496,194	518,053	492,493	473,895
	ELECTRIC I & E FUND	-	-	-	-
	PERSONNEL				
	FULL-TIME EQUIVALENTS	5.0	5.0	5.0	5.0

POWER PLANT OPERATIONS

480/487-8110-591

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
10-11	SALARIES & WAGES	2,146,875	2,202,239	2,202,239	2,397,980
10-12	OVERTIME	191,236	179,816	212,816	172,800
10-18	EDUCATIONAL ASSISTANCE	-	-	-	5,000
10-22	INCENTIVE ACUMULATOR	262,369	287,748	224,148	316,493
10-23	INCENTIVE BURDEN (21.0%)	54,516	63,362	49,362	66,463
10-24	BURDEN @ 40%	716,881	760,113	730,113	798,232
	PERSONNEL COSTS	3,371,877	3,493,278	3,418,678	3,756,968
20-22	OFFICE SUPPLIES/SUBSCRIPT	8,154	6,800	6,800	7,200
20-23	PRINTING & DUPLICATING	3,532	3,000	3,000	3,000
20-25	JANITORIAL SERV/SUPPLIES	32,700	31,200	31,200	31,200
20-28	MEDICAL SUPPLIES	1,049	7,500	3,000	5,000
20-29	UNIFORMS/UNIFORM ALLOW	16,074	15,000	15,000	3,360
20-32	SECURITY/SAFETY MATERIALS	6,379	9,500	9,500	4,350
20-33	SMALL TOOLS	3,252	3,600	3,600	3,600
20-35	WATER TREATMENT CHEMICALS	-	30,000	30,000	11,000
20-37	COMPUTER SOFTWARE	1,311	14,895	7,895	7,195
20-38	COMPUTER HARDWARE	6,865	5,300	5,300	3,075
20-46	CITY BUILDING MAINTENANCE	20,107	19,075	15,000	33,075
20-58	WATER/SEWER	7,164	38,000	128,000	30,000
	MATERIALS & SUPPLIES	106,587	183,870	258,295	142,055
30-19	OPERATOR INSURANCE	362,170	381,000	316,000	315,484
30-21	TELEPHONE	11,131	11,400	11,400	11,400
30-22	POSTAGE	10,581	7,800	7,800	7,800
30-23	ELECTRICITY	610,481	620,000	1,068,000	676,000
30-24	HEATING OIL/GAS	40,353	50,000	42,000	45,000
30-28	TRAINING/CONF/FOOD/TRAVEL	29,358	45,494	39,300	22,730
30-31	CONTRACTUAL SERVICES	140,770	33,240	77,240	51,340
30-43	ENVIRONMENT EXPENSES	66,416	108,200	103,200	167,800
30-45	OPERATOR MANAGEMENT FEE	193,836	195,968	195,968	199,499
30-46	OPERATOR INCENTIVE	146,762	156,775	122,275	159,597
30-47	HOME OFFICE LABOR	73,905	98,340	84,340	65,770
30-51	RIGHT OF WAY/PERMITS	61,495	61,450	61,450	69,324
30-62	GASOLINE	3,386	3,000	3,000	3,250
30-66	OTHER EQUIPT/MAINTENANCE	53,553	76,000	76,000	70,000
30-67	RADIO REPAIRS/MAINTENANCE	5,344	3,000	3,000	7,000
30-80	AUXILLARY SYSTEMS	58,008	36,000	33,000	41,000
30-81	BOILER SYSTEMS	63,320	30,000	135,000	39,000
30-82	CONTINUOUS EMISSIONS MONI	26,032	14,500	14,500	14,500
30-83	DCS CONTROL SYSTEM	4,874	12,000	8,600	12,000
30-84	FIRE PROTECTION SYSTEM	8,576	12,000	12,000	12,800
30-85	COOLING TOWER	59,364	6,000	8,000	6,000
30-86	FUEL OIL/GAS SYSTEMS	8,926	4,000	1,500	4,000
30-87	COMBUSTION TURBINE MAINT	10,756	12,000	27,000	35,000
30-88	POWER DISTRIBUTION SYSTEM	9,635	12,000	8,500	9,500
30-89	TURBINE GENERATOR SYSTEMS	10,253	22,000	19,000	20,000
	ADMINISTRATIVE EXPENDITURES	2,069,285	2,012,167	2,478,073	2,065,794
40-25	OTHER EQUIP-PURCHASE	-	-	412,000	-
40-31	CONSTRUCTION-PURCHASE	634,954	1,480,068	1,694,427	1,810,410
	CAPITAL OUTLAY	634,954	1,480,068	2,106,427	1,810,410
	TOTAL EXPENDITURES	6,182,703	7,169,383	8,261,473	7,775,227
	REVENUES				
	ELECTRIC FUND	5,547,749	5,689,315	6,155,046	5,964,817
	ELECTRIC I & E FUND	634,954	1,480,068	2,106,427	1,810,410

POWER SUPPLY

480/487-8120-562

ACCT	DESCRIPTION	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 REVISED	2011-2012 BUDGET
65-31	CONTRACTUAL SERVICES	55,459	-	-	115,000
65-44	OPERATOR/SUPPLY MGMT FEE	3,000,000	2,280,000	2,321,562	1,170,000
	65 SERIES TOTAL	3,055,459	2,280,000	2,321,562	1,285,000
95-48	3RD PARTY HEDGE PURCHASES	55,619,481	48,059,699	47,634,363	42,047,430
95-49	CAPACITY CHARGES	13,516,203	11,618,223	12,302,392	8,506,512
95-50	CAPACITY CREDITS	(12,133,292)	(11,488,785)	(11,419,723)	(7,388,283)
95-91	PJM CHARGES	7,247,049	11,850,876	13,363,432	15,043,396
95-92	PJM CREDITS	(793,599)	(720,797)	(5,553,404)	(1,285,675)
	95 SERIES TOTAL	63,455,842	59,319,216	56,327,060	56,923,380
98-91	GAS FUEL	355,428	297,820	3,244,977	664,641
	98 SERIES TOTAL	355,428	297,820	3,244,977	664,641
	TOTAL EXPENDITURES	66,866,729	61,897,036	61,893,599	58,873,021
	REVENUES				
	ELECTRIC FUND	66,866,729	61,897,036	61,893,599	58,873,021