COUNCIL COMMITTEE OF THE WHOLE AGENDA

NOVEMBER 14, 2018 - 6:00 P.M.

CITY HALL COUNCIL CHAMBERS, 15 LOOCKERMAN PLAZA, DOVER, DELAWARE

PUBLIC COMMENTS ARE WELCOMED ON ANY ITEM AND WILL BE PERMITTED AT APPROPRIATE TIMES. WHEN POSSIBLE, PLEASE NOTIFY THE CITY CLERK (736-7008 OR E-MAIL AT CITYCLERK@DOVER.DE.US) SHOULD YOU WISH TO BE RECOGNIZED.

COUNCIL COMMITTEE OF THE WHOLE
(ALL MEMBERS OF ALL COMMITTEES)

AGENDA ADDITIONS/DELETIONS

1. **UPDATE ON THE COMPREHENSIVE PLAN PROJECT** (COMMITTEE ACTION NOT REQUIRED)

SAFETY ADVISORY AND TRANSPORTATION COMMITTEE

AGENDA ADDITIONS/DELETIONS

1. **PROPOSED ORDINANCE #2018-12 AMENDING CHAPTER 70 - OFFENSES AND MISCELLANEOUS PROVISIONS, SECTION - 70-5 AGGRESSIVE PANHANDLING AND APPENDIX F - FEES AND FINES (SPONSORS: HARE AND POLCE)**
   (THE COMMITTEE DEFERRED THIS ITEM DURING THEIR MEETING OF OCTOBER 23, 2018)

2. **ADJOURNMENT OF SAFETY ADVISORY AND TRANSPORTATION COMMITTEE**

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

AGENDA ADDITIONS/DELETIONS

1. **EVALUATION OF PROPOSALS - DIVERSITY AND INCLUSION STUDY**
   (STAFF RECOMMENDS APPROVAL OF THE AWARD TO IVY PLANNING GROUP FOR UP TO $45,000 PLUS TRAVEL COSTS)

2. **ANNUAL REVIEW OF INVESTMENT POLICY** (STAFF RECOMMENDS NO CHANGES TO THE POLICY)

3. **PROJECT CARRY-FORWARD BUDGET BALANCES AND PROPOSED ORDINANCE #2018-13 - 2018-2019 BUDGET ORDINANCES - FIRST AMENDMENT**
   (STAFF RECOMMENDS APPROVAL OF THE PROPOSED BUDGET AMENDMENTS TOTALING $6,572,000 FOR FISCAL YEAR 2019)

4. **ADJOURNMENT OF LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE MEETING**

ADJOURNMENT OF COUNCIL COMMITTEE OF THE WHOLE MEETING

/tm - S:\AGENDAS-MINUTES-PACKETS-PRESENTATIONS-ATT&EXH\Committee-Agendas\2018\11-14-2018 CCW AGENDA.wpd

THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. PURSUANT TO 29 DEL. C. §10004(E)(2), THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE ADDITION OR THE DELETION OF ITEMS, INCLUDING EXECUTIVE SESSIONS, WHICH ARISE AT THE TIME OF THE MEETING.

City of Dover, Delaware
2019 Comprehensive Plan
Project Update October 2018

Overview
The current Comprehensive Plan for the City of Dover is the *2008 Comprehensive Plan* (as amended) as adopted February 9, 2009 and certified.

The development of the *2019 Comprehensive Plan* is a major goal of the Planning Office (Department of Planning, Inspections & Community Development) for 2018-2019. This project is being completed in-house by City Staff consisting of the Planning Staff who began meeting in February 2018 to initiate work on the project. The last formal Update on the Project to City Council was presented in June 2018.

See the **2019 Comprehensive Plan Webpage** for project information and the links under "Additional Resources" for documents issued.

- https://www.cityofdover.com/2019-comprehensive-plan

Project Schedule
The Comprehensive Plan is due to the State for Certification on or before February 9, 2019. In order to achieve Certification, the Comprehensive Plan must complete the PLUS Review process and be adopted by the Planning Commission and City Council. The Planning Staff sent a letter in September 2018 requesting an Extension (of the submission deadline) from the Cabinet Committee on State Planning Issues; we await action on the Extension Request.

The project schedule consists of five basic phases: Information Gathering, Plan & Map Development, Consideration of Plan Recommendations, Formal Review & Adoption Process, and Plan Implementation. The project is in the Plan & Map Development phase with some Information Gathering continuing. The Plan & Map Development Phase involves Chapter Writing, Review & Preparation of the Map Set, and Development of Goals, Recommendations & Actions. Information Gathering and Consideration of Plan Recommendations are also occurring with various Engagement Events.

The continued Consideration of Plan Recommendations Phase involving the General Endorsement of a DRAFT Plan by the Planning Commission and City Council and then the Formal Review & Adoption Process are anticipated for early 2019.

Tasks to Date

As part of the Information Gathering Phase and Plan & Map Development Phase, the following tasks occurring from June through October 2018 are noted:

- Biweekly and weekly meetings of the Project Team: Involving planning for events, discussion of Plan elements, review of Maps
- Meetings with the following City Departments and Divisions: Department of Public Works, Electric Department, Library, Parks & Recreation, Emergency Management, Police Department
- Meetings with the following State Agencies and Other Groups: DNREC, DelDOT, Dover/Kent MPO, Office of State Planning Coordination
- Updates and Discussions on Plan with Planning Commission and Historic District Commission at monthly meetings.
- Outreach Letters sent to adjacent jurisdictions offering to meet to discuss Plan. Letters sent to Kent County, Camden, Cheswold, Little Creek, and Wyoming. To date responses received from Kent County, Cheswold, and Little Creek with meetings being scheduled.
- Release of Preliminary Draft Goals & Recommendations and Preliminary Drafts of select Maps. Released to Planning Commission and posted on Project Website.

Engagement Activities

Events & Activities:

- Reporting on Evaluation of Goals & Recommendations from 2008 Plan: Reporting of the results of the evaluation task assignment to members of Planning Commission and Historic District Commission.
- Survey Questionnaire: A Questionnaire was available June-July 2018 in on-line and paper copy formats. There were over 511 respondents.
- Event: "Dover Economic Development Forum: An Economist Vision of Dover" on June 13, 2018, 10:00am-1:00pm at Wilmington University. A panel presentation and discussion on the future of Dover's economy.
- Event: "Understanding Housing Market Trends: Discussion with Realtors and Homebuilders" held on July 11, 2018 at Economic Development Committee Meeting.
- Open House Event on the Comprehensive Plan held on August 23, 2018 from 3:00pm to 7:00pm with presentations at 3:30pm and 5:30pm. Over 65 attendees. Presentations, hands-on activities, maps on display for review.
- Event: Presentation to Wesley College class and guests held on September 27, 2018 upon request of Adjunct Professor Dr. Tony DePrima. Presentation on Comprehensive Plan process and then interactive discussion on Dover as a "College Town."

Information Sources:

- City's website includes the *2008 Comprehensive Plan* document (plan text and map series)
- Created page on City's website for the *2019 Comprehensive Plan* Project. Information is posted on survey results, presentations, and Preliminary Draft documents and maps
- Email Activated to receive comments on Comprehensive Plan

- Ongoing guidance and assistance from the Office of State Planning Coordination
- Various information and assistance received from City Department and State Agencies
- Pending receipt of Delaware Population Consortium Annual Projection Series (populations estimates expected late October)

To Be Scheduled Activities and Outgoing Tasks:

- Other outreach opportunities to public and stakeholders
- Follow-up/Meetings with City Departments as needed
- Follow-up/Meetings with relevant State agencies as needed
- Release of Preliminary Drafts documents to City Council Committee of the Whole, the Historic District Commission, and other groups for review
- Meetings with adjacent jurisdictions to discuss Plan to be scheduled with Kent County, Camden, Cheswold, Little Creek, and Wyoming.
- Continue work tasks on Chapter Writing and Map Development

For Review:
Preliminary Draft Document and Maps

The following Preliminary DRAFT Document and Maps have been released for initial review, discussion and comment. See attached items. While the Planning Staff Project Team continues to refine these items, we are seeking input and comments from various groups, stakeholders, and the public.

The City Council and Council Committee of the Whole are encouraged to review these Preliminary DRAFT documents and be prepared for discussion with any comments and questions.

- **Preliminary DRAFT Goals & Recommendations** (Released 10/15/2018) from the topic chapters.
    - Chapters include: Natural Resources & Environmental Protection; Historic Preservation; Public Utilities & Infrastructure; Community Services & Facilities; Transportation; Economic Development; and Housing & Community Development.

- **Preliminary DRAFT Land Development Plan Map Series** (4 Maps Quadrants A-D: Released 8/23/2018) showing land use classifications for all properties in the City.

- **Preliminary DRAFT Annexation Plan Map Series** (2 Maps Released 10/5/2018) showing Potential Annexation Areas and Potential Land Uses for Annexation Areas.

Preliminary DRAFT Goals and Recommendations Dover Comprehensive Plan 2019

GOALS AND RECOMMENDATIONS

NATURAL RESOURCES AND ENVIRONMENTAL PROTECTION

Goal 1: Protect the Natural Environment

Protect the natural environment through the conservation of significant ecological systems that naturally work to enhance the quality of life for residents.

Recommendation 1: Develop New Code Amendments to Address New and Existing Environmental Challenges

- Improve water quality and floodwater absorption capacity in the city through code amendments addressing topics such as pervious paved surfaces, stormwater management areas, and hydric soils.
- Reduce air quality impacts and climate change impacts through code amendments improving new developments' access to alternative forms of transportation.

Recommendation 2: Protect Environmental Resources through the Development Review Process

- Identify for conservation as private or public open space, environmentally sensitive areas within development projects early in the approval process, so accurate base data can be collected, and the project redesigned as necessary.
- Ensure that the high environmental standards encompassed in the *Zoning Ordinance* and *Land Subdivision Regulations* are upheld as part of development review.
- Include DNREC in the Development Advisory Committee whenever there is potential for state-owned natural resource areas, such as those in the Land Inventory of Delaware's Open Space Program, to be impacted by development.

Preliminary DRAFT

Recommendation 3: Coordinate with other Environmental Agencies and Groups

- Work with FEMA to ensure the City's floodplain maps are regularly kept up to date, to ensure potential homeowners and businesses have accurate information about flood risks when choosing where in the City to locate.
- Work with DNREC to identify any newly needed flood mitigation projects along city waterways such as the St. Jones River and Puncheon Run.
- Evaluate the process for referring development projects to the Silver Lake Commission, to ensure they review all projects which may have significant impacts on Silver Lake.

Goal 2: Improve Watershed Quality

Continue the City's partnership with DNREC, Silver Lake Commission, and other environmental groups to improve the water quality in Silver Lake and the St. Jones River watershed and Little Creek Watershed.

Recommendation 4: Participate in or Implement Measures Related to Impervious Cover and Water Quality

- Address impervious cover as it relates to residential lots, commercial development, floodplains, and potential annexation areas through both the planning process as well as the permitting processes within the City.
- Explore options relating to the restoration of piped streams into natural channels and act to implement restoration activities.
- Create and continuously update a Source Water Map based on state data for inclusion in the Comprehensive Plan. Update the City's Zoning Map in tandem with the Source Water Map to ensure the Source Water Protection Overlay Zone correctly covers all areas needing protection.

Recommendation 5: Support/Utilize the Silver Lake Commission

The City should continue to utilize the talents of the Silver Lake Commission as advocates for the lake, advisors to the City Council on matters regarding the lake, and as liaisons between the City, the public, and DNREC regarding lake management issues.

Goal 3: Improve Air Quality

The City of Dover is committed to working with the Dover/Kent County MPO to reduce the air quality impact of auto emissions through sound land use planning, enhancing the bicycle and pedestrian transportation network in Dover, and encouraging increased use of public transit.

Recommendation 6: Continue to adhere to the Clean Air Act of 1990

- Update and implement the Bicycle and Pedestrian Transportation Plans of 2015 to reduce vehicle emissions.
- Encourage and support the installation of multi-modal paths alongside street frontages where appropriate.
- Improve and widen sidewalks for bicycle and pedestrian use.
- Encourage DelDOT to increase bicycle paths along major routes within the City

Preliminary DRAFT

Goal 4: Encourage Green Development and Sustainable Energy Practices

Begin the process of creating both Code amendments and/or policy amendments and revisions which encourage environmentally sensitive development and allow for emerging "green" trends to flourish in the City.

Recommendation 7: Research and Implement a Green Energy Program

- Develop a program to incentivize use of "green" practices in new development. Some green development practices include infill development, higher densities in areas with access to transit, and green building construction techniques such as those tracked through the LEED rating system.
- Develop a program to incentivize improvements to the energy performance of existing buildings. Energy performance improvements can come from adding insulation to reduce dependence on heating and cooling systems, installing energy-efficient appliances, and other changes.
- Conduct a "vulnerability assessment" of the City to determine which people and places within Dover are most at-risk from climate change pressures, including sea-level rise, increased heavy precipitation, and rising temperatures. This assessment can be used to determine where the above incentives should be targeted.

Goal 5: Promote Access to Open Space and Scenic Resources

While open spaces can protect developed areas by absorbing the most direct impacts of climate change, open spaces also have value for their health and recreation benefits to residents. Open space and scenic resources in the city should be protected while also preserving reasonable public access.

Recommendation 8: Promote public access to the City's natural and scenic resources.

- Modify the *Dover Code of Ordinances* to eliminate or minimize barriers to public access of the City's natural and scenic resources, and support policy amendments and programming to improve access and utilization. The following specific actions to increase public access are recommended:
    - Evaluate the *Dover Code of Ordinances* and other policies, identifying those that potentially limit public access to nature (e.g. parking requirements, use restrictions)
    - Improve pedestrian, bicycle, and transit networks to parks, natural areas, and the historic district
    - Explore new opportunities for parks and open space
    - Support programs that promote access to nature (e.g. environmental education programs, Scouts programs)

Preliminary DRAFT

HISTORIC PRESERVATION

Goal 1: Preserve and Protect Historic Resources

Preserve and provide better protection for historic resources and landscapes including individual properties and historic districts to maintain community character, quality of life, and the plan for integration of these places into everyday use.

Recommendation 1: Identification and Designation of the Dover Historic District Zone

Identify and study properties and areas for potential future local Historic District designation as individual structures in a Historic District or the creation of new Historic Districts. The local Historic District designation criterion is established in the *Zoning Ordinance*.

- Evaluate properties of interest and concentrated areas of historic resources for local Historic District designation
- Evaluate for local Historic District designation those areas currently listed in and/or eligible for the National Register of Historic Places
- Evaluate proposed annexation areas for historic resources to address needs for preservation and protection

Recommendation 2: Stewardship of Historic Resources

- Encourage stewardship activities by public and private owners of historic resources to ensure the long-term care, protection, preservation, and continued existence of historic resources.
- Encourage appropriate stewardship of historic resources in City building projects and infrastructure improvements located within designated historic districts or projects impacting historic properties.
- Develop strategies within disaster planning and disaster response plans for the consideration of historic resources.

Recommendation 3: Evaluation of Design Standards and Guidelines

- Evaluate and update the *"Design Standards and Guidelines for the City of Dover Historic District Zone."* This document was originally developed and adopted in 1992.
- Evaluate and consider the standards and guidelines regarding the levels of protection for The Green and the Loockerman Street historic contexts.
- Evaluate and consider the use of modern materials and technologies in the standards and guidelines.

Recommendation 4: Architectural Review Certification Process

- Refine the existing regulatory process and procedure for Architectural Review Certification for properties located within the designated local Historic District Zone (H).
- Offer education opportunities and public outreach on the Architectural Review Certification process.

Preliminary DRAFT

- Evaluate process of requests for demolition and the identification of demolition by neglect properties.

Recommendation 5: Impact of Development Activity on Historic Resources

Explore other strategies, activities, and incentive programs to assist in the preservation and protection of historic resources to balance the needs of preservation and revitalization. These activities may involve regulatory measures such as ordinance or code amendments, flexible building codes for rehabilitation, form-based zoning codes, etc.

- Develop and/or improve incentives and ordinances that encourage the use of historic structures.
- Encourage use of flexible building codes when rehabilitation of existing historic buildings is proposed.
- Focus planning initiatives on Downtown Dover to strengthen Loockerman Street and the adjoining areas while maintaining the balance of preservation and development activity. This includes support of the Restoring Central Dover program and Dover's Downtown Development District.

Recommendation 6: Support of Historic Resources

There are a variety of approaches that can support and recognize historic resources and landscapes.

- Support consideration of historic resources and landscapes in development activities from infill projects to land annexation.
- Continue to identify, assist, and review the nominations of eligible properties to the National Register of Historic Places.
- Explore opportunities to amend or provide updated information to existing National Register nominations to meet current standards.
- Explore opportunities to conduct and/or update the Delaware Cultural Resource Survey for properties located within City limits.
- Ensure the diversity of the community as reflected in the City's history, architecture, and demographics are reflected in the preservation efforts
- Recommend completion of a Self-Assessment for the Historic District Commission to identify other strategic planning needs.

Goal 2: Provide and Promote Incentives for Preservation Activities

Provide and promote incentives for public and private preservation activities and the protection of residential and non-residential historic properties including incentives to encourage continual use, on-going maintenance of such properties, and appropriate in-fill project design.

Recommendation 7: Tax Credit Program for Historic Properties

- Continue the City's Tax Credit Program for Historic Properties and promote awareness of the program.
- Promote awareness of other Tax Credit Programs offered including State and Federal programs.

Recommendation 8: Increase Participation in Resource-Bearing Programs

Preliminary DRAFT

- Continue participation in Certified Local Government (CLG) program of the National Park Service with a focus on increasing training and for the evaluation of staffing needs.
- Engage in efforts for evaluation, designation, and implementation of the Delaware Byways Program and the Delaware Scenic & Historic Highways Program.

Goal 3: Increase Public Information on Historic Resources

Increase and promote dissemination of information on preservation activities, the value and significance of historic resources, and historic and cultural heritage tourism opportunities to the public and elected/appointed officials.

Recommendation 9: Public Outreach Education

- Initiate educational programs on historic and cultural resources for the general public and elected/appointed officials to increase awareness and understanding.
- Develop and/or update written and digital materials (brochures, process guides, web-based postings, GIS mapping, etc.) on such topics as the local Historic District Zone, historic resources, the Historic District Commission, the Architectural Review Certification process, and the City's Tax Credit Program for Historic Properties.
- Conduct workshop training with for the Historic District Commission and Planning Commission on preservation topics and the Architectural Review Certification process.
- Identify and implement methods of on-going communication with historic property owners and interested groups.

Goal 4: Collaborate with Diverse Groups and Governments

Partner and collaborate with special interest groups, within municipal government, and state and federal government agencies regarding preservation activities, cultural activities and heritage tourism.

Recommendation 10: Assistance and Support of Interest Groups

- Continue to coordinate with and assist government agencies/officials and preservation interest groups. Examples of these groups and agencies include the City Council, Planning Commission, Historic District Commission, the Division of Historical & Cultural Affairs (State Historic Preservation Office), the First State Heritage Park at Dover, and the First State National Historical Park (National Park Service).
- Coordinate with preservation interest groups such as Downtown Dover Partnership, Preservation Delaware, Friends of Old Dover, and others.
- Build relationships with the historic preservation and related programs at Delaware State University, Wesley College, and the University of Delaware.

Preliminary DRAFT

UTILITIES

Goal 1: Proactively Maintain Existing Infrastructure and Expand Infrastructure When Beneficial

Continue to place highest priority on maintaining existing utilities and community infrastructure so that reliable service can continue to be provided to existing community, and in the best interest of the community's health and well-being.

Recommendation 1: Update Utility Plans Regularly

Dover water, sewer and electric will have their long-range plans updated every ten years and integrated into the Consolidated Utility Plan for the City of Dover.

Recommendation 2: Continue to Seek Interconnections with Other Water Systems

Work with Tidewater Utilities, the Camden-Wyoming Sewer and Water Authority, other neighboring water providers to interconnect with other water systems.

Recommendation 3: Implement plan to identify and remove sources of inflow and infiltration

- Prepare projects to reline old sewer mains to reduce and/or eliminate inflow & infiltration
- Work with commercial property owners to remove catch basin connections to the sanitary sewer system that have been identified by field investigations or smoke testing.

Goal 2: Enhance Infrastructure to Meet Community Needs

Enhance public utilities and infrastructure where studies indicate that community services standards are not being met.

Recommendation 4: Continue to Implement Plans to Improve Water Quality

The City has developed a plan for resolving the "brown water" issues that have occurred since the City began to chlorinate the water system. The City should continue its commitment to implementing the water system improvements that will improve the water quality concerns.

Recommendation 5: Identify and pursue options for long-term reliable, cost competitive, and environmentally prudent electricity for the citizens of Dover

Recommendation 6: Identify new transportation needs and ensure the city has the infrastructure and capacity to accommodate evolving technologies.

Preliminary DRAFT

We have seen an increase in the usage of new transportation like electric cars and the City should ensure it has the capacity to accommodate the demand for new technologies like at-home charging stations.

Goal 3: Meet or exceed the State and Federal requirements of the NPDES permit and Stormwater Management Plan

Recommendation 7: Implementing a Stormwater Utility within the City of Dover

Implement the results from the feasibility study for initiating a stormwater utility within the City, including the recommendations of the study as approved by City Council.

Recommendation 8: Encourage and Possibly Require Green Technology for Stormwater Management in New Development Projects

Work with City engineering staff, Kent Conservation District, and the Department of Natural Resources and Environmental Control to determine the appropriate changes to City codes and processes to require stormwater management practices that mimic natural conditions for new development. Implement necessary changes to codes and processes.

Recommendation 9: Obtain Accreditation with the American Public Works Association

The City of Dover Office of Public Works should continue its efforts to obtain accreditation from the APWA (American Public Works Association) so as to be officially recognized as an Agency of high standards and professionalism.

Preliminary DRAFT

COMMUNITY SERVICES & FACILITIES

Goal 1: Provide a System of Interconnected Open Space Areas and Recreational Opportunities

Provide a walkable open space network which links the community to facilities, schools, libraries, and travel paths.

Recommendation 1: Develop an Open Space and Park Master Plan

- Identify within the Master Plan a variety of park and recreation facilities suitable to different ages, cultures, economic status, and interests.
- The Open Space and Park Master Plan should meet the open space and recreational needs in the Downtown and a plan of action for implementation should be created as part of the process.
- Implement improved water-based facilities and other non-traditional recreation activities as part of any Open Space and Park Master Plan.
- Conduct an updated Parks & Recreation Needs Assessment as part of the master planning effort, or as a separate initiative if necessary.

Recommendation 2: Plan for Individual Parks and Greenways

- Implement the completed master plans for Schutte Park and Dover Park.
- Develop a master plan for Silver Lake Park.
- Acquire and develop recreation/open space areas in strategic locations where there are opportunities to connect open spaces or enhance the city's pedestrian network.
- Continue to make connections to regional efforts, such as the St. Jones Greenway.
- Support efforts to preserve natural greenways corridors, such as the area along the Fork Branch.

Recommendation 3: Maintain and Improve City Park Facilities and Recreation Programs

- Continue to perform playground safety inspections to ensure that playgrounds meet safety standards.
- Continue to implement a playground replacement schedule as a part of the City's Capital Investment Plan.
- Maintain and expand recreational programs in parks citywide to meet the needs of a diverse population.
- Evaluate the process and responsibilities for maintaining active recreation areas and common open space within residential developments.
- Evaluate the City's methods for providing active recreation areas to new residential developments, to determine if development of new private recreation areas is still desirable or if the City should focus on having developers help fund improvements in Dover's public parks.

Preliminary DRAFT

Goal 2: Disaster Preparation

The City must be prepared to face and quickly address potential disasters both natural and man-made.

Recommendation 4: Disaster Preparedness

- Continue to comply with the National Incident Management System (NIMS) through participating in appropriate staff training and holding drills to prepare for potential disasters.
- Continue to evaluate the City's role in large special events management, such as for NASCAR events, the Firefly Music Festival, and other large events, festivals, parades, etc.
- Maintain strong intergovernmental relationships with County and State agencies before, during, and after special events and emergency situations.
- Continuously update and implement the City's Emergency Operations Plan, to meet the constantly shifting challenges posed by increasingly severe weather events, terrorist threats, and other novel emergencies.

Goal 3: Provide and Maintain High Quality City Services

The City should provide and maintain high quality services to all residents, properties, and visitors within Dover.

Recommendation 5: Maintenance of City Services

- Evaluate the levels of City Services as they pertain to police, fire, and emergency response times. Service levels should be maintained or excess from their current status as Dover grows in population and land size.
- Ensure that the City's new private ambulance service can meet the service demands placed on it.

Recommendation 6: Improve access to City Library Services

- Support efforts by the Library to bring off-site services to underserved populations, such as children and the elderly. Services can be provided at locations such as daycares, after-school programs, and nursing homes among others.
- Evaluate methods by which access to the Library itself might be improved, particularly for underserved populations. Improved public transit in particular should be considered.

Goal 4: Invest in City Owned Resources

The City should work to ensure the protection, preservation and growth of its own resources. Physical facilities should be maintained and be upgraded where possible. Natural, historic, and cultural resources should be protected and preserved.

Recommendation 7: Invest in City Services and Facilities

Assess the feasibility of all City buildings to determine if they are adequately able to support City staff and day-to-day operations in the City.

Preliminary DRAFT

- Assess the feasibility of expanding e-services such as electronic applications, fee payment, and services where applicable.
- Maximize the health benefits of Capital Projects and investments. Future investments and capital projects can be leveraged to promote health through the following:
    - Prioritize projects that address gaps in community health resources, including parks and trails, and a food distribution hub.
    - Require or incentivize projects to incorporate design features that support public health, including pedestrian, bicycle and transit facilities, green infrastructure and community-accessible space.

Recommendation 8: Protect and Preserve Natural, Historic, and Cultural Resources

- Encourage appropriate stewardship of natural, historic, and cultural resources in City construction projects and activities that may impact these resources.
- Continue to support tree planting and landscaping programs through the Development Advisory Committee and Public Works Department.
- Continue to support historic and cultural events and projects in the City by assisting with technical aid and other support staff activities that ensure the viability and continuation of those projects.

Preliminary DRAFT

TRANSPORTATION

Goal 1: Preserve and Maintain the Existing Transportation System

Encroaching development and unlimited access onto the region's major roadways reduces system capacity. By guiding development, controlling access, and taking active steps to preserve transportation system investments that have already been made, the existing system can be maintained.

Recommendation 1: Increase the Capacity of the Transportation System by:

- Improving corridor intersections
- Upgrading facilities
- Increasing transit service efficiency
- Supporting opportunities to expand aviation facilities
- Facilitating and expanding access to public/private airports in the region's transportation system
- Improving provisions for non-motorized travel
- Supporting the return of passenger rail service
- Assessing and tracking trends that might influence future transportation systems and land uses
- Proactively planning for the impacts of new technologies such as alternative fuels, goods and services delivery, lifestyles and travel.

Goal 2: Increase Coordination with Agencies

Work with citizens, DelDOT, and the MPO to ensure that Dover's long and short-range transportation needs are addressed.

Recommendation 2: Leadership in the Dover/Kent MPO

- Continue to play an active role in the Dover/Kent County MPO
- Continue to use the Dover/Kent County MPO as a forum for long-range transportation planning and interacting with DelDOT.
- Continue to coordinate development activities within the City of Dover with DelDOT through the Development Advisory Committee.

Recommendation 3: Promote Safe Routes

Explore opportunities to designate Safe Routes to Schools, Safe Routes for Seniors and Safe Routes to Parks, and support programming efforts to encourage their use. The following specific actions are recommended:

- Identify current Safe Routes programs and evaluate deficiencies

Preliminary DRAFT

- Conduct a community-engaged process to designate new Safe Routes and develop their programming
- Promote and support Safe Routes programs

Goal 3: Develop and Expand Alternate Modes of Transportation

Expanding facilities and services for alternate modes of transportation such as walking, bicycling, taxi, rideshare, and transit services enhances mobility for residents, reduces the number of single-occupant vehicles, and reduces the need to own an automobile.

Recommendation 4: Update and Implement the Bicycle & Pedestrian Transportation Plans

- Review the bicycle and pedestrian transportation network to identify gaps and important segments needed to provide a continuous network. Prioritize connectivity between neighborhoods and points of interest, like schools, neighborhood centers and healthcare facilities.
- Consider implementing the proposed bicycle network for the downtown area included in the Plan4Health guidance document.
- Develop an implementation plan to complete this network. The construction of the missing sidewalk/bike path segments can be accomplished utilizing a combination of private development activities, City funding through the CIP, and funding available through state and federal sources.
- Develop a maintenance plan for the network that builds on the Public Works Department's ADA Transition Plan, DelDOT repair schedules, and other current efforts.
- Ensure vital pedestrian and bicycle amenities such as seating, street lighting, street crossings, and bicycle parking are addressed in the plan.

Recommendation 5: Expand and Improve Transit Service

In collaboration with DART, enhance transit connections between neighborhoods and employment centers, institutions, commercial areas, schools and recreational facilities-particularly neighborhoods with large transit-dependent populations such as retirement, nursing and group-living facilities and economically disadvantaged areas. Enhancing transit shelters and increasing stops increases mobility, improves the transit experience and makes transit use more appealing. The following specific actions to support the expansion and improvement of transit services are recommended:

- Support the addition of new transit stops
- Enhance existing transit stops with good pedestrian and bicycle facilities
- Build transit shelters that protect riders from inclement weather
- Advocate for more frequent and reliable transit service to attract and retain ridership
- Support improved transit routes to the Capitol Area from North/South and East/West

Goal 4: Create Recommendations and Policies for Roadways and Development

Preliminary DRAFT

The City should cooperate with DelDOT through the Development Advisory Committee (DAC) and the Dover/Kent County MPO on the following:

- Support for access management along minor arterials and collector roads to protect traffic capacity and preserve the character of existing neighborhoods.
- Support for pedestrian, bikeways, and public transit facilities in subdivisions and site plan applications.

Recommendation 6: Implement ~~the~~ US Route 13~~/113~~ Corridor Improvements

- Work with DelDOT and the Dover/Kent County MPO to develop a Transportation Improvement District for the Route 13/Bay Road Corridor in Dover, according to the TID boundaries, horizon year, and service standards defined by the updated Agreement Regarding Dover US 13/Bay Road Corridor Transportation Improvement District. (Agreement yet to be updated)
- Explore the possibility of developing a truck stop, where possible and appropriate, along the Route 13 corridor.

Recommendation 7: Develop and Implement Strategies for Addressing East/West Traffic West of Dover

- Work with DelDOT, property owners, and the Dover/Kent County MPO to implement the Delaware Route 8 Study.
- Work with DelDOT, property owners, and the Dover/Kent County MPO to implement the Dover Capital Gateway Plan. (Also, Strategic Development Plan for the West Side?)

Recommendation 8: Establish a means of access from the Garrison Oak Tract to SR 1

- Evaluate potential access means which would allow access to the Garrison Oak Tract from SR 1
- Determine Costs necessary to Build Access Road via SR 1 to the Garrison Oak Tract.

Recommendation 9: Miscellaneous Transportation Improvements

- Advocate the following projects and studies to be placed in the Dover/Kent County MPO Transportation Improvement Program and the DelDOT Capital Transportation Program (CTP). Each year the Dover City Council develops listing of prioritized projects (See Table 9-6 for the current year's prioritization).

Table 9-6: Prioritization of City Transportation Projects

Garrison Oak Connector Road
Loockerman Street/Forest Street Intersection
Sidewalks within the walk zone of the new Dover High School
Crawford Carroll Avenue Extension

Preliminary DRAFT

West Street Improvements from North Street to the Transit Center
US 13 Service Roads/Scarborough Road
College Road Corridor Upgrades (Kenton Road to McKee Road)
US 13 Sidewalk Construction
Route 8/Hazlettville Road Connector
Kenton Road Corridor Upgrades/ Route 8 East/West Corridor Plan Improvements
Kings Highway/Route 13 Intersection Improvements

Source: Dover City Council September 2018

Preliminary DRAFT

ECONOMIC DEVELOPMENT

Goal 1: Attract and Retain High-Paying Quality Jobs by Targeting Business Sectors that are best suited for Dover and Kent County and focusing on those sectors that are under-represented in our region

Recommendation 1: Adopt Economic Development Strategies

- Define an Economic Development Vision and Strategies for the City including a long-term economic portfolio, land/facility requirements and workforce development
- Work closely with economic development agencies including Kent County, Kent Economic Partnership, the Delaware Prosperity Partnership, and the State Division of Small Business to identify and pursue opportunities and locations for economic growth
- Create a diversity of businesses focused on Dover's strengths
- Maintain and foster workforce development
- Build private-public partnerships (P3) to encourage coordination and foster investments among private, state, county and City stakeholders, and to fund infrastructure development and improvements
- Build on the resources available through the City's institutions of higher education for analytics, training and research
- Recognize the value of Dover's tourism industry, including being the State Capital, our proximity to regional attractions, and local history
- Recognize and promote the local and regional economic value of Dover's commercial corridors

Recommendation 2: Develop Effective Protocols for Business Attraction and Retention

Establish an organizational protocol for business recruitment and retention activities to include:

- Clarify the point of contact and the processes for City interaction with prospects, including designating a "point-of-contract for the City
- Provide timely and effective information and promotional materials to respond to inquiries
- Develop a protocol and marketing program for outreach
- Create ongoing relationships with existing companies, brokers and site selectors
- Develop capacity to assist in small business development
- Coordinate external marketing and prospect management with other stakeholders
- Maintain an active leadership position in the Kent Economic Partnership, the Downtown Dover Partnership, the Kent County Tourism Office, the Greater Kent Committee, the Central Delaware Chamber of Commerce, the State Office of Small Business, and other organizations focused on job growth in Kent County.
- Streamline regulatory processes, improve incentives and proactively identify economic development opportunities
- Secure bonds/grants and other funding sources to support infrastructure and promotional investment
- Develop protocols for management of city facilities (industrial park development)

Preliminary DRAFT

- Incorporate the county plan recommendation for establishing an employment center/zone near Horsepond Road (consistent with county plan).

Goal 2: Revitalize the "Historic" Downtown Dover core as a Vibrant Town Center

Recommendation 3: Continue to Develop and Promote Incentives for Downtown Redevelopment

Understanding the interest of the public for preserving and enhancing the look and feel of Downtown Dover, evaluate the slate of incentives for redevelopment within the downtown target area, and continue to add incentives that will encourage a balanced mix of uses within the City's core, with the intention of improving opportunities, correcting negative conditions and eliminating vacancies.

Recommendation 4: Support the Downtown Dover Partnership and Restoring Central Dover

- Support and regularly coordinate with the Downtown Dover Partnership and Restoring Central Dover program.
- Work with businesses in the Downtown Core District to keep market driven hours, continue to offer specialized products and services, properly maintain building space (inside and out), and enhance window displays.
- Heavily market all incentives to Downtown business and property owners, with emphasis in the Historic Downtown Core District.
- Create and operate a one-stop- business development assistance function in City Hall.
- Create and publish "how to" brochures and other information for investors, prospective entrepreneurs, property owners and other business. interests
- Encourage one-on-one consulting with the business and property owners. on a regular basis to discuss the concerns and needs of owners and to identify service providers/incentives that can help address those needs.
- Encourage businesses in the Downtown core to expand or contract current lines and services, expand existing business space, and open new shops.
- Undertake a comprehensive process to develop a plan and strategies to address crime, vagrancy, loitering and vandalism through community policing, code and criminal enforcement and public awareness.
- Review and modify vacant building codes and procedures to incentivize reuse, reduce exemptions, and enforce penalties on chronic vacancy.
- Undertake and support new business creation initiatives such as "Unlock the Block" and "Launcher"
- Support as appropriate the NCALL Real Estate Development Plan for Central Dover

Recommendation 5: Support the Creation of a Visual Master Plan and Form-Based Code for Historic Downtown Core

Work with the DDP and its Committees to develop a master plan for the Loockerman Street Downtown Core area that is visually, and design based. Adopt form-based code provisions

Preliminary DRAFT

that require that any plan consistent with the overall master plan would be subject to only administrative review to the maximum extent possible.

Recommendation 6: Support Mixed-Use Development

Promote zoning districts and regulations that support the traditional mixed-use nature of the Downtown Core area.

- Ensure that regulation in the Downtown Core promotes personal, professional and service-oriented businesses and alternative work-live and co-work opportunities.
- Encourage the Downtown Dover Partnership to provide technical assistance with the permitting process and other processes necessary for opening a Downtown business.
- Create an Arts Co-op/ Arts & Entertainment designation for the Downtown area and recruit artists to live and work in the area.

Goal 3: Ensure that Zoning Requirements City-wide Encourage the Uses Desired and Do Not Create Impediments to Desired Business Growth

Recommendations 7: Review and Modify Zoning Regulations to Ensure that Desired Uses Are Encouraged and Incompatible Uses are Tightly Controlled

- Review and realign existing industrial, office and commercial zones to ensure that industrial uses are separated from incompatible uses and that zoning districts support the economic development strategy.
- Separate light and heavy manufacturing to prohibit non-manufacturing entities within the heavy manufacturing zone.
- Evaluate and update home occupation requirements in the Zoning Ordinance to encourage infill and better align uses.
- Better define permitted and conditional uses in commercial and industrial zones.
- Develop appropriate zoning and other provisions that support development and expansion of targeted businesses, such as at the Civil Air Terminal/Kent County Aeropark for aviation and aeronautics uses.
- Explore creating new zoning provisions or districts that are responsive to emerging strengths, such as in the health care, arts and entertainment, or tourism sectors.

Recommendation 8: Protect existing establishments from encroachment:

- Protect existing industrial, office park, and manufacturing establishments from encroachment by incompatible land uses, which could result in nuisance complaints, hazardous situations, and human conflict via regulations reducing/eliminating development surrounding these areas.
- Protect Dover Air Force Base (DAFB) from encroachment by preventing incompatible commercial and/or residential development east of SR 1 and within the Airport Environs Overlay Zone (AEOZ).

Preliminary DRAFT

Goal 4: Create an Environment for Long Term Economic Investment in Dover Focusing on Balanced Growth, Green Technology and Entrepreneurial Businesses

Recommendations 9: Review zoning and land development ordinances to ensure the appropriateness of uses within respective zone, to promote sustainability, encourage balanced sector growth, promotion of small businesses and startups, and to ensure responsiveness to emerging economic and societal trends

Goal 5: Actively Market Garrison Oak Technology Park (Garrison Oak Business and Technology Center)

Recommendation 10: Develop a Strategic Marketing Plan for Garrison Oak

- Consider remaining the park to "Garrison Oak Business and Technology Center" to broaden its appeal to a larger universe of potential business activities, consistent with the original intent of the facility
- Work with the Kent Economic Partnership and the state to effectively market the Center
- Urge DelDOT and the Dover/Kent MPO to undertake planning and design for a dedicated connector from Route 1 to the Garrison Oak Business and Technology Center to improve access and marketability.

Recommendation 11: Encourage the use of Garrison Oak as a potential site for green, alternative and low-carbon energy plant(s), and for large technological and manufacturing firms that support these industries.

Recommendation 12: Explore the potential of the Garrison Oak Business and Technology Center for designation as a foreign trade zone.

Goal 6. Peruse economic development linked to active recreation

Recommendation 13: Promote business entrepreneurship linked with Dover's trails, parks, natural areas and other active recreation resources. Entrepreneurship may take many forms, including retail, tour operators, concessions, and maintenance services.

- Consider contracting with local businesses to provide services, such as maintenance and concessions services, to city-owned park and recreation facilities
- Identify opportunities to use parks and trails as catalysts for economic development, such as mixed-use development and other zoning changes near key parks
- Evaluate and promote economic development strategies (e.g. monetary or incentives), linked to natural resources

Goal 7: Pursue economic development linked to improved healthy food access.

Preliminary DRAFT

Recommendation 14: Encourage new ventures that expand healthy food options across Dover, including corner markets, produce carts, food hubs, community gardens, farm stands and farmers markets. Support existing grocery stores and other food retailers in expanding healthy food availability through distribution chain development, technical assistance, marketing and incentives.

- Support farmers market programs, and seek to expand them in priority areas
- Support the development of a City or County sponsored cart program
- Advocate for development of a local food hub
- Advocate for the founding of a healthy corner store program

Goal 8: Promote inclusive workforce development programs, strategies and partnerships, especially for disadvantaged groups

Recommendation 15: Support the development of workforce development programs, strategies and partnerships that increase training and employment opportunities for all residents, especially for youth and young adults, and for low income, communities of color, people with disabilities, ex-offenders, and others that face economic injustices and barriers to employment.

- Collaborate with government and civil society partners on workforce development initiatives
- Work closely with Dover's institutions of higher education to link economic development opportunities and targets with skills and professional training curricula.
- Prioritize contracting with women and minority-owned business
- Support entrepreneur-based development programs and technical assistance to grow future business leaders.

Goal 9: Promote the revitalization and redevelopment of the Center City

Recommendation 16: Support initiatives to foster economic activity throughout the greater center city areas adjacent to the Historic Downtown Core to develop linkages, enhance community resources, promote neighborhoods, and create opportunities that are complementary to the goals of the Restoring Central Dover and Downtown Development Programs.

- Support the development of a neighborhood development strategy for the areas surrounding Governors, New, Queen, Kirkwood and West Streets and along W. Division Street, to include creating an identity, fostering a variety of housing opportunities, promoting neighborhood-scale businesses and building on the increasingly successful blight removal efforts taking place in those areas.

Preliminary DRAFT

- Implement recommendations of prior studies and plans for the Westside, the Transit Center Neighborhood and the Forest/Loockerman gateway/corridors, including linking redevelopment activities along S. Governors Avenue, Water Street, Bank Lane and West Street with the Bayhealth Medical Center complex, the State Courts and other governmental and educational facilities in the area.

- Develop a Government/Civic Complex plan that addresses the future needs of the City including City Hall and other City offices, the old Dover Library, government complex parking, recreation and open space, and the Mirror Lake/Loockerman Street gateway to the City.
- Leverage positive investment from DSHA, Strong Neighborhood Housing Fund, Neighborhood Building Block Fund, Opportunity Zone Program, and others to assist with neighborhood redevelopment efforts.

Preliminary DRAFT

HOUSING AND COMMUNITY DEVELOPMENT

Goal 1: Encourage Balanced Housing Opportunities for All Income Levels and Phases in Life

Ensure that adequate, safe, and affordable housing is offered to all income levels, ages and citizens of the City.

Recommendation 1: Explore the feasibility of allowing an accessory housing unit option based on strict criteria

- Develop a zoning text amendment that allows, under strict parameters, an accessory dwelling unit within one family residence zones for the use of family members.

Recommendation 2: Encourage the use of mixed use/mixed style housing types though residential zoning

- Evaluate the provisions of Planned Neighborhood Design and the Senior Citizen Housing Option.
- Evaluate and update Codes to encourage compact and diverse development throughout the City.

Recommendation 3: Update the Consolidated Plan and the Fair Housing Plan

- Maintain updates to the Consolidated Plan as required.
- Update and adopt the 2020-2024 Consolidated Plan
- Adopt the 2019 Fair Housing Plan and incorporate a policy statement to affirmatively further fair housing in the 2019 Comprehensive Plan.

Recommendation 4: Encourage the development of affordable rental housing

- Work with housing providers and developers to construct affordable rental housing.
- Work with housing providers to provide affordable housing to low income residents.
- Continue to work with the Mayor's Blue Ribbon Housing Working Group to end homelessness and increase the number of permanent supportive housing for the homeless,

Goal 2: Preserve Existing Housing Stock

Preserve the existing housing stock in the City of Dover through the continuation of the rehabilitation of existing homes.

Recommendation 5: Promote development within the City limits

- Encourage "in-fill" residential development.

Preliminary DRAFT

- Encourage housing in the Downtown and other areas that are near transit and multi-modal routes, retail areas, employment and essential services.

Recommendation 6: Encourage property owners to maintain and rehabilitate their existing housing stock

- Continue to make emergency repairs and rehab homes with CDBG funds from the City, and with the assistance of other housing agencies to eliminate severe housing conditions that constitute immediate health or safety hazards to the occupants.
- Continue to support the rehabilitation of owner-occupied homes with families who are low to moderate income.
- Support the adaptive mixed reuse of existing buildings throughout the City.

Goal 3: Provide Safe Livable Neighborhoods

Continue to provide safe livable residential and commercial neighborhoods to improve the quality of life.

Recommendation 7: Provide safe and livable neighborhoods

- Continue to conduct housing inspections on rental housing to ensure the compliance with City Codes.
- Proactively enforce City Codes for property maintenance to improve community appearance.
- Increase community policing and Dover Police foot patrols in the Downtown area to reduce crime.
- Continue to improve and maintain infrastructure in established neighborhoods throughout the City.

Goal 4: Provide Homeownership Opportunities for Low/Moderate Income

Provide homeownership opportunities throughout the City, especially within low and moderate-income neighborhoods.

Recommendation 8: Provide homeownership incentives for low to moderate income households

- Continue to support funding the Homeownership Assistance Program to provide down payment or settlement assistance of up to $20,000 to qualified homebuyers who purchase property in the City of Dover through CDBG.
- Continue to support the provision of education regarding homeownership opportunities and responsibilities.
- Support the Diamond State Community Land Trust and explore opportunities to utilize the land trust model to expand homeownership.
- Continue to support the Restoring Central Dover Initiative and the Downtown Development District Incentives to increase homeownership in the Downtown area.
- Continue to implement the 2015-2019 Community Development Consolidated Plan.

Preliminary DRAFT

Recommendation 9: Articulate the link between housing and health (Plan4Health)

- Collaborate with public health agencies, housing authorities, advocacy groups and others on matters concerning housing and health.
- Support programs that promote good quality housing (e.g. collaborate on weatherization programs, collaborate on lead paint hazards programs)
- Advocate for the development of complete neighborhoods and mixed-use developments.
- Support programs to address housing inequities and injustices (e.g. collaborate with tenants alliance, promote neighborhood initiatives to address hazards?

Preliminary DRAFT

PRELIMINARY DRAFT COPY

PRELIMINARY DRAFT COPY

City of Dover, Delaware

Map Quadrant A: Land Development Plan

- Ag Preservation District
- State Ag Easements
- Municipal Boundaries
- Dover Parcels
- Hydrology

Land Use Classifications

- Active Agriculture
- Commercial
- DoverAFB
- Industrial
- Institutional
- Mixed Use
- Office
- Open Space
- Public and Private Utilities
- Residential High Density
- Residential Low Density
- Residential Medium Density
- Water Bodies
- Roads

PRELIMINARY DRAFT COPY

N W E S

As Proposed August 2018

0 1,500 3,000 Feet

Because this map is not the result of a detailed, parcel-by-parcel analysis of zoning and land use, it should not be relied upon to indicate that a specific zoning or land classification is appropriate for a specific parcel. Following the Comprehensive Rezoning, which will involve a detailed analysis and extensive notification, the Land Development Plan map will be updated.

Paper Map DISCLAIMER:

By acceptance of this map material, you agree to the following:

This map material is made available by the City of Dover, Delaware as a public service. The material is for reference purposes only, and the City makes no warranty, re presentation, or guaranty as to the accuracy of the material. You release the City, its agents, servants, and employees, from any and all liability related to the material, including its accuracy, availability, use, and misuse . In no event shall the City be liable for any direct or indirect damages suffered related to the use of this data including, but not limited to, physical injury, death, property damage, economic loss, or other consequential damages suffered by the Recipient or others arising from an y inadequacies of the digital data or the Recipient's use of this data .

The material is in the public domain and may be copied without permission. Citation to the source would be appreciated.

Any errors or omissions in the material should be reported to the City of Dover, Delaware's Public Services GIS Department .

Date Printed: August 23, 2018
File: m:\gis_data\projects\tech_mxds
\comp plan maps\land_development_plan
Department: Public Services GIS
City of Dover, Delaware

PRELIMINARY DRAFT COPY

PRELIMINARY DRAFT COPY

City of Dover, Delaware

Map Quadrant B: Land Development Plan

- Ag Preservation District
- State Ag Easements
- Municipal Boundaries
- Dover Parcels
- Hydrology
- Water Bodies

Land Use Classifications

- Active Agriculture
- Commercial
- DoverAFB
- Industrial
- Institutional
- Mixed Use
- Office
- Open Space
- Public and Private Utilities
- Residential High Density
- Residential Low Density
- Residential Medium Density
- Roads

PRELIMINARY DRAFT COPY

Because this map is not the result of a detailed, parcel-by-parcel analysis of zoning and land use, it should not be relied upon to indicate that a specific zoning or land classification is appropriate for a specific parcel. Following the Comprehensive Rezoning, which will involve a detailed analysis and extensive notification, the Land Development Plan map will be updated.

N W E S

As Proposed August 2018

0 1,500 3,000 Feet

Paper Map DISCLAIMER:

By acceptance of this map material, you agree to the following:

This map material is made available by the City of Dover, Delaware as a public service. The material is for reference purposes only, and the City makes no warranty, re presentation, or guaranty as to the accuracy of the material. You release the City, its agents, servants, and employees, from any and all liability related to the material, including its accuracy, availability, use, and misuse . In no event shall the City be liable for any direct or indirect damages suffered related to the use of this data including, but not limited to, physical injury, death, property damage, economic loss, or other consequential damages suffered by the Recipient or others arising from an y inadequacies of the digital data or the Recipient's use of this data .

The material is in the public domain and may be copied without permission. Citation to the source would be appreciated.

Any errors or omissions in the material should be reported to the City of Dover, Delaware's Public Services GIS Department .

Date Printed: August 23, 2018
File: m:\gis_data\projects\tech_mxds
\comp plan maps\land_development_plan
Department: Public Services GIS
City of Dover, Delaware

PRELIMINARY DRAFT COPY

PRELIMINARY DRAFT COPY

City of Dover, Delaware

Map Quadrant C: Land Development Plan

- Ag Preservation District
- State Ag Easements
- Municipal Boundaries
- Dover Parcels
- Hydrology
- Water Bodies

Land Use Classifications

- Active Agriculture
- Commercial
- DoverAFB
- Industrial
- Institutional
- Mixed Use
- Office
- Open Space
- Public and Private Utilities
- Residential High Density
- Residential Low Density
- Residential Medium Density
- Roads

PRELIMINARY DRAFT COPY

N W E S

As Proposed August 2018

0 1,500 3,000 Feet

Because this map is not the result of a detailed, parcel-by-parcel analysis of zoning and land use, it should not be relied upon to indicate that a specific zoning or land classification is appropriate for a specific parcel. Following the Comprehensive Rezoning, which will involve a detailed analysis and extensive notification, the Land Development Plan map will be updated.

Paper Map DISCLAIMER:

By acceptance of this map material, you agree to the following:

This map material is made available by the City of Dover, Delaware as a public service. The material is for reference purposes only, and the City makes no warranty, re presentation, or guaranty as to the accuracy of the material. You release the City, its agents, servants, and employees, from any and all liability related to the material, including its accuracy, availability, use, and misuse . In no event shall the City be liable for any direct or indirect damages suffered related to the use of this data including, but not limited to, physical injury, death, property damage, economic loss, or other consequential damages suffered by the Recipient or others arising from an y inadequacies of the digital data or the Recipient's use of this data .

The material is in the public domain and may be copied without permission. Citation to the source would be appreciated.

Any errors or omissions in the material should be reported to the City of Dover, Delaware's Public Services GIS Department .

Date Printed: August 23, 2018
File: m:\gis_data\projects\tech_mxds
\comp plan maps\land_development_plan
Department: Public Services GIS
City of Dover, Delaware

PRELIMINARY DRAFT COPY

PRELIMINARY DRAFT COPY

City of Dover, Delaware

Map Quadrant D: Land Development Plan

- Ag Preservation District
- State Ag Easements
- Municipal Boundaries
- Dover Parcels
- Hydrology
- Water Bodies

Land Use Classifications

- Active Agriculture
- Commercial
- DoverAFB
- Industrial
- Institutional
- Mixed Use
- Office
- Open Space
- Public and Private Utilities
- Residential High Density
- Residential Low Density
- Residential Medium Density
- Roads

PRELIMINARY DRAFT COPY

As Proposed August 2018

0 1,500 3,000 Feet

INSET MAP

0 1,500 3,000 Feet

Because this map is not the result of a detailed, parcel-by-parcel analysis of zoning and land use, it should not be relied upon to indicate that a specific zoning or land classification is appropriate for a specific parcel. Following the Comprehensive Rezoning, which will involve a detailed analysis and extensive notification, the Land Development Plan map will be updated.

Paper Map DISCLAIMER:

By acceptance of this map material, you agree to the following:

This map material is made available by the City of Dover, Delaware as a public service. The material is for reference purposes only, and the City makes no warranty, re presentation, or guaranty as to the accuracy of the material. You release the City, its agents, servants, and employees, from any and all liability related to the material, including its accuracy, availability, use, and misuse In no event shall the City be liable for any direct or indirect damages suffered related to the use of this data including, but not limited to, physical injury, death, property damage, economic loss, or other consequential damages suffered by the Recipient or others arising from an y inadequacies of the digital data or the Recipient's use of this data .

The material is in the public domain and may be copied without permission. Citation to the source would be appreciated.

Any errors or omissions in the material should be reported to the City of Dover, Delaware's Public Services GIS Department .

Date Printed: August 22, 2018
File: m:\gis_data\projects\tech_mxds
\comp plan maps\land_development_plan
Department: Public Services GIS
City of Dover, Delaware

DRAFT

Dover Annexation Areas Map

Preliminary Draft of Comprehensive Plan Maps

0 0.25 0.5 1 1.5 2 Miles

N
W E
S

Prepared 10/5/18 by COD Planning Office

Parcels Outside Dover

Dover Parcels

Category

1

2

3

Areas of Concern

DRAFT

Dover Annexation Land Use Map

Preliminary Draft of Comprehensive Plan Maps

0 0.25 0.5 1 1.5 2 Miles

N
W E
S

Prepared 10/5/18 by COD Planning Office

Parcels Outside Dover

Dover Parcels

Land Use

- Agriculture
- Commercial
- Industrial
- Mixed Use
- Office and Office Park
- Open Space
- Residential Low Density
- Residential Medium Density
- Right-Of-Way
- To Be Determined

CITY OF DOVER PROPOSED ORDINANCE #2018-12

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

That Chapter 70 - Offenses and Miscellaneous Provisions, Section 70-5 - Aggressive panhandling of the Dover Code be amended by deleting the text indicated in red strikeout and inserting the bold, blue text, as follows:

Sec. 70-5. - ~~**Aggressive panhandling**~~ **Panhandling and false or misleading solicitation**.

(a) *Definitions.* The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

Accosting means approaching or speaking to someone in such a manner as would cause a reasonable person to fear imminent bodily harm or the commission of a criminal act upon his person, or upon property in his immediate possession.

Alms **means money, food, or other donations given to the poor or needy; anything given as charity.**

Ask, beg, ***panhandle,*** *request* and *solicit* mean and include, without limitation, the spoken, written or printed word or such other acts as are conducted in furtherance of the purpose of obtaining alms.

Forcing oneself upon the company of another means continuing to request, beg or solicit alms from a person after that person has made a negative response, blocking the passage of the individual addressed or otherwise engaging in conduct that could reasonably be construed as intended to compel or force a person to accede to demands.

(b) ***Time of panhandling*****. Any person who panhandles after sunset or before sunrise is guilty of a violation of this section of the city Code.** ~~***Solicitation of money and other things of value.*** **It shall be unlawful for any person to solicit money or other things of value:**~~

~~**(1) On private property if the owner, tenant or lawful occupant has asked the person not to solicit on the property, or has posted a sign clearly indicating that solicitations are not welcome on the property;**~~

~~**(2) Within 15 feet of the entrance to or exit from any public toilet facility;**~~

~~**(3) Within 15 feet of an automated teller machine, provided that when an automated teller machine is located within an automated teller machine facility, such distance shall be measured from the entrance or exit of the automated teller machine facility;**~~

~~**(4) Within 15 feet of any pay telephone, provided that when a pay telephone is located within a telephone booth or other facility, such distance shall be measured from the entrance or exit of the telephone booth or facility;**~~

~~**(5) In any public transportation vehicle, or in any bus or subway station, or within 15 feet of**~~

~~any bus stop or taxistand;~~

~~(6) From any operator of a motor vehicle that is in traffic on a public street; provided, however, that this subsection shall not apply to services rendered in connection with emergency repairs requested by the owner or passengers of such vehicle;~~

~~(7) From any person who is waiting in line for entry to any building, public or private, including, but not limited to, any residence, business or athletic facility;~~

~~(8) Within 15 feet of the entrance to or exit from a building, public or private, including, but not limited to, any residence, business or athletic facility;~~

~~(9) By accosting another; or~~

~~(10) By forcing oneself upon the company of another.~~

(c) *Place of panhandling*. Any person who panhandles when the person solicited is in any of the following places is guilty of a violation of this article:

(1) At any bus stop or train stop;
(2) In any public transportation vehicle or facility;
(3) In any vehicle on any city street; or
(4) On private property, unless the panhandler has permission from the owner or the occupant.

(d) *Manner of panhandling*. Any person who panhandles in any of the following manners is guilty of a violation of this article:

(1) By coming within three feet of the person solicited until that person has indicated that he or she does wish to make a donation;
(2) By blocking the path of the person soliciting along a sidewalk or street;
(3) By following a person who walks away from the panhandler;
(4) By using profane or abusive language, either during the solicitation or following a refusal;
(5) By panhandling in a group of two or more persons; or
(6) By any statement, gesture, or other communication which a reasonable person in the situation of the person solicited would perceive to be a threat.

(e) *False or misleading solicitation*. Any person who knowingly makes any false or misleading representation in the course of soliciting a donation is guilty of a violation of this article. False or misleading representations include, but are not limited to, the following:

(1) Stating that the donation is needed to meet a specific need, when the solicitor already has sufficient funds to meet that need and does not disclose that fact;
(2) Stating that the donation is needed to meet a need which does not exist;
(3) Stating that the solicitor is from out of town and stranded, when that is not true;
(4) Wearing a military uniform or other indication of military service, when the solicitor is neither a present nor former member of the service indicated;
(5) Wearing or displaying an indication of physical disability, when the solicitor does not

Draft

suffer the disability indicated;

(6) Use of any make-up or device to simulate any deformity; or

(7) Stating that the solicitor is homeless, when he is not.

(f) ***Permit requirement.***

(1) No person shall panhandle on five or more days in a single calendar year without a permit issued by the police department. A person who has been issued a permit shall keep it on his or her person at all times while panhandling and show it to any police officer upon request. No person whose permit has been revoked shall panhandle for a period of two years following the revocation. Any person who violates this subsection is guilty of a violation of this article.

(2) The police department shall issue the permit for a fee, as provided for in Appendix F - Fees and Fines, to any eligible person who presents himself at the police station, states his true name, presents a photo identification or signs a declaration under penalty of perjury that he has no such identification, and permits himself to be photographed and fingerprinted.

(3) A person is ineligible for a permit if and only if within the past five years he (1) has been convicted of two or more violations of this article, (2) has had a permit revoked pursuant to subsections (5) or (6) of this section, or (3) has been convicted of two or more offenses under the law of any jurisdiction which involve aggressive or intimidating behavior while panhandling or false or misleading representations while panhandling.

(4) If the police department is unable to determine eligibility within 24 hours of the application, the department shall issue a permit good for 30 days and determine eligibility for a regular permit before the temporary permit expires. The regular permit shall expire one year from the date of issuance. Along with the permit, the police department shall give the applicant a copy of this section.

(5) Any person who makes any false or misleading representation while apply for a period under this section is guilty of a violation of this article. Upon conviction of violation of this subsection, the police department shall revoke any permit issued to the subject defendant under this section.

(6) If a permit is issued to a person under this section and that person subsequently commits and is convicted of a violation of any provision of this article, the police department shall revoke the permit.

(g) Violations; penalties.

Each section of this article is distinct and any violation of any section is a separate violation of this article. A conviction of a violation of any section of this article shall be punishable by a fine in accordance with Appendix F - Fees and Fines.

(Code 1981, § 14-13; Ord. of 9-8-2003)

BE IT FURTHER ORDAINED:

That Appendix F - Fees and Fines of the Dover Code be amended by inserting the text indicated in bold, blue font, as follows:

Chapter 70. - Offenses and Miscellaneous Provisions

Chapter 70. Offenses and Miscellaneous Provisions	**Fees and Fines**
Sec. 70-1. Combative fighting	
Subsec. (d)(1) Violations; penalties, fines	Not to exceed $1,000.00. Separate fines may be issued to the promoter of such an event, participants in such an event, and the owner of the premises of such an event
Sec. 70-2. Weapons generally	
Subsec. (e)(1) Penalties; fines	Not less than $500.00, nor more than $1,000.00
Sec. 70-5. Panhandling and fraudulent solicitation	
Subsec. (f)(2) Permit; fee	$250.00
Subsec. (g) Violations; penalties	Not to exceed $500.00
Sec. 70-7. Registered sexual offenders	
Subsec. (f) Penalties	$500.00 for any offense; each day shall constitute a separate offense
S~~ubs~~ec. 70-8. Disorderly premises	Not to exceed $1,000.00 for any offense.

ADOPTED: *

S:\ORDINANCES\2018\DRAFT\ORDINANCE #2018-12 CH 70-OFFENSES, SEC 70-5 AGGRESSIVE PANHANDLING\ORDINANCE #2018-12 Ch 70-Offenses and Misc, Sec. 70-5 Panhandling.wpd

SYNOPSIS

The amendment expands upon the existing section to include "false or misleading solicitation", prohibits panhandling between sunset and sunrise under any circumstances, prohibits panhandling in certain places and situations, requires a permit, and adds a fine for violations.

(SPONSORS: HARE AND POLCE)

Actions History

10/23/2018 - Scheduled for Introduction - Council Committee of the Whole/Safety Advisory and Transportation Committee

ACTION FORM

PROCEEDING: Legislative, Finance and Administrative Committee
DEPARTMENT OF ORIGIN: Human Resources **DATE SUBMITTED**: October 26, 2018
PREPARED BY: Kim Hawkins, Human Resources Director
SUBJECT: Evaluation of Proposals – Diversity and Inclusion
REVIEWED BY: Donna Mitchell, City Manager
EXPENDITURE REQUIRED: $37,500 plus travel costs (Washington DC Area) plus $7,500 for an optional training; Executive Thinking and Learning (one session lasting 6-8 hours); Total $45,000
AMOUNT BUDGETED: FY18 $97,400 (Will prepare budget amendment $50,000)
FUNDING SOURCE (Dept./Page in CIP & Budget): The Human Resources Department's budget
TIME TIMETABLE: Approximately three (3) months from approval of City Council
RECOMMENDED ACTION: Approve the award to Ivy Planning Group for up to $45,000 plus Travel Costs

BACKGROUND AND ANALYSIS

A Request for Proposal (RFP) for a Diversity and Inclusion Study was issued on August 1, 2018 with a bid opening on September 14, 2018. Six (6) submissions were received. Below is a summary of the RFP details and the submissions. References were contacted for Econsult, Exude, Ivy Planning Group and JJA Consultants. Each received positive comments. Exude was the lowest bid however the proposal lacked depth. Ivy Planning Group provided the second lowest bid with a comprehensive proposal. In addition, Ivy has assisted government agencies within the State of Delaware which should provide them with a much deeper understanding of Delaware demographics and hiring challenges.

The scope and deliverables of the RFP are as follows:

Scope of Services

The purpose of these consulting services will be to determine:

- Workforce availability, based on EEOC job categories, within the entire city of Dover geographic area.
- Recommendations to improve diversity efforts in regard to recruiting for civilian and sworn police officers and cadets.
- Strengths and weakness of the employment, recruitment and selection practices and written personnel policies
- Current level of inclusion with the workforce.
- Clear recommendations to improve all of the above.

Deliverables

Consultant shall supply a written report to the Human Resources Director that shall include:

- Workforce availability, based on EEOC job categories, within the entire city of Dover geographic area.
- Recommendations to improve diversity efforts in regards to recruiting for civilian and sworn police officers and cadets.
- Strengths and weakness of the employment, recruitment and selection practices and written personnel policies
- Training Recommendation for staff.
- Using the assessments results, the consultant will develop a detailed Diversity and Inclusion Strategic Plan for implementation by the City.

NAME	COMPANY NAME	COST	SUMMARY
Cristian Hernandez	Exude Suite 1000 325 Chestnut Street Philadelphia, PA 19106	$18,500 plus travel cost	Short but professional submission. Appears to be direct and precise in approach with results presented in a finite time frame.
Janet Smith	Ivy Planning Group Suite 300 6701 Democracy Boulevard Bethesda, MD 20817	$37,500 plus travel. Option for *Executive Thinking and Learning* session at a cost of $7,500.	Ivy's business expertise align with Dover's needs. Submission was very precise. One consultant is a Certified Project Manager.
Wendy Savage Moore	JJA Consultants Suite 300 4290 Chain Bridge Rd. Fairfax, VA 22030 703-359-5969	Minimum $43,986 plus travel expenses. Additional expense for online surveys and interview with stakeholders and review an analyze of best practices data. (will match other service providers' prices for the same scope of work and expected deliverables)	A strong submission highlighting their area of experience. Work performed appears to be at a more advanced level than Dover is seeking.
Lee Huang	ESI Econsult Solutions Inc. 4th Floor 1435 Walnut Street Philadelphia, PA 19102 Subcontractor: Paradigm Group Consultants, LLC	$60,000 plus customary reimbursed expenses not to exceed $1,500	The experience of the consultants was in areas outside of the scope of Dover's project; however, the overview of the project was specific and appropriate.
Nancy Arduengo	The ArdLen Group, LLC 4231 Captains corridor Greenbackville, VA 23356 Subcontractor: ATG Coaching and Consulting, LLC Melonie Garrett, MCC 301-262-1698	$118,750 plus travel expenses	Experience is more aligned with change management that is not directly related to diversity and inclusion. A lot of experience with human resources practices such as leadership development, training, team building, etc.
Christina Georgas	The Kaleidoscope Group Chicago, IL 60654	$130,000 - $145,000 Additional $40,000 for Community Analysis.	RFP was comprehensive and strong with the intention of developing and advancing our objective.

City of Dover, DE

Investment Policy Statement

Dated October 23, 2018

1.0 Governing Authority

It is the policy of the City of Dover to invest public funds under its control in a manner that will provide the highest investment return consistent with the maximum safety of principal, while meeting cash flow needs of the City. The investment program shall conform to all state and local statutes governing the investment of public funds.

2.0 Scope

This Investment Policy Statement (the "Policy") applies to all financial assets of the City of Dover for which the City retains direct or indirect daily control. Funds for which the City has retained outside fund manager(s) shall also be governed by this Policy or, in the case of bond proceeds, related governing bond documents.

2.1 Accounts

2.1.1 Cash and Liquidity Accounts: The majority of the City's cash balance available for investment is maintained in the cash and liquidity accounts. These accounts will be managed and invested by investment managers, selected by the City Council through competitive bid, in order to maximize the return to the City while, at the same time, providing for safety of principal and sufficient liquidity for the City to meet its cash needs. The City will manage its short-term investments to ensure sufficient liquidity and prevent their premature sale for the purpose of covering expenditures. Short-term investments should mature at face value in sufficient amounts to meet any liquidity needs.

2.1.2 Reserve Cash (Intermediate) Account: To the extent cash is not expected to be needed on short notice, the City shall invest such funds in the Reserve Cash Account. This fund shall be managed and invested by an investment manager or managers**,** selected by the City Council after a competitive bid, in order to maximize the return on said money to the City while providing for the safety of principal.

All of the City of Dover's funds are accounted for in its Comprehensive Annual Financial Report. Those funds to which this Policy applies include (excluding the Deferred Compensation Plan and Pension Trusts):

2.2 Funds

2.2.1 General Fund
2.2.2 Capital Project Funds
2.2.3 Special Revenue Funds
2.2.4 Enterprise Funds
2.2.5 Internal Service Funds
2.2.6 Any new fund created by the City Council, unless specifically exempted

3.0 Objectives

The primary objectives of the City of Dover's investment activities, in order of importance shall be:

3.1 Safety

Preservation of principal is the foremost objective of the investment program. To attain this objective, funds shall be diversified among securities of high credit quality and liquidity, so that risk of loss of principal is minimized.

3.2 Liquidity

The City's investments shall be made for such periods as to enable the City to meet all operating requirements that may be scheduled or reasonably anticipated.

3.3 Return on Investments

A goal of the investment program shall be to maximize investment return within the constraints of Sections 3.1 and 3.2.

4.0 Delegation of Authority

Authority to manage the City of Dover's investment program is derived from this Policy, which is approved by City Council, and "Dover Code, PART I, Subpart A, Article II, Section 17" (attachment B) which states in part that "The Controller/Treasurer shall be the custodian of all of the City funds."

The City's Controller/Treasurer shall:

1) Review this Policy annually and recommend changes, if any, to City Council;
2) Be charged with implementing the Policy, and may delegate authority to make investments to an investment advisor. The Controller/Treasurer shall be responsible for all investment transactions and shall establish controls to regulate the activities of the investment advisor, if any.
3) Ensure that records of the City's investment activities are kept for ten years.

5.0 Prudence, Ethics and Conflicts of Interest

Any official of the City or investment advisor/manager empowered to make investments on behalf of the City of Dover shall comply with the following:

5.1 "Prudent Person" Rule

Investment decisions shall be made with the judgment and care which persons of reasonable intelligence, under circumstances prevailing at the time the investment is made, would exercise in the management of their own investments assuming that their objectives are those shown in Section 3.0 of this policy.

5.2 Ethics and Conflict of Interest

The delegate authorized to make City investments shall act at all times in an ethical manner, and shall not engage in activity that could impair or be perceived to impair their ability to make impartial investment decisions. They shall disclose to the Mayor and City Council any material interests in financial institutions with which the City has financial dealings, and which may be related to the performance of the investment program. Employees and officers shall refrain from undertaking personal investment transactions with the same individual(s) with whom business is conducted on behalf of the City.

6.0 Authorized Institutions and Dealers

All broker/dealers that desire to become qualified for investment transactions with the City shall meet the following:

1. Primary dealers and regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule)
2. Capital of at least $25,000,000 or capital of $5,000,000 for firms incorporated in the State of Delaware
3. Registered as a dealer under the Securities Exchange Act of 1934
4. Member of the Financial Industry Regulatory Authority (FINRA)
5. Registered to sell securities in the State of Delaware
6. Engaged in the business of effecting transactions in U.S. government, federal agency, and corporate securities for at least five (5) consecutive years

To the extent the City utilizes the services of an outside Investment Advisor, it shall be the responsibility of the Investment Advisor to maintain an approved list of brokers.

7.0 Safekeeping and Custody

To ensure that securities are deposited in an eligible financial institution prior to the release of funds, all trades of marketable securities will be executed by delivery vs. payment ("DVP").

Further, all securities will be held by an independent third-party custodian, in the name of the City, and evidenced by safekeeping receipts in the City's name. The custodian shall provide daily confirmation of held securities as well as a monthly transactions and holdings report.

8.0 Authorized Investments and Trading of Securities

The Controller/Treasurer or authorized delegate may invest only in the types of securities listed below. The maximum stated maturity of any security shall be limited to 10 years at settlement, unless otherwise stated. The maximum average maturity of the portfolio shall be seven years. For asset backed and Agency mortgage backed securities, the maximum maturity shall be defined as the weighted average life ("WAL"). WAL is a convention that estimates the expected weighted amount of time, in years, for the principal amount of an issue to be fully paid. For Agency mortgage backed securities, WAL shall be limited to 10 years, measured at the settlement date, provided by Bloomberg Financial Markets. For asset backed securities, the average life must not exceed two years, except for such securities that are subject to periodic reset of coupon or interest rate - - these may have an average life not to exceed three years.

8.1 United States Government Securities

Marketable securities issued by the U.S. Government and supported by the full faith and credit of the U. S. Treasury either by statue or an opinion of the attorney general of the United States. The maximum maturity shall be limited to 10 years. Up to 100% of the portfolio may be invested in this sector.

8.2 Government Agency Securities

Debt securities issued by government-sponsored enterprises ("GSE"), federal agencies, federal financing banks, and instrumentalities of the U.S. Government.

The maximum maturity shall be limited to 10 years. Up to 50% of the portfolio may be invested in this sector, with a maximum of 20% in any one issuer.

8.3 Certificates of Deposit and Time Deposits

8.3.1 Domestic Institutions: Issued or endorsed by a domestic bank, or a savings and loan association, organized and supervised under the laws of the United States and denominated in U.S. dollars; provided, however, that deposits are fully insured or guaranteed by the Federal Deposit Insurance Corporation ("FDIC").

If not insured by the FDIC:

- The banking institution must have assets of not less than $5 billion; and
- Issuers must have a short-term rating in the highest category by Standard & Poor's, Moody's, or Fitch and a long-term rating of at least the "A" category by Standard & Poor's, Moody's, or Fitch.

The maximum maturity of any investment in this sector shall be limited to 10 years at trade settlement. This sector shall not exceed 25% of the total portfolio. No single issuer shall exceed 5% of the City's portfolio.

8.3.2 Delaware-Domiciled Institutions: Issued by or endorsed by any bank or savings association domiciled in the State of Delaware and organized and supervised under federal or State of Delaware banking laws which does not meet the requirements of Section 8.3.1 hereto; provided, however, that:

- For each of the latest two years, the bank or association has had a return on total average assets of 0.50% or greater and an average capital ratio (defined as total equity capital to total assets) of at least 1 to 20, or the instrument is secured as set forth in Section 9, "Collateralization of City Deposits," hereto; and
- Not more than the lesser of $10 million or 25% of an issuer's total equity capital, may be invested in any one issuer. (Investments due to mature in one business day may be excluded from the computation of this percentage.)
- The Board expressly affirms that, consistent with these guidelines, Delaware banks and savings associations should be considered as a source of investment.
- The maximum stated maturity of any investment in this sector shall be limited to 10 years at time of purchase. This sector shall not exceed 20% of the total portfolio. No single issuer shall exceed 5% of the City's portfolio.

8.4 Corporate Debt Instruments

Such instruments include commercial paper bankers' acceptances, and non-convertible senior debt securities (bonds and debentures).

8.4.1 Corporate securities must be denominated/issued in US dollars. Many foreign corporations issue debt/securities in the US market, in US dollars.

8.4.2 No single issuer shall exceed 5% of the City's portfolio.

8.4.3 Commercial Paper shall be limited to a final maturity of 270 days. This sector shall not exceed 25% of the total portfolio. Issuers shall be rated in the highest short-term category by Standard & Poor's, Moody's, or Fitch.

8.4.4. Bankers' Acceptances shall be limited to a final maturity of 365 days. This sector shall not exceed 25% of the City's Portfolio. Issuers shall be rated in the highest short-term rating by Standard & Poor's, Moody's, or Fitch.

8.4.5 Corporate bonds and debentures shall be limited to a final maturity of 10 years. This sector shall not exceed 50% of the total portfolio. Issuers shall hold a long-term rating of at least the "A" category by Standard & Poor's, Moody's, or Fitch.

8.5 Repurchase Agreements

The underlying collateral shall consist of U.S. government and/or GSE securities provided, however, that:

8.5.1 All repurchase agreements must be governed by a written master repurchase agreement;

8.5.2 Agreements will be entered into only with respect to underlying securities in which the investment manager may otherwise invest as described above, and only with a recognized U.S. Government/broker or a bank which meets the requirements set out under paragraph Section 8.3.1 or 8.3.2 above;

8.5.3 In the case of repurchase collateral held in book-entry form in the Federal Reserve System, all deliveries of securities must be made, for the transfer thereof, through the Federal Reserve book-entry system to the account designated by the investment manager for such purpose. Securities held in certificated form must be delivered to the investment manager or a custodian as directed by the investment manager.

8.5.4 Any collateral employed under this paragraph shall be counted towards the applicable maximum limits set forth within these guidelines for such type of investment, and such collateral shall be valued at market at not less than 103 percent of the maturity value of the agreement and marked-to-the-market as requested by the investment manager.

8.5.5 Repurchase agreements shall be limited to a maximum maturity of 90 days from date of purchase. This sector shall not exceed 50% of the total portfolio. No single issuer shall exceed 25% of the City's portfolio.

8.6 Registered Investment Companies (Money Market Funds)

No single fund shall exceed 25% of the City's portfolio. Money market funds shall be rated AAA by Standard & Poor's. A current prospectus must be obtained before investing in any money market fund, and current holdings reports must be maintained at least each month.

8.7 Mortgage-Backed Securities

Mortgage-backed securities issued by the following: Government National Mortgage Association (GNMA), Federal National Mortgage Association (FNMA) or Federal Home Loan Mortgage Association (FHLMC). This sector, combined with the asset backed security sector, shall not exceed 10% of the total portfolio.

8.8 Asset Backed Securities

These investments include auto loan receivables, credit card receivables, home equity loans, and manufactured housing loans. These can be fixed or floating rate and must be rated in the highest long-term category by Standard & Poor's, Moody's, or Fitch. This sector, combined with the mortgage-backed security sector, shall not exceed 10% of the City's portfolio. No single issuer shall exceed 5% of the City's portfolio.

8.9 Municipal Obligations

Taxable and tax-exempt securities issued by state and local governments and public authorities in the United States. The maximum stated maturity of any investment in this sector shall be limited to 10 years at time of purchase. This sector shall not exceed 30% of the City's portfolio. No single issuer shall exceed 5% of the City's portfolio. Issuers shall be rated in at least the "A" category by Standard & Poor's, Moody's, or Fitch. Additionally, Issuers in the short term market (under one year) shall be rated at a minimum of "mig-1", "f1" or "sp-1" for Moody's, Fitch and Standard &Poor's.

8.10 State of Delaware Investments Pool

8.10.1 Delaware Local Government Investment Pool (DELGIP) -The investment in this pool is permitted in relation to the City's cash flow and the guidelines set forth by the State of Delaware. The investment in this pool will not exceed 25% of the total funds available and will be monitored by the City's Finance Department on a monthly basis.

8.10.2 Delaware Local Government Retirement Investment Pool (DELRIP) The investment in this pool is permitted in relation to the City's Post-Retirement Benefits Fund. The investment in this pool will not exceed 25% of the total funds available and will be monitored by the City's Finance Department on a monthly basis.

8.11 Trading Securities

The Controller/Treasurer is hereby authorized to sell securities prior to their stated maturity date in the following circumstances:

1. A security with declining credit may be sold prior to its maturity to minimize loss of principal;
2. A security swap may be executed if it would improve the quality, yield, or target duration of the portfolio;
3. Securities may be sold to provide needed liquidity.

8.12 Internal Control on such transactions

8.12.1 An investment report will be provided to the Council on a quarterly basis.

8.12.2 All investment reporting documents will be provided to the independent auditors.

8.12.3 Investment records will be kept by the City for ten (10) years.

8.12.4 The trading shall not involve any hedge, derivatives and/or borrowing funds for trading purposes.

A summary of permitted investments is below:

Investment Type	Sector Limit	Issuer Limit	Maturity Limit	Credit Quality Minimum
United States Government Securities	100%	100%	10 Years	N/A
Government Agency Securities	50%	20%	10 Years	N/A
Mortgage-Backed Securities	Combined 10% limit	N/A	10 Year WAL	N/A
Asset Backed Securities		5%	2 Year WAL	Highest long-term rating by Fitch, Moody's or S&P
Municipal Obligations	30%	5%	10 Years	Long-term rating of at least "A" by S&P, Moody's, or Fitch For issuers in short term market, rating of at least "mig-1", "f1 or "sp-1" for Moody's, Fitch & S&P
FDIC-Insured Deposits	25%	5%	10 Years	N/A
Certificates of Deposit and Time Deposits (not insured by FDIC)	25%	5%	10 Years	Highest short-term rating by Fitch, Moody's or S&P. Long-term rating of at least "A" by S&P, Moody's, or Fitch
Delaware-Domiciled Institutions	20%	5%	10 Years	N/A
Commercial Paper	25%	5%	270 Days	Highest short-term rating by Fitch, Moody's or S&P
Bankers' Acceptances	25%	5%	365 Days	Highest short-term rating by Fitch, Moody's or S&P
Corporate Bonds and Debentures	50%	5%	10 Years	Long-term rating of at least "A" by S&P, Moody's, or Fitch
Repurchase Agreements	50%	25%	90 days	N/A
Registered Investment Companies (Money Market Funds)	100%	25%	N/A	AAAm by S&P
Delaware Local Government Investment Pool	25%	N/A	N/A	N/A
Delaware Local Government Retirement Investment Pool	25%	N/A	N/A	N/A

9.0 Collateralization of City Deposits

If the City deposits funds in any financial institution, those funds will be subject to the following collateralization requirements. The financial institution shall:

9.1 Collateralize the City's daily ledger balance(s) if, for any quarter during the most recent eight quarters the bank has not met both of the following two criteria:

- Return on total average assets of 0.50 percent or greater.
- Average capital ratio (total equity to total assets) of 5.00 percent or greater.

9.2 If either criterion in paragraph 9.1 is not satisfied collateral must be pledged and shall consist of one or more of the following securities:

- U.S. Government securities
- U.S. Government agency securities
- Federal Home Loan Board letters of credit
- State of Delaware securities
- Mortgage backed securities as referenced in Section 8.7
- Securities of a political subdivision of the State of Delaware with a Moody's rating of "A" or better

9.3 Ensure that the securities pledged as collateral (except for Federal Home Loan Board letters of credit) have a market value equal to or greater than 102 percent of the ledger balance(s) in the account(s) marked to market each day.

9.4 Ensure that securities pledged as collateral are housed at the Federal Reserve Bank or a mutually agreed upon third party depository. (The trust department of the winning vendor will not be acceptable.)

9.5 Provide reports on a monthly basis to the City Finance Department detailing the collateral pledged.

9.6 Provide a Call Report (Consolidated Report of Condition and Income, FFIEC 031) on a quarterly basis to the City Finance Department.

10.0 Policy Considerations

If securities owned by the City are downgraded by either Standard & Poor's, Fitch or Moody's to a level below the quality required by this Policy, it shall be the City's policy to review the credit situation and make a determination as to whether to sell or retain such securities in the portfolio.

If a security is downgraded two grades below the level required by the Policy, the security shall be sold immediately.

If a security is downgraded one grade below the level required by this Policy and matures within 6 months, the security may be held to maturity. The Controller/Treasurer may determine to sell the security if it is determined that there is a probability of default prior to maturity.

If a decision is made to retain a downgraded security in the portfolio, its presence in the portfolio will be monitored and reported monthly to the Controller/Treasurer.

11.0 Internal Controls

The Controller/Treasurer is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft, or misuse. The Controller/Treasurer shall also establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following:

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Prohibition of physical delivery securities
- Clear, written delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers

12.0 Performance Standards

The City of Dover's investment decisions shall be made with the objective of obtaining a rate of return commensurate with the investment risk constraints and the cash flow needs. On a quarterly basis, the Controller/Treasurer shall compare the City's portfolio against the Merrill Lynch 0-5 Year U.S. Treasury Index, in terms of time-weighted total return and average duration for the period under review.

13.0 Reporting

At the end of each calendar quarter, the Controller/Treasurer will submit a report of all quarter-ending investments to the Mayor and City Council. Reports shall include the following:

- Listing of individual securities held as of last day of reporting period, sorted by sector
- Par, market, and amortized cost values of each security
- Coupon, current yield, and final stated maturity date of each security

14.0 Investment Policy Adoption

The City of Dover's investment policy will be adopted by the City Council after review and recommendation of the Legislative and Finance Committee. The policy will be reviewed at least once every year by the Legislative and Finance Committee, which is charged with considering the existing policy and any recommendations to modify the policy. Any modifications to the policy must be approved by the City Council. **LEGEND**

1. Original approval by City Council - November 14, 1988
2. Revised policy approved by City Council - March 7, 2005
3. City Council Approved with No Changes – April 14, 2008
4. Revised policy approved by City Council – July 25, 2011
5. Revised policy approved by City Council – August 12, 2013.
6. Revised policy approved by City Council – September 8, 2014
7. Revised policy approved by City Council – October 10, 2016
8. Revised policy approved by City Council – October 23, 2017

ATTACHMENT A

GLOSSARY

AGENCIES: Federal agency securities, otherwise known as "Government Sponsored Enterprises."

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate. Large denomination CD's are typically negotiable.

BANKERS ACCEPTANCE: A short-term credit investment which is created by a non-financial firm and whose payment is guaranteed by a bank.

COLLATERAL: Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

COMMERCIAL PAPER: An unsecured obligation issued by a corporation or bank to finance its short-term credit needs. Maturities typically range from one (1) to 270 days.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual report for the City of Dover. It includes five combined statements for each individual fund and account group prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

CORPORATE BONDS: A debt security issued by a corporation based in the United States of America. Such bonds usually have a par value of $1,000, have a term maturity, and are traded on a major exchange.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns, in an attempt to limit risk.

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g., S&L's, small business firms, students, farmers, farm cooperatives, and exporters.

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that insures bank deposits, currently up to $250,000 per deposit.

FEDERAL FUNDS RATE: The rate of interest at which Fed funds are traded. This rate is currently pegged by the Federal Reserve through open-market operations.

FEDERAL HOME LOAN BANKS (FHLB): The institutions that regulate and lend to savings and loan associations. The Federal Home Loan Banks play a role analogous to that played by the Federal Reserve Banks vis-a-vis member commercial banks.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted.

FEDERAL RESERVE SYSTEM: The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, D.C., 12 regional banks and about 5,700 commercial banks that are members of the system.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae): Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions. Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by the FHA, VA or FMHM mortgages. The term "passthroughs" is often used to describe Ginnie Mae's.

LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

LOCAL GOVERNMENT INVESTMENT POOL (LGIP): The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

MARKET VALUE: The price at which a security is trading and could presumable be purchased or sold.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MORTGAGE-BACKED SECURITIES (MBS): An investment instrument that represents ownership of, and is backed by, an individual interest in a pool of mortgages such as those issued by Ginnie Mae or Freddie Mac. Principal and interest from the individual mortgages is used to pay principal and interest on the MBS.

MUNICIPAL NOTES AND BONDS: Securities issued by a state, city, or local government to finance operations or special projects.

PRUDENT PERSON RULE: An investment standard. In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state--the so-called legal list. In other states the trustee may invest in a security if it is one which

would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

QUALIFIED PUBLIC DEPOSITORIES: A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

RATE OF RETURN: A measure of worth, either at security or aggregate portfolio level, over a period of time. There are many return conventions, including but not limited to yield to maturity at cost, yield to maturity at market, yield to worst, time weighted total return, dollar weighted total return.

REPURCHASE AGREEMENT (RP OR REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money, that is, increasing bank reserves.

REVERSE REPURCHASE AGREEMENT: The purchase of a security by a dealer with the agreement to sell it back to the seller at a fixed price at a later date. Typically used by owners of securities to finance short-term needs without having to liquidate the security.

SAFEKEEPING: A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

TIME DEPOSITS: A savings account or CD held for a fixed term or with the understanding that the customer can withdraw only by giving advanced notice.

TREASURY BILLS: A short-term (less than one year) non-interest bearing discount security issued by the U.S. Treasury department to finance the national debt. Most bills are issued to mature in three months, six months, or one year.

TREASURY BOND: Long-term U.S. Treasury securities having initial maturities of more than 10 years.

TREASURY NOTES: A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months or one year.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1: also called net capital rule and net capital ratio.

Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

VARIABLE RATE MASTER DEMAND NOTES: A floating rate security with initial maturities and indexed rates chosen by the investor. The interest rate is adjusted periodically, usually off a standard such as that prevailing on a Treasury Bill or the prime interest rate.

YIELD: The rate of annual income return on an investment, expressed as a percentage.

INCOME YIELD is obtained by dividing the current dollar income by the current market price for the security.

NET YIELD or YIELD TO MATURITY is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

ATTACHMENT B

Dover, Delaware, Code of Ordinances >> PART I - CHARTER AND RELATED LAWS

PART I - CHARTER AND RELATED LAWS [1]

Subpart A - CHARTER

PREAMBLE [3]

We the people of the City of Dover, under the constitution and laws of the state of Delaware, in order to secure the benefits of local self-government and to provide for an honest and accountable council-manager government, do hereby adopt this charter and confer upon the city the following powers, subject to the following restrictions, and prescribed by the following procedures and governmental structure. By this action, we secure the benefits of home rule and affirm the values of representative democracy, professional management, strong political leadership, citizen participation, and regional cooperation.

ARTICLE I. - POWERS OF THE CITY

ARTICLE II. - MAYOR AND COUNCIL

Sec. 17. - Controller/treasurer.

At the annual meeting the council shall elect a controller/treasurer to hold office until the next annual meeting of the council, or until his/her successor has been duly chosen and qualified, but subject to removal at any time by the council.

The controller/treasurer shall be the custodian of all the city funds and shall deposit them in a banking institution designated by the council.

(Amd. of 7-12-2005 (S.B. 126); Amd. of 7-8-2009 (S.B. 165, § 15))

ACTION FORM

PROCEEDING: Council Committee of the Whole
DEPARTMENT OF ORIGIN: City Manager **DATE SUBMITTED:** 11/12/18
PREPARED BY: Donna Mitchell, City Manager
SUBJECT: Project Carry-Forward Budget Balances & Proposed Budget Amendments
REVIEWED BY: City Manager & Controller/Treasurer
APPROVALS: Council Committee of the Whole
EXHIBITS: Exhibit A – Capital Investment Plan Amendments
EXPENDITURE REQUIRED: As per the attached Exhibit & Draft Ordinance **AMOUNT BUDGETED**: N/A
TIMETABLE: Upon Council approval
RECOMMENDED ACTION: Staff recommends approval of the proposed Budget Amendments totaling $6,572,000 for Fiscal Year 2019.

The proposed budget amendment includes adjustments to the Capital Project budgets (see Exhibit A) and two adjustments for Fleet Maintenance – police vehicle parts and materials $50,000, and an adjustment to Human Resources – Consulting for Diversity & Inclusion $50,000.

All of the items included in the budget amendment are funding through the prior year Ending Budget Balance as follows:

Fund	Budget Balance Adjustment
General Fund	$100,000
Governmental – Capital Projects Fund	$1,092,200
Water – Capital Projects Fund	$2,719,000
Wastewater – Capital Projects Fund	$832,900
Electric – Capital Projects Fund	$1,648,000
Community Transportation	$179,900
Total:	$6,572,000

City of Dover
Fiscal Year 2018/2019 Budget
First Amendment
Capital Investment Plan Amendments

Project #	Title	Fiscal Year 2018 Original CIP Budget	Fiscal Year 2018 Revised CIP Budget	Prior Fiscal Year Expenses	Carry Forward Balance	FY 2019 Year Budget	Revised FY 19 CIP Budget
---	Police Vehicle Parts (Fleet Maintenance)	$ -	$ -	$ -	$ 50,000	$ -	$ -
---	Consulting for Diversity/Inclusion (Human Resources)	-	-	-	50,000	-	-
	Total General Operating Fund	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ -**	**$ -**
---	Kubota Tractor and Mower (Grounds)	$ 62,500	$ 62,500	$ -	$ 62,500	$ -	$ 62,500
---	Dodge Van (Facilities Mgmt)	25,100	25,100	-	25,100	-	25,100
PD1800	Police Station Roof Repair	38,300	38,300	-	38,300	-	38,300
PD1801	Police Station Impound Lot	51,000	51,000	6,400	44,600	74,000	118,600
PD1802	Condenser Replacement in Computer Room	14,800	14,800	7,376	7,400	-	7,400
PR1402	Schutte Park Land Improvements	190,000	190,000	2,259	187,700	70,000	257,700
PR1701	Dover Park - Master Plan	60,000	60,000	41,226	18,700	140,000	158,700
PR1800	Park & Playground Improvements	66,000	33,000	13,134	13,100	-	13,100
ST1504	Old PW2 Site Improvements	77,900	77,900	32,537	45,300	-	45,300
ST1801	FY18 Street and Alley Program	950,000	649,500	-	649,500	-	649,500
	Streets Division	$ 1,535,600	$ 1,202,100	$ 102,932	$ 1,092,200	$ 284,000	$ 1,376,200
	Total General Capital Project Fund	**$ 1,535,600**	**$ 1,202,100**	**$ 102,932**	**$ 1,092,200**	**$ 284,000**	**$ 1,376,200**
	Total Increase in General Cap Proj Fund				**$ 1,092,200**		
CT1829	Mobile Radar Signs	$ 12,200	$ 12,200	$ -	$ 12,200	$ -	$ 12,200
CT1833	FY18 Paving Proj-Hope St from Gov Ave to State St	88,600	88,600	-	88,600	-	88,600
TE0601	TCSP Lincoln Park	79,100	79,100	-	79,100	-	79,100
	Total Community Transportation Fund	**$ 179,900**	**$ 179,900**	**$ -**	**$ 179,900**	**$ -**	**$ 179,900**
	Total Increase in Comm Transportation Fund				**$ 179,900**		
---	Cat Loader	$ 156,300	$ 160,800	$ -	$ 160,800	$ -	$ 160,800
WQ1804	N State St Water Main Replacement	94,000	94,000	4,000	90,000	-	90,000
	Water Division	$ 250,300	$ 254,800	$ 4,000	$ 250,800	$ -	$ 250,800
	Total Increase in Water Division				$ 250,800		
WW1806	Puncheon Run Pump Station Improvements	$ 70,000	$ 70,000	$ -	$ 70,000	$ -	$ 70,000
WW1807	Pump Station #7 Emergency Clean Up	-	320,400	277,006	43,400	-	43,400
II1801	College Road	43,400	43,400	-	43,400	-	43,400
II1802	Overlook Eastlake Garden	35,500	33,500	-	33,500	-	33,500
II1803	Fox Hall	44,600	16,500	-	16,500	-	16,500
II1804	Downtown Dover	116,900	61,700	-	61,700	-	61,700
II1805	Wesley College Area	132,200	93,000	-	93,000	-	93,000
II1806	Rodney Village	539,600	471,400	-	471,400	-	471,400
	Wastewater Division	$ 982,200	$ 1,109,900	$ 277,006	$ 832,900	$ -	$ 832,900
	Total Increase in Wastewater Division				$ 832,900		
WD1609	WTP Process Improvements	$ -	$ 2,475,700	$ 7,410	$ 2,468,200	$ 4,000,000	$ 6,468,200
	Water Treatment Plant Division	$ -	$ 2,475,700	$ 7,410	$ 2,468,200	$ 4,000,000	$ 6,468,200
	Total Increase in Water Treatment Plant Division				$ 2,468,200		
	Total Water/Wastewater I & E Fund	**$ 1,232,500**	**$ 3,840,400**	**$ 288,416**	**$ 3,551,900**	**$ 4,000,000**	**$ 7,551,900**
	Total Increase in Water/Wastewater I & E Fund				**$ 3,551,900**		
EG1701	VanSant Unit 11 Major Overhaul	$ 1,548,000	$ 1,942,200	$ 1,790,953	$ 82,000	$ -	$ 82,000
EG1803	VanSant Fire Suppression System Upgrade	235,000	235,000	105,862	30,000	-	30,000
	Electric Generation	$ 1,783,000	$ 2,177,200	$ 1,896,815	$ 112,000	$ -	$ 112,000
	Total Increase in Electric Generation				$ 112,000		
FIN	Purchase of ERP System	$ 1,500,000	$ 2,441,700	$ 932,631	$ 1,509,000	$ 548,000	$ 2,057,000
		$ 1,500,000	$ 2,441,700	$ 932,631	$ 1,509,000	$ 548,000	$ 2,057,000
EE1807	McKee Run Plant Alternate Power	100,000	50,000	22,941	27,000	-	27,000
	Engineering Division	$ 100,000	$ 50,000	$ 22,941	$ 27,000	$ -	$ 27,000
	Total Increase in Engineering				$ 27,000		
	Total Electric I & E Fund	**$ 3,383,000**	**$ 4,668,900**	**$ 2,852,386**	**$ 1,648,000**	**$ 548,000**	**$ 2,196,000**
	Total Increase in Electric I & E Fund				**$ 1,648,000**		
	Total Carryforward balances from FY 2018				**$ 6,572,000**		

CITY OF DOVER ORDINANCE # 2018-13
2018-2019 BUDGET ORDINANCES - FIRST AMENDMENT

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating One Hundred Thousand dollars ($100,000) or so much thereof as may be necessary are hereby appropriated from prior year budget balance for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

GENERAL FUND
CASH RECEIPT SUMMARY FOR 2018-2019

	2018/19 ADJUSTMENT
TOTAL BEGINNING BALANCE & REVENUE	**$ 100,000**

2018-2019 BUDGET ORDINANCES - FIRST AMENDMENT

GENERAL FUND - EXPENDITURES AND BUDGET BALANCE FOR 2018-2019

DEPARTMENT EXPENSES	**2018/19 ADJUSTMENT**
FLEET MAINTENANCE	50,000
HUMAN RESOURCES	50,000
DEPARTMENT SUBTOTALS	**100,000**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED:

2018-2019 BUDGET ORDINANCES - FIRST AMENDMENT

GOVERNMENTAL CAPITAL PROJECTS FUND
REVENUES AND BUDGET FOR 2018-2019

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

The amount hereinafter named aggregating One Million Ninety Two Thousand Two Hundred dollars ($1,092,200) or so much thereof as may be necessary are hereby appropriated from prior year budget balance for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

REVENUES

	2018/19 ADJUSTMENT
BEGINNING BALANCE - PROJECTS	**$ 1,092,200**

EXPENSE SUMMARY

EXPENDITURES	**2018/19 ADJUSTMENT**
GROUNDS	62,500
RECREATION	219,500
POLICE	90,300
STREETS	694,800
FACILITIES MANAGEMENT	25,100
DEPARTMENT SUBTOTAL	**1,092,200**
TOTAL EXPENDITURES	**1,092,200**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED:

2018-2019 BUDGET ORDINANCES - FIRST AMENDMENT

WATER/WASTEWATER IMPROVEMENT & EXTENSION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2018-2019

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

The amount hereinafter named aggregating Three Million Five Hundred Fifty One Thousand Nine Hundred dollars ($3,551,900) or so much thereof as may be necessary are hereby appropriated from prior year budget balance for the use by several departments of the Municipal Government for the fiscal year begining July 1, 2018 and ending June 30, 2019:

CASH RECEIPTS

	2018/19 ADJUSTMENT
BEGINNING BALANCE - WATER	$ 2,719,000
BEGINNING BALANCE - WASTEWATER	832,900
TOTAL BEGINNING BALANCES	**3,551,900**

EXPENSE SUMMARY

EXPENSES	2018/19 ADJUSTMENT
WATER	$ 250,800
WASTEWATER	832,900
WATER TREATMENT PLANT	2,468,200
TOTAL EXPENSES	**3,551,900**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED:

2018-2019 BUDGET ORDINANCES - FIRST AMENDMENT

ELECTRIC UTILITY IMPROVEMENT AND EXTENSION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2018-2019

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

The amount hereinafter named aggregating One Million Six Hundred Forty Eight Thousand dollars ($1,648,000) or so much thereof as may be necessary are hereby appropriated from prior year budget balance for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

REVENUES

	2018/19 ADJUSTMENT
BEGINNING BALANCE	**$ 1,648,000**

EXPENSE SUMMARY

EXPENSES	2018/19 ADJUSTMENT
ELECTRIC GENERATION	112,000
ELECTRICAL ENGINEERING	27,000
ERP SYSTEM	1,509,000
TOTAL EXPENSES	**1,648,000**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED:

2018-2019 BUDGET ORDINANCES - FIRST AMENDMENT

COMMUNITY TRANSPORTATION IMPROVEMENT FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2018-2019

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

The amount hereinafter named aggregating Five Hundred Seventy Thousand Nine Hundred dollars ($179,900) or so much thereof as may be necessary are hereby appropriated from prior year budget balance for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2018 and ending June 30, 2019:

OPERATING REVENUES

		2018/19 REVISED
PRIOR YEAR BALANCE	**$**	179,900
TOTALS	**$**	**179,900**

OPERATING EXPENSES

		2018/19 REVISED
PROGRAM EXP. GRANT RELATED	$	179,900
TOTALS	**$**	**179,900**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: