Council Committee of the Whole Agenda

November 26, 2019 - 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 email at cityclerk@dover.de.us) should you wish to be recognized.

Safety Advisory and Transportation Committee

Adoption of Agenda

1. **Reconsideration - Prioritization of City of Dover State Capital Transportation Program (CTP) projects**
   (During the Regular Council meeting of October 14, 2019 members approved the Committee's September 24, 2019 recommended priority ranking for the coming year, amended)

2. **Quarterly Update - Bicycle and Pedestrian Subcommittee**
   (Committee action not required)

3. **Adjournment of Safety Advisory and Transportation Committee meeting**

Legislative, Finance, and Administration Committee

Adoption of Agenda

1. **Evaluation of Proposals - Weyandt Hall Elevator Modernization**
   (Staff Recommendation: Awarding the Elevator Modernization contract to Delaware Elevator as per the proposal submitted in response to RFP #20-0005FM)

2. **Presentation - Diversity and Inclusion Study**
   (Staff Recommendation: Acceptance of the report)

3. **Proposed Ordinances**
   A. **#2019-19 Amending Appendix B - Zoning, Article 3 - District Regulations, Section 9 - General Residence and Office Zoning (RG-O)**
   B. **#2019-20 Amending Chapter 102 - Taxation, Article IV - Abatement of Real Estate Taxes, Section 102-113 - Qualifications**
      (Staff Recommendation: Adoption of Ordinance #2019-20)

4. **Annual Review of Investment Policy**
   (Staff Recommendation: Approval of the submitted changes)

5. **Adjournment of Legislative, Finance, and Administration Committee meeting**

Adjournment of Council Committee of the Whole meeting

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
2019 TRANSPORTATION PROJECT PRIORITIZATION

1. Garrison Oak Connector Road

Garrison Oak Business and Technology Center (GOBTC) is a 385-acre tract zoned IPM-2 (Industrial Park Manufacturing Zone-Technology Center) and is the only site in the City to be zoned as such. It has been identified by the City as an ideal location for large technology/green industry firms.

Dover City Council desires that DelDOT provide a direct access to State Route 1 via a connector road to White Oak Road. While the State discourages growth east of State Route 1, this tract is acknowledged by both the City of Dover and the State of Delaware as the only large-scale developable land east of State Route 1 in the City of Dover.

A June 2017 study of the project (the *Garrison Oak Traffic Study*), determined that constructing a connector road was not justified as of 2018, based on the current uses and development in the park. However, an Alignment Study to determine the feasibility and location of a future road connection is justified given current and potential development interests. The Park is an important economic development asset for the City and the County. Utilization of GOBTC is restricted by the lack of good access to SR1. As additional development occurs in the business park its priority for construction will be revised as appropriate.

2. Kenton Road Corridor Upgrades/ Route 8 East/West Corridor Plan Improvements

The Kenton Road Corridor project includes road improvements and sidewalks to improve traffic flow and bicycle/pedestrian safety. It is critical to improving the approach to the City from the northwest where new residential areas within and outside the City are being built. This segment also lacks sidewalks. The Route 8 Corridor Study identified several improvements along the Route 8 corridor that would improve safety, better manage access, reduce congestion and provide improved traffic flow. While improvements complementary to this corridor (POW-MIA Parkway and Senator Bikeway, for example) address north/south movements, continued development on the west side of the City impacts the capacity and operation of this roadway.

3. College Road Corridor Upgrades (Kenton Road to McKee Road)

This project includes road improvements and sidewalks in the heavily traveled College Road corridor. It is a key east-west linkage from northwest residential areas to commercial corridors and Delaware State University. Recent development in this area includes apartments and a rehabilitation hospital near the College Road/McKee Road Intersection. Potential improvements in this project include new pavement sections, sidewalks, shoulders, a closed drainage system, bicycle lanes, lighting and other improvements.

4. Loockerman Street/Forest Street Intersection

This project is prioritized by the City to help spur redevelopment activities in the Downtown Development District while also improving traffic circulation and safety. It was identified as a needed improvement through the *Restoring Central Dover Study* and the *Westside Redevelopment Study* conducted in 2001. It is also complementary to the recommendations of the Capital Gateway Study addressing the Forest Street/Route 8 corridor. It would result in improved traffic circulation, a more pedestrian-friendly zone at the railroad crossings and create a new "gateway" into the Downtown.

5. Sidewalks within the walk zone of the new Dover High School

Critical gaps in the sidewalk system near Dover High School remain, including along Mifflin Road and along Route 8 on the south side from Mifflin Road west. This project also addresses the continuation of the Senator Bikeway and the recommendations from the Capital Gateway Study. The City is very concerned about public safety in this area and believes it deserves to be included in the CTP and funded at the earliest opportunity.

6. Kings Highway/Route 13 Intersection Improvements

The intersection of Kings Highway/White Oak Road and US Route 13 needs improvements to meet an acceptable level of service. Extensive new commercial development (Capital Station Shopping Center, Lidl grocery store, and other commercial facilities) are being constructed or are planned south of the intersection which will add traffic and access burdens on these roads. Because of the multi-use paths to be constructed along with this commercial development, pedestrian and bicyclist safety improvements will be needed as part of the intersection upgrade as well.

7. Crawford Carroll Avenue Extension

This project reflects the continuing growth of Delaware State University, commercial development in the area, and future development possibilities involving the Dover Mall and adjoining properties. The project was proposed to continue the improved right-of-way of Crawford Carroll Avenue from West Rustic Lane in a southerly direction to the site where HomeGoods and PetSmart are located and then connect to US Route 13 via a signalized intersection. It would provide access between the DSU Learning and Living Commons facility and the main campus as an alternate to using US 13. DelDOT has expressed concern about the feasibility of the original proposal, however, the City requests that service road connections on the west side of US 13 continue to be addressed even if the original design should not be achievable.

8. West Street Improvements from North Street to the Transit Center

This project is along the western edge of the Downtown Development District and would improve traffic flow, safety and access to the transit system serving the Downtown and the City. It would also provide an opportunity for multi-modal linkages to be improved. West Street has become an important connection for the DART transit service in the City but has not been improved to reflect

the standards necessary to meet this use. Part of these improvements were achieved in 2018 with the completion of a multi-use path along the east side of West Street.

9. US 13 Service Roads/Scarborough Road

This project would create a service road parallel to US 13 from Leipsic Road to Scarborough Road, and a set of local access roads providing economic benefits to the Dover Mall and a proposed adjacent commercial complexes. This project is part of the US Route 13 Circulation Study. In adherence to the State's Corridor Capacity Preservation Program, the addition of service roads would decrease traffic on US 13/DuPont Highway by having more local traffic use the service roads instead. The project also reflects the corridor's continued growing role as a destination for commerce, employment, and community activities, and its lessened importance as a high-speed through travel route compared to State Route 1.

10. US 13 Sidewalk Construction

Construction of multi-use paths along US 13 continues to be a priority. Construction of sidewalks is required when properties are developed or redeveloped, but significant sections of the sidewalk system are either in deteriorated condition or missing. Examples include Public Safety Boulevard to the Puncheon Run Connector and White Oak Road to College Road. A 2019 sidewalk project being built by DelDOT will complete a sidewalk/path from Townsend Boulevard to Leipsic Road on the east side of US 13.

11. Route 8/Hazletteville Road Connector

This is a north/south access road that was identified in the *Route 8 Concept Plan and Operations Study*. This connection will encourage economic development and provide transportation alternatives in this heavily traveled corridor. The connector road would incorporate the existing Dover High Drive and extend south on the west side of the Village of Cannon Mills.

Bicycle & Pedestrian Subcommittee

Quarterly Update November 2019

Members

Chris Asay, Acting Chair
Tricia Arndt
Durk Lee
Jayce Lesniewski
Peter DiMarie
Dave Moses
VACANT

Created in 2012 by the Safety Advisory & Transportation Committee, they have been tasked with identifying gaps in the bicycle and pedestrian network in Dover and identifying areas where the city can work together with local partners to improve the atmosphere for bicyclists and pedestrians.

Bike and Ped Plan update

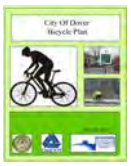
Members of the Subcommittee felt strongly about the City updating their Bicycle and Pedestrian Plans of 2015. Working with our partners at the Dover/KC MPO we able to move this request forward. We will be taking the two plans and merging back into one plan that encompasses both cycling and pedestrian interests.

Working with the MPO and their consultant Whitman Requardt Associates (WRA) a project kickoff meeting was held in September and the first of two public workshops was held on October 21.

Comments are being accepted through November 27 for those who could not attend yet still want their voices heard. The more public input we have the better the plan will be.

Please take a few minutes to visit this link: Www.cityofdover.com/parks-recs—home and submit your comments.

Do you know of any areas that have gaps in the bicycle or pedestrian networks? Do you have ideas to improve on biking and walking within Dover? Do you see areas of problems for drivers, bicyclists and/or pedestrians? Let us know!!





Silver Lake Day Tree Walk Tour

Lead by former member **Fran Riddle,** two guided walks were a part of the Silver Lake Day festivities. With volunteers from the Silver Lake Commission, Chazz & Susan Salkin, and Carla Benson-Green the guided tours took park visitors on a scenic tour of Silver Lake Park pointing out the variety or trees and birds that help make the park the gem it is.

The Tree Guide is available to anyone who may want to take the tour unguided.

www.cityofdover.com/bicyclists-and-pedestrians

New Subcommittee Members Appointed

In the last few months the door has opened to have new faces join us at the table. Subcommittee members **Gary Pennington (Chairman)**, **Fran Riddle** and **Andy Siegel** resigned their posts. We were sad to see them go, but respect their decisions.

Each of these members truly benefitted the subcommittee with the input and knowledge of the pedestrian and cycling atmosphere in Dover. Their time on the subcommittee truly was beneficial. Each of these individuals has been welcomed to attend meetings and share any of their thoughts moving forward.

Tricia Arndt and **Peter DiMarie** were appointed to the subcommittee in October 2019. With these appointments, one vacant position is remaining to be filled.

Stayed tuned, as two citizens have put in for this opportunity.



2019 Event Photos









Partnering with the Capital School District

Bicycle Rodeos are a fun way to encourage safe bicycling and teach children the benefit of riding.

For the 2019/20 school year, we have tentatively scheduled **two events** for the spring with **Harlty** and **North Dover Elementary Schools**.

Each school will offer a pedestrian/cycling safety curriculum to their **forth graders** during their physical education periods. At the completion of the curriculum, a bicycle rodeo will be held to offer a hands on approach to the applying what they just learned. A series of obstacles, such as stop signs, right/left turns and other road challenges are set up. The children are encouraged to make it through the obstacle course obeying all the signs and signals before them.

Parks & Recreation has also offered this program to their summer camp program participants in 2018 and 2019.

It's a great day of fun. We have found that some children could not even ride a bicycle and by the end of the rodeo day, they are riding quite skillfully! It is truly rewarding to those of us who participate and see the excitement on their faces as they maneuver the through the course!

DelDOT's Bicycle Safety Coordinator is an outstanding partner in the getting the wheels on the ground for this program!

Bike To Work Day 2019







Senator Bikeway progress

The Senator Bikeway is underway. Progress is clearly noticed as you travel along Division Street between the rail road tracks and Saulsbury Road.

Look for Phase 1 to be completed by the end of this calendar year.

Subcommittee members have discussed this project in relation to Bennie Smith Funeral Home and keeping pathway as a low-stress route for traveling east/west along Division Street. In conclusion, pathway users may need to use the sidewalk during times a funeral service is taking place. These are expected to be limited times and impact to the pathway user should be minimal. DelDOT and City staff intend to monitor this area to ensure safety.

The City of Dover leadership and the Bicycle and Pedestrian Subcommittee have supported this project from the beginning.

Future phases of the project will extend the pathway to Dover High School at its west end and will cross over RT13 at its east end. In total, the trail will be 3.5 miles long.



Bike Rodeos







Bike Fix It Station - Vandalized

Sadly, we have to report the Bike Fix It Station located at the Dover Public Library was severely vandalized not once but twice. Facilities Management staff noticed on August 19th the unit was no longer usable.



The cords holding the repair tools had been cut or damaged to the point they could be used. It appeared as thought there was an attempt to vandalize the air pump station as well.

As it was gift to the city from Restoring Central Dover, this cowardly act was disheartening to all of us involved.

At this time, no plans are being made to replace the unit. It was damaged beyond repair.

ACTION FORM

PROCEEDING: Council Committee of the Whole – Legislative, Finance & Administration Committee
DEPARTMENT OF ORIGIN: Central Services/Facilities **DATE SUBMITTED**: 11/8/2019
PREPARED BY: Michael C. Hamlett, Central Services Director
SUBJECT: Evaluation of Proposals – Weyandt Hall Elevator Modernization
REFERENCE: N/A
RELATED PROJECT: N/A
APPROVALS: City Manager, Controller
EXHIBITS: N/A
EXPENDITURE REQUIRED: $144,280.00 **AMOUNT BUDGETED**: $150,000.00 **FUNDING SOURCE (Dept/Page in CIP & Budget)**: Electric Administration/Page #245/Project #EE2007
TIMETABLE: Contract to be executed December 9, 2019.
RECOMMENDED ACTION: Staff recommends awarding the Elevator Modernization contract to Delaware Elevator as per the proposal submitted in response to RFP #20-0005FM.

BACKGROUND AND ANALYSIS

Proposals were solicited and advertised according to City of Dover Purchasing Policy by the City's Contract and Procurement Manager under RFP #20-0005FM. The Request for Proposal was delivered to five (5) contractors and submissions were received from one (1), Delaware Elevator. The proposal was evaluated based on**:** work experience with Elevator Modernization projects including any government or municipal experience and references; ability to provide quality control, total cost, geographical location in relation to the City of Dover; and the ability to provide adequate staffing, equipment**,** and a detailed technical approach. The contractor will be responsible for performing the Elevator Modernization for our Weyandt Hall location. Delaware Elevator was able to provide all required information as outlined in the RFP and is a local business within the state of Delaware. They have a Newark office here in Delaware and are staffed with one hundred and eighty (180) employees to include a fully staffed management team. Delaware Elevator provided two (2) references from the State of Delaware, one (1) from the State of Maryland, and one (1) from Frederick and Hartford County Maryland. Unfortunately, there were no other submissions for the Elevator Modernization project. As such, Delaware Elevator is the sole vendor for the Elevator Modernization contract.

The proposer has provided pricing as outlined within RFP #20-005FM. At our request they have provided an alternate option list for updating the cosmetics, mechanical operations and any potential issues that may arise during the modernization process. Please see pricing and tentative schedule below:

PROPOSAL AS POSTED											$ 119,500.00	$ 119,500.00
ALTERNATE												
1	CLADDING OF THE FRONT WALL WITH STAINLESS STEEL					EXTERIOR ARCH					$ 3,200.00	$ 3,200.00
2	NEW STAINLESS STEEL CAB DOOR					INTERIOR					$ 830.00	$ 830.00
3	NEW STAINLESS STEEL HATCH DOORS					EXTERIOR					$ 2,400.00	$ 2,400.00
4	FIR ALARM WORK					UPDATE EXISTING OUT OF DATE					$ 6,800.00	$ 6,800.00
5	HOISTWAY PATCHING					CONCRETE WORK IN SHAFT					$ 4,300.00	$ 4,300.00
6	OIL MINDER SUMP PUMP					OIL DETECTOR					$ 7,250.00	$ 7,250.00
7	JACK REPLACEMENT					IF NEEDED					$ 32,000.00	
8	RE-DRILLING OF EXISTING HOLE FOR JACK REPLACEMENT					IF NEEDED					$ 26,000.00	
											$ 202,280.00	**$ 144,280.00**
SCHEDULE			**WEEKS**									
SURVEY			1		12/2/2019	TO	12/6/2019					
DRAWINGS AND SUBMITTALS			4		12/9/2019	TO	1/3/2020					
SUBMITTAL APPROVALS			4		1/6/2020	TO	1/31/2020					
EQUIPMENT LEAD TIME			14		2/3/2020	TO	5/8/2020					
INSTALLATION TIME			5		5/11/2020	TO	**6/12/2020**					
			28									

Elevator Modernization CAF
11/8/2019

Outlined in green you will find the recommended cosmetic and mechanical upgrades recommended by the contractor. The fire alarm work, hoist way patching, and oil minder sump pump recommendations are in efforts to bring the City current with fire and industry standards. The remaining recommendations are cosmetic upgrades in efforts to contribute to the modernization of the building. Currently the surfaces of such is wood paneling and painted metal. The red outlined alternates are strictly as needed. The jack cylinder will have to be removed and sleeved as part of the modernization process which may present unknown issues such as a leaking cylinder or the whole in which it is set collapsing. Ninety percent (90%) of the jack cylinders that are sleeved do not need to be replaced or re-drilled, but it is always a variable.

The recommendation is that the City of Dover award Delaware elevator the Elevator Modernization contract accepting alternates one through six (1- 6) in the amount of $144,280 while understanding that there may be a need to address the hydraulic jack and/or re-drilling upon removal and inspection.

The proposal method of billing consists of five (5) installments as follows: 20% deposit will be invoiced upon receipt of purchase order, 10% due upon submittal approvals, 20% due upon material delivery to location, 25% will be billed upon commencement of the project, 25% will be billed upon completion of the project.

Diversity and Inclusion Assessment for the City of Dover Delaware

FINAL

Capital of the First State

IVY PLANNING GROUP

Report Content

- Introduction
- Assessment Objective
- Assessment Methodology
- Participation and Demographics
- Summary of Findings (Overall, City of Dover, Dover Police Department)
- Assessment Findings (City of Dover & Police Department)
- Recommendations (City of Dover & Police Department)
- Appendix – Focus Group and Interview Questions
- Appendix - Human Capital Data
- Appendix – Recommended IVY Training

Introduction

- Ivy Planning Group (Ivy) is pleased to present this Diversity and Inclusion Assessment Report to the City of Dover - City Manager, City Council, Departments and Staff. Ivy has been a trusted adviser to hundreds of clients for more than 29 years and continues to help solve complex diversity and inclusion challenges facing our ever-changing workforce and workplace. Our client list includes many organizations in the state of Delaware, and we are excited to include the City of Dover to the list of amazing clients.
- This Assessment Report takes a look at the state of workforce and workplace in the City and Police Departments, leveraging diversity as an opportunity and enabler to success. We are grateful that you trusted us with your data, documents, processes and made time for employees to provide their insights to help us understand your organization better and make recommendations that will drive better outcomes. There is a quote that says “a rising tide lifts all boats” – John F. Kennedy which rings true for assessments like this one. Implemented recommendations that improves diversity and inclusion benefits all staff and leads to a better employee experience.
- We encourage you to view this report as a gift of perspective, insight and feedback - which can aid in making more inclusive and solid business decisions. We also encourage you to use it as a tool to open greater channels of communication to better serve one another and the community.

Assessment Objective

The City of Dover (City) contracted with IVY Planning Group (IVY) to conduct a Diversity and Inclusion (D&I) assessment in order to determine:

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

Ivy performed a multi-phased approach to meet this objective:

- Quantitative analysis of City of Dover's workforce data and HR processes, specifically, the recruiting and selection processes, policies, practices
- Qualitative analysis of interview and focus group data
- Deliverable of findings and recommendations to improve D&I at City of Dover

Assessment Methodology

Ivy's assessment methodology utilizes a quantitative and qualitative assessment process.

1. Ivy performed a quantitative human capital analysis of City of Dover's workforce. Three approaches were used for this analysis:

   - The analysis included a 2019 snapshot data review of the City of Dover (City) and Dover Police Department's (DPD) workforce representation and utilization* by gender, race/ethnicity and level.
   - The analysis included a review of City and DPD's workforce representation by gender, race, ethnicity, and job group* (using EEO-4 occupation categories) for FY 2015-2019 compared to the civilian labor force for the entire US (US CLF), and the US citizens employed in Delaware (DE CLF).
   - The analysis included an employee progression analysis, with trends over time for FY2015, 2017 and 2019, for City and DPD's applicant flow*, new hires*, promotions*, and separations/attrition* displayed by gender, race, and ethnicity, along with an adverse impact analysis.

NOTE: Dover provided Ivy with City and DPD workforce data separately for 2019 ONLY. The historical data, 2015 and 2017, was provided only via MD715 reports, with City and DPD combined. With that, we were unable to separate City from DPD for 2015-17.

* See the Appendix for details of the human capital analysis

Assessment Methodology, continued

2. Ivy performed a qualitative human capital analysis of the City and DPD's workforce using focus groups and interviews. We sent several invitations to participate in the study to the entire employee population and followed up with respondents, sending individual calendar invites for their scheduled interview or focus group. Each interviewee and focus group attendee were asked the same questions and those questions can be found in the Appendix of this report.

   Interviews

   The interviews were conducted with 16 department leaders, 1 hour each.

   Focus Groups

   City and DPD staff were grouped into sessions by job role/function or by demographic grouping, including gender and/or race/ethnicity. IVY collects data this way in order to obtain a holistic view of the organization and understand how employees experience the organization across roles/functions and demographics. 9 focus groups were conducted, 1.5 hours each.

   In order to create a comfortable environment to speak, all focus group participants were asked to maintain anonymity and IVY committed to confidentiality. While one IVY consultant asked the questions, a second IVY consultant was the scribe. The notes were projected onscreen so participants could see and confirm the accuracy of the notes.

Assessment Methodology, continued

3. For both the interview and the focus group data, Ivy performed a structured content analysis using a coding scheme to classify each participant comment into themes as well as similarities and differences in employee experience across the different participant communities (e.g., people leaders vs. individual contributors, women vs. men, Hispanic and people of color vs. White employees). Those themes were then grouped into findings and subsequently, recommendations.

4. Ivy also performed a document review and specifically analyzed the recruitment/selection process for both the City and DPD. We examined the people, processes, functions, and systems to determine how they are working to achieve the desired goals and ways D&I can enable the process. In addition, the document review serves as a point of reference for comparison to the data to be collected from the qualitative data analysis. For example, through interviews and focus groups we sometimes find gaps between how talent management routines were intended to work (i.e., policies on paper) and how they are actually implemented and experienced by leaders and employees.

Participation in the Diversity and Inclusion Study

- As outlined in the Assessment Methodology, the opportunity and invitation to participate in this study was provided to all employees. Some points regarding participation rates include:
  - While participation rates were lower than desired among staff, leaders in the City and DPD participated and demonstrated eagerness to lend their voice to the effort.
  - There were NO White Men and White Women Sworn Officers that participated in this study. Reasons for the lack of participation as relayed by police department leadership and input from focus groups include: (1) overtime was not authorized, (2) focus group dates/times did into correspond with the work times of the officers, (3) vacations and other prescheduled leave prevented those who may want to participate from doing so. It is unclear the reasons/causes for this lack of participation, so an opportunity exists to request more feedback.
  - Overall participation met or exceed those in other studies Ivy conducted with similar sized organizations in and outside of Delaware.

- It is also important to note Ivy began its work in Delaware with the State of Delaware Assessment in 2016. This study and others we have conducted since mention the history of racial issues within the state and that the topic of diversity has shown to be difficult for some. Ivy understands that this may have contributed to the lack of participation in this study (although we could not confirm that with staff) but believe that City and DPD desires to press toward understanding and building a culture that is fully diverse and inclusive.

Participant Demographics

Participation rates for the focus groups **totaled 39%.** Details by community/demographic follows:

Roles	Race	Gender	Count	Total Pop	% Part	Date
Sergeants	All	All	6	9	67%	6/26/2019
Lieutenants	All	All	3	4	75%	6/24/2019
Master Corporal	All	All	4	15	27%	7/8/2019
Police Officers	POC	Male	1	18	6%	7/1/2019
Civilan	White	Male	4	115	3%	7/8/2019
Civilan	White	Female	6	51	12%	6/24/2019
Police Civilian	White	Female	2			6/24/2019
Civilian Supervisors	All	All	13	27	48%	6/17/2019
Civilan	POC	All	7	50	14%	6/27/2019
Police Civilian	POC	All	4			6/27/2019
Mayor and Council Members	All	Male	6	9	67%	7/8/2019
1:1 Interviews	All	All	16	22	73%	
		Total	72	320	39%	

NOTES:

- Police Civilians participated as part of the Civilian focus groups and are counted as part of that total population.

Summary of Assessment Findings

Summary of Findings (Overall)
O1: City of Dover and Police Department participants shared that pensions, benefits, commute, education reimbursement and earned vacation time as positive reasons they stay in their jobs.
O2: Council Members expressed great pride in the efforts made to improve diversity and the environment that fosters inclusion.
O3: The Dover Human Relations Commission conducted a Diversity Research Study in 2016 that produced nine (9) recommendations. There is little evidence that any of the recommendations outlined in the plan were met.
O4: City and DPD leaders should seek to build capacity at articulating the benefits of diversity as a business and community service enabler.
O5: Both the City and DPD human capital analysis results show acceptable representation or improvements across gender, race/ethnicity and job function categories.
O6: Many respondents felt that the lack of racial/ethnic diversity in the senior levels of the City and Police Department contributes to the poor reputation that exists within the community.

Summary of Findings (Police Department)	
Strengths at the DPD (S)	S1: The DPD website provides transparency to applicants on the process to becoming a Sworn Officer as well as attending the Police Cadet Academy.
	S2: DPD conducts periodic "How to Succeed" information sessions for potential candidates on the steps to becoming a Sworn Officer.
Diversity and Inclusion Environment (E)	E1: The lack of participation in this study by the Sworn Officer communities (white male, white female and people of color) provides an opportunity for DPD leadership to delve deeper to better understand perceptions and barriers to diversity and inclusion.
	E2: A disassociation exists between diversity and qualifications. This results in many study participants describing diversity as less than.
Recruiting (R)	R1: People of color and women don't move through the applicant pipeline at the same rates as their white counterparts, funneling out at much greater rates.
	R2: The lack of racial and ethnic diversity that exists on the Oral Board interview panel increases potential bias against women and people of color.
	R3: Recruiting efforts lack ties to a comprehensive strategy for attracting and hiring women and people of color.
	R4: The candidate processing time from application to offer may present a barrier to attracting and hiring the best talent.
	R5: It is difficult for lateral hires from the outside to get credit for their experiences and tenure due to a somewhat inflexible hiring policy, which presents a barrier to having outsiders' close race, gender and ethnicity gaps.

Summary of Findings (Police Department)	
Recruiting (R) - Continued	R6: The application process does not leverage technical advances to reach talent who may not reach the DPD through conventional methods. This may deter potential applicants.
	R7: Internal promotions contribute to the lack of racial/ethnic diversity in leadership, since the internal pipeline lacks a robust supply of racial/ethnic diversity.
	R8: The PD website https://doverpolice.org/ should be updated to better reflect the commitment to represent a diverse community and the overall appreciation for diversity and inclusion.
Performance (P)	P1: Disciplinary actions for bad behavior are inconsistently executed and largely depend on who the supervisor is and the closeness of the relationship with the officer.

	Summary of Findings (City/Civilian)
Strengths at the City (SC)	SC1: The City Council Mission Statement and the HR Mission uses inclusive language that helps build communication, inclusion, and trust.
	SC2: The City established a Minority & Female Recruitment Enhancement strategy to close gaps in presentation which demonstrated thoughtful due diligence and a genuine effort to minority recruitment.
Advancement at the City (AC)	AC1: Advancement opportunities within the City of Dover are unclear and inconsistent for people of color.
	AC2: Training opportunities that offer new skills for advancement were considered nonexistent.
Performance at the City (PC)	PC1: Many respondents felt that the amount, frequency, method of receiving and providing feedback was adequate but not consistent across groups and departments.
	PC2: The current merit pay system is not considered effective among non-union staff.
Recruiting at the City (RC)	RC1: The City's website provides helpful information to prospective candidates. However, other functions relating to the application process are cumbersome and may be a deterrent to attracting top talent.
	RC2: Applicant tracking for prospective candidates is not sufficient.
	RC3: Recruiting and sourcing methods do not reach diverse candidates on a consistent basis.
Diversity & Inclusion Environment at the City (EC)	EC1: Women and people of color have a more inconsistent experience working at the City than their white male counterparts.

	Summary of Findings (City/Civilian)
Leadership (L)	L1: Two leadership barriers stand in the way of D&I success at City: 1) There is a disconnect between leadership's desire to advance D&I efforts and in their impact/results and 2) There is a lack of accountability in leadership owning D&I efforts.

Assessment Findings

Approach to Findings

City of Dover engaged IVY to conduct a D&I assessment of the organization and its human resource functions. IVY's assessment was conducted through a diversity and inclusion (D&I) lens, therefore the findings focus on factors that were enablers or barriers to D&I at City and DPD. The findings are a synthesis of several approaches:

1. There is a story, a reality, in numbers.
   - Methods: IVY analyzed quantitative data to identify any gaps by race, ethnicity or gender in terms of opportunities throughout City and DPD's hiring processes and employee lifecycle. As appropriate, IVY also used these analyses to identify possible root causes of gaps, as these would be enablers or barriers to D&I.
   - Access: One element critical for success is access to the applicant and workforce data requested for the assessment. City and DPD was forthright and accommodating in giving IVY access to all requested data.
   - Accuracy: Another element critical for success is the data's completeness and accuracy. This proved to be a challenge with the applicant data, largely due to the fact that City had not implemented their human resources information system (HRIS) or applicant tracking system (ATS). Adequate systems facilitate tracking of every step as job applicants progress through recruiting and hiring cycles, as well as employee activity including progress through promotion qualification and assessment processes.
2. Personal/group experiences.
   - Why they matter: Experiences, and oftentimes, perceptions, qualify as reality to the individuals who have those experiences and perceptions. Leaders must therefore understand employees' perceptions in order to understand their reality.
   - Methods: IVY analyzed qualitative data collected using interviews with department leaders and Commissioners, and focus groups with managers, employees, and external stakeholders. In order to understand how employees were experiencing City and DPD, we asked questions about the workplace culture, recruiting procedures, career advancement, performance management and appraisal, rewards and recognition, D&I, retention, accountability, and City and DPD's brand in the community. We used a structured, content analysis process to code and summarize the qualitative data. The findings are based on the many voices that we heard and patterns that emerged from the content analysis.

Approach to Findings, continued

3. Documents review.
   - IVY requested over two-dozen documents. These sources help us understand human resource functions, polices, procedures, and systems at City and DPD that may influence or hinder D&I. A small sample of the documents we reviewed include recruitment policies and procedures; applicant tracking reports; new employee manual; job descriptions; job postings; and the City and DPD benefits.
4. D&I experience and subject matter expertise.
   - IVY is a recognized thought leader regarding diversity and inclusion in the workplace and has earned industry recognition and awards for D&I research and work.
   - IVY has been in business since 1990. We have nearly 30 years of experience doing D&I work.
   - IVY has a track record in successful engagements with clients across sectors and industries and therefore is able to offer invaluable knowledge along with proven recommendations and best practices.
5. Data synthesis and presentation of findings.
   - The IVY team reviewed the results from all sources described above and synthesized those results to produce themes. These themes summarize and characterize the findings.
   - This report presents **Overall Themes** that cut across DPD and the City along with Key Findings for each theme.
   - The themes are:

Police Department		**City of Dover**
Strengths	Strengths	Leadership
D&I Environment	Advancement	
Recruiting	Performance	
Performance	Recruiting	
	D&I Environment	

   - Some findings will also display quotes from participants in the interviews and focus groups. While many experiences and insights were shared with us, these quotes are just a sample of the experiences / insights that represent a particular theme discussed in the findings.

Overall Findings

Key Findings:

1. City of Dover and Police Department participants shared that pensions, benefits, commute, education reimbursement and earned vacation time as positive reasons they stay in their jobs.

We asked participants to share the reasons why they stay, and many pointed to reasons such as pensions, benefits, commute, education reimbursement, and earned vacation time and enjoyment of the work and people they work with. Others shared that the availability of the job opportunity was a driving factor to working for the City.

2. Council Members expressed great pride in the efforts made to improve diversity and the environment that fosters inclusion.

Council members shared that they are committed to further improving diversity and inclusion for not just the staff but the community at the City. They also acknowledged the constraints with available talent, budget and present community reputation challenges.

"I think there is great inclusion within the city. I have seen changes from when I was a child. All of the community participating and adding to the betterment of the city. There are those who choose not to be included and that's their loss, but for the most part I feel like everyone is able to participate and add to the success and prosperity of the community. I don't think there is any community that is as successful as they want to be. It's not because we haven't made the effort" – Council Member.

Overall Findings - continued

3. The Dover Human Relations Commission conducted a Diversity Research Study in 2016 that produced nine (9) recommendations. There is little evidence that any of the recommendations outlined in the plan were met.

The recommendations/conclusions presented in the study centered around ways all City departments can increase D&I skills among staff through interactive training, improve the digital presence of the organization as well as suggested activities to better connect with the diverse citizens in Dover. When asked why the recommendations were not met, time, ownership and aptitude to change were identified as reasons. If even a few of the recommendations were implemented, it would have provided additional clarity around the vision of D&I at the City of Dover.

4. City and DPD leaders should seek to build capacity at articulating the benefits of diversity as a business and community service enabler.

When we asked leaders what they have done to advance D&I, many of the responses did not demonstrate an understanding of how to lead across differences. Leaders were also not clear about the vision and mission of D&I at the City and DPD as a key strategy to improve business operations and reputation within the community. Many focused on the desire not to discriminate but could not identify intentional actions performed to ensure inclusion.

- Leaders lacked basic understanding of how to manage across differences and mitigate bias.
- Leaders did not show commitment to Diversity and Inclusion.
- Leaders did not consistently demonstrate a focus on leading people.

"One of the very real challenges and frustrations for supervisory staff is that the demographics of the communities have lots of minorities. We would like the staff to reflect the community, but it doesn't. When we post positions, we hope minorities apply and bring the qualifications we need but it doesn't happen".– City Leader

"We have a lot of different communities here; I think the city is looked at as someone that is trying to get the people in the lower income communities. We have more police in lower income areas due to more complaints and crime. We don't put enough attention to their infrastructure. We are just government and we don't care about the lower income areas. If I looked at which roads were not being maintained, that may not be true, but it is perception. I don't have a good handle on where the diverse areas are other than the lower income areas. People would call and ask for traffic calming things – stats would prove that it's not as bad as it seems. The perception would be then that they don't care to help them." -- City Leader

Overall Findings - continued

5. Both the City and DPD human capital analysis results showed acceptable levels of representation or improvements across gender, race/ethnicity and job function categories.

Ivy conducted a comprehensive review of the City and DPD's workforce data as outlined in the Assessment Methodology and Appendix 2 of this report. The data shows that the City has only a few gaps in representation across gender and race/ethnicity for several job functions with the most prominent in the gender category including eight (8) female department heads. However, there is still room for improvement in the technical and service maintenance job functions.

The DPD also shown improvement from 2017 – 2019 with a total of 19 (19%) female and people of color hires. This achievement brings them closer in alignment in representation as compared to Delaware and US workforce benchmarks. However, there is still room for improvement in positions above Sworn Officer.

6. Many respondents felt that the lack of racial/ethnic diversity in the senior levels of the City and Police Department contributes to the poor reputation that exists within the community.

Focus group participants were asked what they think the City and DPD's reputation is within the community they serve. Many shared the perception that the reputation in the community was poor for both the City and DPD. When asked for any reasons/causes, respondents sited the lack of racial/ethnic diversity among the City and DPD Leadership Team as a demonstration of the lack of sensitivity to the plight of the minority citizens of Dover.

Strengths at the Police Department

1. The DPD website provides transparency to applicants on the process to becoming a Sworn Officer as well as attending the Police Cadet Academy.

Ivy conducted a review of the digital footprint of the DPD and found the process to becoming a Sworn Officer is clear and transparent for all who visit the site. While it is recommended to improve the diversity of the photos on the site to better represent the workforce and community it serves, the content is clear and accessible. In addition, the police application is on the landing page of the careers site.

2. DPD conducts periodic “How to Succeed” information sessions for potential candidates on the steps to becoming a Sworn Officer.

In order to attract more talent, DPD conducts information sessions to best inform about the process and answer questions. This demonstrates inclusion and an intention to reach out to the community and inform about vacancies at the DPD.

Diversity and Inclusion Environment at the Police Department

Key Findings:

1. The lack of participation in this study by the Sworn Officer communities (white male, white female and people of color) provides an opportunity for DPD leadership to delve deeper to better understand perceptions and barriers to diversity and inclusion.

Many attempts were made to inform and invite all DPD staff to participate in the focus groups and interviews for the study. Additionally, the location of the focus groups was centralized at the Dover public library. The white male, white female and people of color sworn officer ranks did not respond to our multiple attempts at securing attendance at the focus groups. There are many reasons why these demographics chose not to lend their voice to this important effort (see slide 8) but there remains an opportunity to gather more feedback to uncover any systemic issues, close any gaps in understanding and discover opportunities to improve D&I among officers within the DPD.

2. A disassociation exists between diversity and qualifications. This results in many study participants describing diversity as less than.

When we asked if employees should care about D&I, several participants shared a concern that a focus on D&I hiring meant lowering standards or sacrificing quality/qualifications. A disassociation between diversity and qualifications exists in this view and presents a barrier to furthering D&I at the DPD.

"In a perfect world, we mirror demo of community, and do that naturally, we are not giving up standards to have quality officers. But where we are now, not sure that's realistic. Why? Due to a lack of interest in Policing." -- Interviewee

"Departments who have quotas make the worst decisions (nationwide PD model)" – Focus Group Member

Recruiting at the Police Department

"…We try to hire underrepresented classes, try to mirror community. But it is extremely difficult because they are not *interested in working as police officers and due to events in the nation, makes it even harder. Getting qualified applicants is* hard."
– Interviewee

Key Findings:

1. People of color and women don't move through the applicant pipeline at the same rates as their white counterparts, funneling out at much greater rates.

There is a perception that people are not applying for jobs as police officers. However, our data analysis shows that 94% of the 825 candidates who applied from 2016 to 2018 were considered "qualified" to move forward in the process after an initial review of their application. However, only 2% of candidates are actually hired. There are steep drop offs during the testing and background check stages. This disproportionately affects women and people of color. For example, of the 12 Hispanic applicants who passed the written exam, only 5 made it beyond the Oral Board stage.

2. The lack of racial and ethnic diversity that exists on the Oral Board interview panel increases potential bias against women and people of color.

The Oral Boards are a crucial step in the process to becoming a Sworn Officer. When a candidate has reached this step, they passed the physical and written test and must now enter the subjective portion of the process. Our experience shows that where there is a lack of gender and racial/ethnic representation in subjective processes, the likelihood of unconscious bias rises exponentially. The data shows that diverse candidates do not make it past this stage (see finding #1) so seeking different perspectives from visually different people provides opportunity to improve how candidates are assessed and potentially pass this phase.

3. Recruiting efforts lack ties to a comprehensive strategy for attracting and hiring women and people of color.

Recruiting staff are attending career fairs but there is an opportunity to tie the efforts to an overall strategy and goals for closing the significant gaps that exist with Women and POC at all levels. Some respondents shared that the DPD can do a better job at creating relationships with organizations that serve Women and POC but there may be unintentional barriers to achieve hiring goals. For example, according to the 2017-2018 applicant tracker, there were (7) seven Women of Color who were considered qualified by passing the physical and written tests, but none made it past the Oral Board interview.

Additionally, the DPD shares openings with primarily diverse universities to recruit women and people of color but may unintentionally raise the bar for hiring that doesn't exist among white males. The minimum educational requirement to become a Sworn Officer is a High School Diploma or GED with some college preferred. Broadening recruiting efforts to reach all colleges and universities and even all high schools will manage the perception that women people of color are expected to be more educated than their peers.

"I'm not a member of any group, but been to meeting with NOBLE, been to inter-denominational monthly community meeting in which we talk about ways to improve community relations. I let them know of our openings then too…not sure how far those go. In a perfect world, I would like to hold an application process where only minorities apply… we can then really have impact on results." -- Interviewee

Recruiting at the Police Department - continued

Key Findings:

4. The candidate processing time from application to offer may present a barrier to attracting and hiring the best talent.

On average, respondents shared that the process can take 6-9 months to receive an offer. While other cities, counties and state police departments in Delaware and beyond may have similar processing times, the DPD has an opportunity to consider ways it can lower the processing times to attract the best talent, more specifically, diverse talent. Our analysis showed many instances where the DPD expended resources to hire new talent, but they declined due to acceptance of an offer from a competitor.

5. It is difficult for lateral hires from the outside to get credit for their experiences and tenure due to a somewhat inflexible hiring policy, which presents a barrier to having outsiders' close race, gender and ethnicity gaps.

According to General Order 31, Recruitment and Selection – "Lateral entry for police officers certified by another agency is not permitted at any level in the Dover Police Department". This presents a problem with closing representation gaps with women and people of color.

Candidates who have received equivalent or even the same training from another police department are required to start at entry level at the DPD. Promotions and ultimately retention becomes an issue because qualified women and people of color are not eligible to test for promotion to PFC or Corporal based on a combination of their experience and tenure.

6. The application process does not leverage technical advances to reach talent who may not reach the DPD through conventional methods. This may deter potential applicants.

The pool of talent who may be attracted to work at the DPD are more tech savvy than generations prior. DPD should consider reviewing the application process to make it easier for younger candidates to access and digest (i.e., a phased application submittal process through an app or submitting an application from a mobile device).

Recruiting at the Police Department - continued

"...and have very few African Americans in my department. A lot of blacks don't apply because they don't feel like they will get the job." –focus group participant.

Key Findings:

7. Internal promotions contribute to the lack of racial/ethnic diversity in leadership, since the internal pipeline lacks a robust supply of racial/ethnic diversity.

According to General Order 34, Promotion System Manual, eligibility lists for promotion are updated annually with for testing for qualified PFC and Corporal positions occurring at three and eight years of tenure, respectively. The DPD's hiring data shows an increase of 19 (or 19%) women, black and people of color between 2016-2018. However, with only one female promote during that same period, DPD should consider developing a strategy for closing gaps in representation to better reflect the community in which it serves. This may include a review and update of the promotion manual to provide flexibility to hire and promote qualified officers (with extensive military or another police department experience and similar training) to close the gaps.

8. The PD website https://doverpolice.org/ should be updated to better reflect the commitment to represent a diverse community and the overall appreciation for diversity and inclusion.

When we asked participants about the reputation of DPD with the community, many said the relationship was poor. A review of the website shows incident reports posted on the home landing page along with mug shots of suspects. This may present a bias view or skewed perception of how PD views its citizens. The Boston Police Department https://www.boston.gov/departments/police is a best practice to present necessary information in an inclusive way.

Performance at the Police Department - continued

Key Findings:

1. Disciplinary actions for bad behavior are inconsistently executed and largely depend on who the supervisor is and the closeness of the relationship with the officer.

We asked participants how they were evaluated for performance and disciplined for bad behavior. Participants shared that they thought policies and procedures that guide how to handle poor performance and bad behavior were not applied consistently across the department. More specifically, participants thought that consistency in feedback for performance and discipline was based on the relationships between the officer and their superior.

"Our policies are set up to cover the city and the bad apples. Nothing is set to develop us to replace the superiors. Eval process is a buddy system. Broke all the way across. We are all the same rank, yet departments don't look at us all the same. I've tried to bring in my CI's to give monthly feedback but there is no support." – PD focus group participant

Strengths at the City

Key Findings:

1. The City Council Mission Statement and the HR Mission uses inclusive language that helps build communication, inclusion and trust with the following positive impacts:
   - Acknowledges diversity
   - Conveys respect for all people
   - Demonstrates a sensitivity to differences
   - Promotes positive relationships
   - Values individuals
   - Speaks about the value of diversity
   - Aligns with organizational strategies

These positive impacts help build communication, inclusion, and trust. Communication that consistently demonstrates your principles over time builds trust and relationships — the foundation for any mission-driven organization.

2. The City established a Minority & Female Recruitment strategy to close gaps in presentation which demonstrated thoughtful due diligence and a genuine effort towards minority recruitment.

A review of this document as well as trend data supports the efforts made. As a result, there are now eight (8) Female City Department Heads including the City Manager. Additionally, representation across job functions is comparable or slightly below in comparison with the Delaware and US workforce (see the appendix).

Advancement at the City

"Easier for whites to advance than blacks. The requirements for advancement are different between the races. I see that blacks are treated differently – I have to work harder to keep my job than my white peers. They are a lot harder on me." – focus group participant

"They limit the management positions for POC. When you rise to a certain level, they find a way to demean it. They only want you to go so high. I don't know how many POC are in leadership/management positions. ." – focus group participant

Key Findings:

1. Advancement opportunities within the City of Dover are unclear and inconsistent for people of color.

We asked participants how people advance and if advancement opportunities are consistently shared among all staff. Many respondents shared that people advance based more on relationships than merit and communication about advancement included via annual performance reviews, stretch assignments, word of mouth, and job postings shared by their leadership. Participants shared that opportunities to apply for advancement are few and usually come when someone leaves or retires. While the City has made great strides to ensure gender representation at the higher levels of the organization, people of color are still underrepresented with an unclear path or understanding on how to advance.

2. Training opportunities that offer new skills tied to advancement were considered nonexistent.

We asked supervisors what training opportunities are available and if the opportunities produced new skills that aided in promotion opportunities. They shared that training was available (tuition reimbursement as well), but internal training opportunities depends largely on budget and was not tied to career laddering or promotion opportunities. Several focus group participants shared that they found their own training and was able to apply new skills for their jobs but did not receive recognition (monetarily or otherwise) for enhancing their job performance.

Performance Feedback at the City

Key Findings:

"Mutual understanding [exists] between all the employees and the supervisors that this [performance checks are] going to be quarterly. Both positive and constructive. ". – focus group participant

1. Many respondents felt that the amount, frequency, method of receiving and providing feedback was adequate but not consistent across groups and departments.

When we asked how participants received performance feedback, many shared that it came during the annual review period. When we inquired about the effectiveness of the annual review process, many respondents shared that while it is a known organizational requirement, it is not effective as a tool to provide the level of substantive feedback desired in preparation for taking on additional job responsibilities and/or advancement within the City. Additionally, we asked about other feedback channels that exist among supervisors and staff many shared that they have quarterly check ins with their supervisor but that was inconsistently done across gender and race/ethnic groups. More specifically, white males shared more positive experiences with feedback than other groups.

2. The current merit pay system is not considered effective among non-union staff.

We asked union and non-union respondents to share how employees receive pay increases. Union employees shared that they receive scheduled increases per their collective bargaining agreement in annual intervals. Non-union respondents shared that the City provides cost of living increases but there are no increases based on merit performance. In fact, many expressed frustration that their salary is lower than the market rate for their job function and experience with no opportunity to perform for more pay. This results in envy towards the union staff and a lack of incentives to perform beyond the bare minimum. These perceptions that were consistent across all groups compromises the entire performance management process and de-incentivizes increased productivity in the workplace.

"I am always told what I'm doing wrong daily. On my annual evaluation, I ask what I can do better, I'm told that I will never get over a 3, no one gets above that for anyone". – focus group participant

Recruiting at the City

Key Findings:

1. The City's website provides helpful information to prospective candidates. However, other functions relating to the application process are cumbersome and may be a deterrent to attracting top talent.

The City's website is good resource to get information regarding the types of jobs at the City for both merit and collective bargaining unit positions. I was able to find the City fillable form application via https://www.cityofdover.com/jobs that can be submitted via email a general HR mailbox. However, locating the available jobs and the application was not clear from the City of Dover first page.

Additionally, there is no way to electronically apply for jobs with the city. A best practice website with an easy application process is https://www.nccde.org/. In a competitive talent landscape, it is important to apply methods that make finding jobs at the City easy for prospective candidates.

2. Applicant tracking for prospective candidates is not sufficient.

The City tracks applicants manually at the time of this study with a new HRIS System due for implementation in July 2019. While the City's application provides opportunity for candidates to share their demographic information, that data as well as was missing key demographic information for many candidates which required several rounds of updates. We were unable to complete a thorough trend analysis of the applicant funnel. It is anticipated that the new HRIS system will be the helpful to ensure tracking of all candidates as well as ensure accuracy in measuring progress towards closing representation gaps.

Recruiting at the City - continued

"One thing I noticed is with the difficult in filling positions – we have looked at a national recruiting technique (Indeed). Utilizing that gets you applicants from all over the nation with different ethnicity. This can get us some folks from different parts of the world in. not sure it would work with $14/hour. Getting outside of our newspaper and comfort zone would be important." – Leader Interview

Key Findings:

3. Recruiting and sourcing methods do not reach diverse candidates on a consistent basis.

Recruiting is hard, especially so when sourcing for hard to fill positions. The City posts positions using a variety of internal sources with decisions made to post on external sites like Indeed if the current pool of candidates is too small or unqualified. Unfortunately, this can lead to hiring from pools that contain the architype of talent we know and are most comfortable with, thus perpetuating the continued lack of diversity across many job functions and levels.

Additionally, we were unable to determine if there is a strategy to attract top diverse talent, so we know the City does its best to find talent whenever vacancies exist. However, it is unclear whether the City has solid relationships with prospective candidates, schools and other professional organizations to build and maintain a pipeline of talent that would be a cultural add to the City.

For job hiring, we take the best applicant that's there and hope they can bring something to the table.

Diversity and Inclusion & Work Culture at the City

Key Findings:

1. Women and people of color have a more inconsistent experience working at the City than their white male counterparts.

When we asked employees across all demographics about their work experiences, several expressed a family type atmosphere. However, when we asked about inclusion across the women and people of color demographics, they shared experiences that made them feel like they were not given opportunities to contribute to success. Many expressed that:

- They were disciplined at higher rates than white males.
- They are not given opportunities to take on additional responsibilities.
- Leaders were not equipped to effectively manage across difference. This sends mixed messages with inclusive behavior in the City.

"I don't feel inclusion is happening – we are not working as a group to build and grow. I'm expected to just know, if I don't, I'm reprimanded." – focus group participant

[Inclusion] "Means that all are treated equally and fairly across the board, ex. in training, discipline, etc. As for feeling valued in my day to day running of dover? HECK NO. not at all. Favoritism exists and thus no fair treatment to all. One day I may be favored and one day not. POC never in the favored group. In dept – yes. But not in city. Inclusion also means let me be part of the decision." – focus group participant

"Working for a city organization – inclusion is seeing someone who looks like you in higher management, performance reviews (knowing how to appropriately apply to everyone). When you arrive to work, you see to hers who look like you. working for the city overall, we should not have to feel like we are treated less than because of our skin color. " – focus group participant

Leadership at the City

Key Findings:

1. Two leadership barriers stand in the way of D&I success at City: 1) There is a disconnect between leadership's desire to advance D&I efforts and in their impact/results and 2) There is a lack of accountability in leadership owning D&I efforts.

When we asked leaders about the barriers that exist to implementing D&I efforts, many of them highlighted the following:

- Lack of staff/resources
- Heavy workload
- Not enough time to meet deadlines
- Higher expectations to do more with less
- Managing low morale and interpersonal issues

From a D&I lens, this means that leaders do not have the capacity to ensure efforts are successful. This has a direct impact on all staff from recruiting to promotions to performance management.

"Keeping an adequate level of staffing due to budget restrictions. We are always dealing with people transferring, leaving, military duty. No crossing and succession planning … sounds good but with limited staff, that's hard to do. Promotion opportunities are limited because of long tenure." – City Leader

Recommendations

Approach to Recommendations

In an environment where competition for diverse talent is high, City and DPD's commitment to creating a more diverse and inclusive work environment will be critical to its continued success. The recommendations and best practices offered in this report are designed to help improve experiences for all employees and therefore realize more gender and racial/ethnic diversity throughout all departments and all levels within City and DPD, to better meet the needs of all its constituents, and to enjoy continued success as a city employer.

Overall recommendations display first and are listed so that they correspond to the approximate order of the themes and findings, followed by recommendations by themes, and finally best practices for screening tests.

Recommendations – City of Dover & Police Department

1. Make the Ivy assessment available to the employee population.
   - This action displays a commitment to change and progress towards a desired D&I vision – as will be detailed in the D&I Strategy. In addition, this level of transparency demonstrates ownership and accountability to becoming the culture the City and DPD desires.
   - ✓ Recommendation addresses findings: O4, SC1
2. Leadership commitment to and capacity in diversity and inclusion is critical to the effectiveness and success of D&I initiatives. Establish leadership commitment to the D&I strategy through increased D&I acumen. Include D&I specific annual action goals to all supervisors and above. Hold leaders accountable to these goals. (Refer to the D&I Strategy for action steps).
   - Recommended training: Executive Diversity Roundtable Workshop offers leaders the opportunity to establish their commitment to D&I, satisfy themselves with the advantages of D&I and how D&I matter to the organization. The Executive Roundtable provides the opportunity for leaders to have strategic conversations regarding leading the organization through a D&I change initiative, moving beyond diversity awareness, to educate executives on strategic and operational elements for their business, anticipated benefits, challenges, and tactics to guarantee success.
   - ✓ Recommendation addresses findings: O4, S1, E2, EC1, LC1
3. Convene a series of D&I training courses, including D&I Fundamentals, Unconscious Bias, Recruiting Through a D&I Lens, Diversity Dialogue, Leading Through a D&I Lens, Executive Coaching, etc. Refer to the Appendix – "Recommended IVY Training" for details on recommended training courses.
   - ✓ Recommendation addresses findings: O4, E1, AC1, EC1
4. Include more transparency in practices including bottom up decision making/collaboration, making employee-impacting reports/studies available, be open to employee feedback, and consider conducting a confidential employee survey.
   - ✓ Recommendation addresses findings: O3-O4, E1, EC1

Recommendations – City of Dover & Police Department - Continued

4. Convene a Diversity and Inclusion Council consisting of multiple demographics, functions and levels across the organization with a City or DPD Senior Leader as the council head. Task this team with ownership of the D&I Strategy and authority to work with each department to establish project plans that track progress against goals. Regularly brief City and DPD leadership. This team may short term to address the most critical D&I issues.
   - ✓ Recommendation addresses findings: O3-O4, E1, EC1, LC1
5. Design a strategy to prepare for the upcoming retirement wave. Leverage this opportunity to create succession plans using a transparent and inclusive process to ensure a balance of institutional knowledge and new opportunities for City and DPD.
   - ✓ Recommendation addresses findings: AC1, AC2, R7

Recommendations – Police Department

1. Reconstruct your recruiting life cycle beginning with a study on hiring best practices across law enforcement agencies. It will be critical to understand and grow capacity to conduct skills analysis, training, and culturally competent skills that may help build greater confidence in a new candidates' abilities and probabilities of success against job requirements at any level. Refer to the D&I Strategy for action steps.
   - ✓ Recommendation addresses findings: R1, R3, R5, R7
2. Expand your talent pool / sources for candidates.
   - Utilize career search websites such as Indeed, Monster, LinkedIn, university career websites/centers, etc. and post all open position.
   - Build and strengthen partnerships with service organizations that reach potential candidates in the Delaware region (DE, MD, VA, PA, NJ, NY).
   - ✓ Recommendation addresses findings: R1, R3, R5, R7
3. Update DPD website to reflect the diverse population for which it serves. Consider the Boston Police Department https://www.boston.gov/departments/police is a best practice.
   - ✓ Recommendation addresses findings: R6, R8
4. Host more Police Department "how to succeed" events to assist candidates with tools to pass the physical and written test. Consider varying locations to reach applications outside of the City.
   - ✓ Recommendation addresses findings: R1, R3, R4

Recommendations – Police Department - continued

5. Consider providing additional status to officers who have specialized experience when applying for promotions/assignments to specialized units that match their prior expertise. Create a shadow program to test skills.
   - ✓ Recommendation addresses findings: R6
6. Strengthen the recruiting and selection policy to require diversity on the Oral board and providing each person with equal vote on candidates. This will reduce unintended bias and allow for different perspectives and demographics to assess candidates against what are subjective requirements.
   - ✓ Consider revising Oral Board questions to better assess cultural competency and emotional intelligence. The Chief's interview is too late to know whether a person has difficulty connecting with other cultures.
   - ✓ Consider bringing in a diverse police officer consultant to assist with the Oral Boards and scoring the Written Test as a way to diversify perspectives and mitigate bias.
   - ✓ Recommendation addresses findings: R2

Recommendations – City of Dover

1. Reconstruct your recruiting life cycle with industry and diversity best practices, including conduct a formal job analysis, automate the application process, and leverage the new HRIS as a key mechanism to track applicants throughout their employment cycle. Refer to the D&I Strategy for action steps.
   - ✓ Recommendation addresses findings: RC1-RC3
2. Redesign your City of Dover webpage to provide efficient access to potential candidates. Use https://www.nccde.org/ as a comparative and best practice.
   - ✓ Recommendation addresses findings: RC1
3. Conduct a review of merit-based employee pay against market. Ensure all staff are aligned with the job category and function that best meets their skill set and pay them accordingly. Where additional time is needed to bring staff to parity, be transparent.
   - ✓ Recommendations address findings: PC1
4. Ensure ongoing performance management is happening between leaders and direct reports including communicating ongoing expectations and engaging in performance conversations. This works best when the culture supports frequent and open, constructive feedback-sharing (including upward and peer-to-peer feedback).
   - ✓ Recommendations address findings: PC2

Recommendations – City of Dover - Continued

5. Build and actively sustain relationships/partnerships with colleges/universities, organizations, associations, local stakeholders, professional associations, etc. that have a D&I focus – this helps you understand your employer brand ("word on the street"), to strengthen your brand with these organizations and correct any misconceptions about your brand, and to connect with, learn from, and source a wider pool of diverse candidates. Examples include: Delaware State University – Career Services Center, Society of Women Engineers, National Society of Black Engineers, Society of Hispanic Professional Engineers, the Delaware Hispanic Commission, African American Chambers of Commerce, Mid-Atlantic Hispanic Chambers of Commerce, etc. Where feasible, attend professional conferences of these same associations to network and recruit.
   - ✓ Recommendations address findings: RC1-RC3

Appendix 1

Focus Group and Interview Questions

Questions – Focus Groups

- [Culture] Describe the culture and work environment at City. What works well, what doesn't work well?
- [Recruiting] How did you find out about your job opportunity?
- [Hiring/Selection] What was your experience with the hiring process?
- [Advancement] How do employees develop and advance professionally at City?
- [Performance Management] How do you get feedback on your performance (from whom, how often, how useful is it?
- [Inclusion] What does inclusion mean/feel to you? Based on your definition, do you feel you experience inclusion at City?
- [Rewards and Recognition] How are you rewarded and recognized?
- [Retention] What encourages you to stay at City?
- [D&I] What would make advancing diversity and inclusion hard at City?
- [Accountability] What happens today when someone exhibits bad behavior, breaks a rule/policy, and/or violates City's values?
- [Brand] Describe City's reputation in the community.
- [Recommendations] What recommendations do you have to improve experiences with City?
  - Recruiting and hiring a diverse workforce at all levels
  - Creating an inclusive culture
  - Retaining and advance / promote a diverse workforce
  - Serving City's diverse constituents
- [Employee experience] Is there anything else you'd like to share regarding your experience at City?

Questions – Interviews with Leadership

- Number of Departments/People managed:
- What is your greatest business/staff challenge in your current role?
- Describe the City's culture – what works well, what doesn't work well?
- How does diversity & inclusion impact the operations you manage? (Probing Q – As a leader, do diversity and inclusion matter to you?)
- How will you define/measure diversity and inclusion success in the City? In other words, what will you want to see, feel, experience or know in order to believe that the City has achieved diversity and inclusion success?
- What have you done to advance diversity and inclusion in your department/team/the City? (ex. actively involved in/support: D&I committees; external D&I organizations, networks, associations, community groups; outreach or causes that engage/support the diverse communities; communicating/modeling D&I expectations, etc.)
- What barriers are there to advancing diversity and inclusion at the City? (Also think about the past two D&I studies. Why do you think the recommendations from those studies were not implemented?)
- What support do you or your staff need to address workplace diversity or inclusion efforts?
- How should we hold Leadership accountable for diversity and inclusion success?
- What happens today when someone exhibits bad behavior or breaks a rule/policy? Same outcome for best performer? What should happen today/going forward?

Questions - Interviews

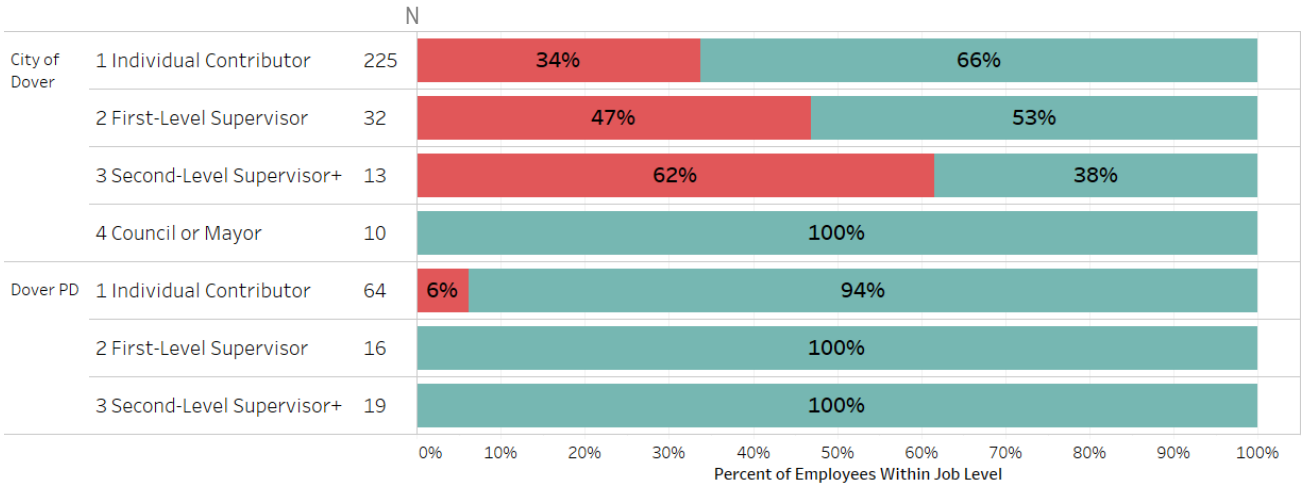
- What does it take to be successful here at the City (what makes an employee a top performer)?
- How do you discuss performance/give feedback to your team members (How formally? How informally? How often? Across demographics?)?
  - Did you get training on how to effectively manage performance?
- How does the City solicit employee feedback / how do you gauge employee morale and engagement at the City? From your perspective, what is the City's reputation in diverse communities?
- Diversity and inclusion represent change. What should NOT change at the City/in your department in order to implement diversity and inclusion?
- What are your recommendations for advancing D&I in the City as it relates to:
  - Recruiting and hiring a diverse workforce
  - Promoting/advancing and retaining a diverse workforce
  - Engaging and effectively serving the City's diverse communities
- Anything else I should know about the City or your thoughts on diversity and inclusion?

Appendix 2
Human Capital Data Analysis

How is our workforce distributed by job level?

2019 Workforce by Level and Gender

City of Dover and Dover PD



Among City of Dover employees, 23% of women and 18% of men are in roles at or above first-level supervisor

Dover PD has 0 women in supervisory positions

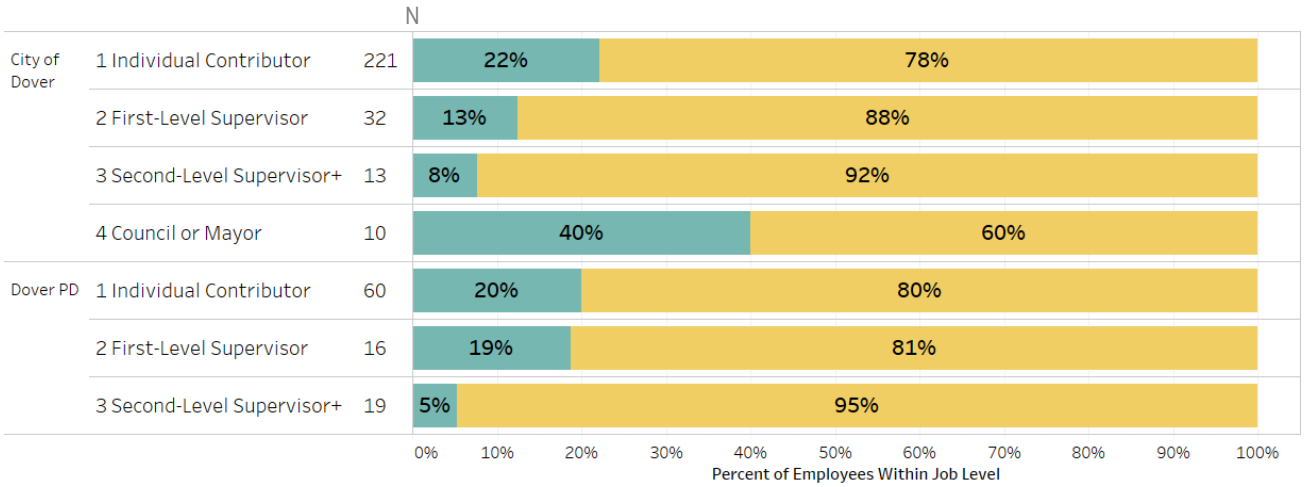
Notes:

- Workforce data provided by the City of Dover, snapshot as of June 24, 2019.

How is our workforce distributed by job level?

2019 Workforce by Level and Race

City of Dover and Dover PD



Among City of Dover employees, 16% of people of color and 21% of white employees are in roles at or above first-level supervisor

Among Dover PD employees, 25% of people of color and 39% of white employees are in roles at or above first-level supervisor

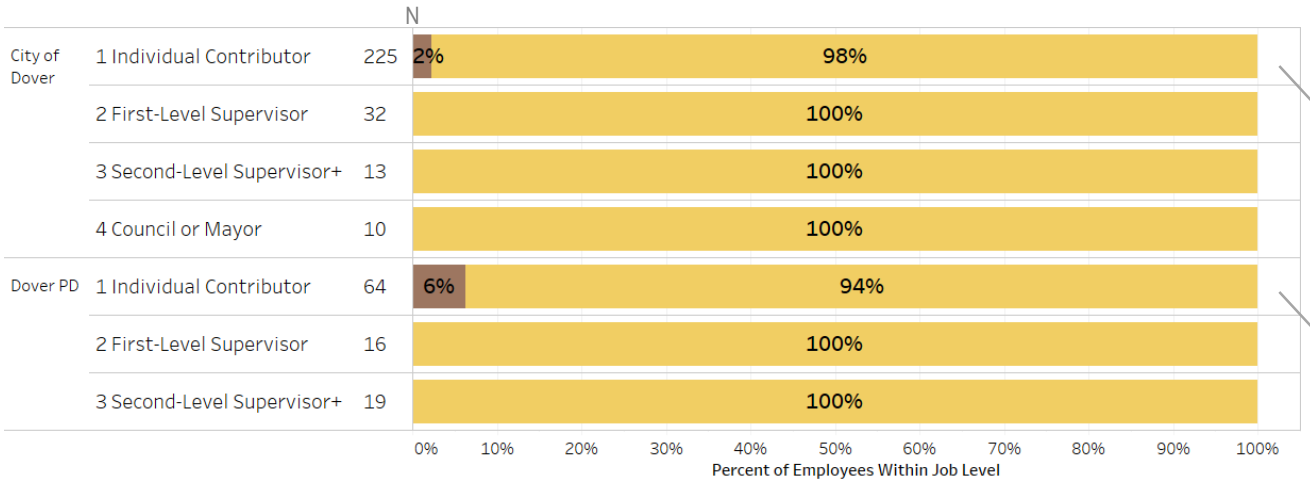
Notes:

- Workforce data provided by the City of Dover, snapshot as of June 24, 2019.

How is our workforce distributed by job level?

2019 Workforce by Level and Ethnicity

City of Dover and Dover PD



City of Dover has 5 employees identified as Hispanic, Latino, or Latina. All are individual contributors.

Dover PD has 4 employees identified as Hispanic, Latino, or Latina. All are individual contributors.

Not Hispanic or Latinx
Hispanic or Latinx

How does our workforce compare to benchmarks?

2015-2019 Representation by Gender

City of Dover Including Dover PD

2019 Dover PD – Full-time	Female	Male
Total # workforce	4	95
% of workforce	4.0%	96.0%
% of benchmark	49.2%	50.8%
Utilization Ratio (UR)	**0.08**	**1.89**
UR meets 4/5 standard?	■	◈

2019 City of Dover – Full-time	Female	Male
Total # workforce	99	181
% of workforce	35.4%	64.6%
% of benchmark	49.2%	50.8%
Utilization Ratio (UR)	**0.72**	**1.27**
UR meets 4/5 standard?	■	◈

2017 PD & City –Full-time	Female	Male
Total # workforce	86	271
% of workforce	24.1%	75.9%
% of benchmark	49.2%	50.8%
Utilization Ratio (UR)	**0.49**	**1.49**
UR meets 4/5 standard?	■	◈

2015 PD & City – Full-time	Female	Male
Total # workforce	87	241
% of workforce	26.5%	73.5%
% of benchmark	49.2%	50.8%
Utilization Ratio (UR)	**0.54**	**1.45**
UR meets 4/5 standard?	■	◈

Results Key

◈ Not underutilized, UR ≥ .80

■ Underutilized based on 80% rule

⦸ Not evaluated, N < 20 employees

Conclusions:

- Compared to the US citizen workforce in all of Delaware, women were underrepresented in the City of Dover.
- This finding is the same from 2015 to 2019, looking at City and PD both together (2015 & 2017) and separately (2019).

Notes:

- 2019 Workforce data provided by the City of Dover, snapshot as of June 24, 2019.
- 2015 & 2017 Workforce data are from City of Dover EEO-4 Filings, which includes City and Police Department
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Table EEO-CIT02W. Civilians employed in Delaware who are age 16 and over and a US citizen.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population, e.g.,
  - UR (F) = % workforce (F) / % benchmark (F)

How does our workforce compare to benchmarks?

2015 & 2017 Representation by Gender and EEOC Job Class

City of Dover Including Dover PD

PD & City, Full-Time	Female	Male	Female	Male	Female	Male	Female	Male
2017	**Officials & Administrators**		**Professionals**		**Technicians**		**Protective Service: Sworn**	
Total # workforce	12	20	14	17	0	21	4	85
% of workforce	37.5%	62.5%	45.2%	54.8%	0%	100%	4.5%	95.5%
% of benchmark	43.9%	56.1%	58.0%	42.0%	54.4%	45.6%	23.8%	76.2%
Utilization Ratio (UR)	0.85	1.11	0.78	1.31	0.00	2.19	0.79	1.25
UR meets 4/5 standard?	◈	◈	■	◈	■	◈	■	◈
2015								
Total # workforce	17	38	12	20	1	17	3	58
% of workforce	30.9%	69.1%	37.5%	62.5%	5.6%	94.4%	4.9%	95.1%
% of benchmark	43.9%	56.1%	58.0%	42.0%	54.4%	45.6%	23.8%	76.2%
Utilization Ratio (UR)	0.70	1.23	0.65	1.49			0.21	1.25
UR meets 4/5 standard?	■	◈	■	◈	⊘	⊘	■	◈

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 employees

Conclusions:

- Women were underrepresented in several job classifications, compared to relevant benchmarks (DE state and local government employees in the same job classifications).
- Women were underrepresented in Dover in 2015 and 2017.

Notes:

- Workforce data are from City of Dover EEO-4 Filings, which includes City and Police Department
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Table EEO-CIT06W. Delaware, State and Local Government Job Groups, civilians employed in Delaware who are age 16 and over and a US citizen.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population, e.g.,
  - UR (F) = % workforce (F) / % benchmark (F)

How does our workforce compare to benchmarks?

2015 & 2017 Representation by Gender and EEOC Job Class

City of Dover
Including Dover PD

PD & City, Full-Time	Female	Male	Female	Male	Female	Male	Female	Male
2017	**Paraprofessionals**		**Administrative Support**		**Skilled Craft**		**Service/ Maintenance**	
Total # workforce	5	1	47	34	1	44	3	49
% of workforce	83.3%	16.7%	58.0%	42.0%	2.2%	97.8%	5.8%	94.2%
% of benchmark	n/a	n/a	66.4%	33.6%	4.1%	95.9%	45.3%	54.7%
Utilization Ratio (UR)			0.87	1.25	0.54	1.02	0.13	1.72
UR meets 4/5 standard?	⊘	⊘	◈	◈	■	◈	■	◈
2015								
Total # workforce	24	5	27	30	1	65	2	8
% of workforce	82.8%	17.2%	47.4%	52.6%	1.5%	98.5%	20.0%	80.0%
% of benchmark	n/a	n/a	66.4%	33.6%	4.1%	95.9%	45.3%	54.7%
Utilization Ratio (UR)			0.71	1.57	0.37	1.03		
UR meets 4/5 standard?	⊘	⊘	■	◈	■	◈	⊘	⊘

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 employees

Conclusions:

- Women were underrepresented in several job classifications, compared to relevant benchmarks (DE state and local government employees in the same job classifications).
- Women were underrepresented in Dover in 2015 and 2017.

Notes:

- Workforce data are from City of Dover EEO-4 Filings, which includes City and Police Department
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Table EEO-CIT06W. Delaware, State and Local Government Job Groups, civilians employed in Delaware who are age 16 and over and a US citizen.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population, e.g.,
  - UR (F) = % workforce (F) / % benchmark (F)

How does our workforce compare to benchmarks?

2019 Representation by Gender and EEOC Job Class

City of Dover

City of Dover	Female	Male	Female	Male	Female	Male	Female	Male
2019	**Officials & Administrators**		**Professionals**		**Technicians**		**Protective Service: Sworn**	
Total # workforce	15	23	9	7	1	10	1	5
% of workforce	39.5%	60.5%	56.3%	43.8%	9.1%	90.9%	16.7%	83.3%
% of benchmark	43.9%	56.1%	58.0%	42.0%	54.4%	45.6%	23.8%	76.2%
Utilization Ratio (UR)	0.90	1.08						
UR meets 4/5 standard?	◈	◈	⊘	⊘	⊘	⊘	⊘	⊘
2019	**Paraprofessionals**		**Admin. Support**		**Skilled Craft**		**Service/ Maint.**	
Total # workforce	5	4	49	32	0	52	18	46
% of workforce	55.6%	44.4%	60.5	39.5	0%	100%	28.1%	71.9%
% of benchmark	n/a	n/a	66.4%	33.6%	4.1%	95.9%	45.3%	54.7%
Utilization Ratio (UR)			0.91	1.18	0.00	1.04	0.62	1.31
UR meets 4/5 standard?	⊘	⊘	◈	◈	■	◈	■	◈

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 employees

Conclusions:

- In 2019, women were underrepresented in Skilled Craft and Service/Maintenance job classes, compared to relevant benchmarks (DE state and local government employees in the same job classifications).
- Women and men were represented similar to benchmarks for Officials & Administrators and Administrative Support.

Notes:

- Workforce data provided by the City of Dover, snapshot as of June 24, 2019.
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Table EEO-CIT06W. Delaware, State and Local Government Job Groups, civilians employed in Delaware who are age 16 and over and a US citizen.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population, e.g.,
  - UR (F) = % workforce (F) / % benchmark (F)

How does our workforce compare to benchmarks?

2019 Representation by Gender and EEOC Job Class

Dover PD

Dover PD	Female	Male	Female	Male	Female	Male	Female	Male
2019	**Officials & Administrators**		**Professionals**		**Technicians**		**Protective Service: Sworn**	
Total # workforce	0	2	0	6	0	10	4	77
% of workforce	0%	100%	0%	100%	0%	100%	4.9%	95.1%
% of benchmark	43.9%	56.1%	58.0%	42.0%	54.4%	45.6%	23.8%	76.2%
Utilization Ratio (UR)							0.21	1.25
UR meets 4/5 standard?	⊘	⊘	⊘	⊘	⊘	⊘	■	◈

Conclusions:

- Women were underrepresented in the Protective Services job class in 2019.
- Employee headcounts in other job classes were too small to permit meaningful analyses.

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 employees

Notes:

- Workforce data provided by the City of Dover, snapshot as of June 24, 2019.
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Table EEO-CIT06W. Delaware, State and Local Government Job Groups, civilians employed in Delaware who are age 16 and over and a US citizen.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population, e.g.,
  - UR (F) = % workforce (F) / % benchmark (F)

How does our workforce compare to benchmarks?

2015-2019 Representation by Ethnicity

City of Dover
Including Dover PD

2019 Dover PD – Full-time	Hispanic	Non-H
Total # workforce	4	95
% of workforce	4.0%	96.0%
% of benchmark	6.6%	99.7%
Utilization Ratio (UR)	0.61	0.96
UR meets 4/5 standard?	■	◈

2019 City of Dover – Full-time	Hispanic	Non-H
Total # workforce	5	275
% of workforce	1.8%	98.2%
% of benchmark	6.6%	99.7%
Utilization Ratio (UR)	0.27	0.99
UR meets 4/5 standard?	■	◈

2017 PD & City –Full-time	Hispanic	Non-H
Total # workforce	2	355
% of workforce	0.6%	99.4%
% of benchmark	6.6%	99.7%
Utilization Ratio (UR)	0.08	1.00
UR meets 4/5 standard?	■	◈

2015 PD & City – Full-time	Hispanic	Non-H
Total # workforce	0	328
% of workforce	0%	100%
% of benchmark	6.6%	99.7%
Utilization Ratio (UR)	0.00	1.00
UR meets 4/5 standard?	■	◈

Results Key

◈ Not underutilized, UR ≥ .80
■ Underutilized based on 80% rule
⊘ Not evaluated, N < 20 employees

Conclusions:

- Compared to the US citizen workforce in all of Delaware, Hispanic and Latino/Latina workers were underrepresented in the City of Dover.
- This finding is the same from 2015 to 2019, looking at City and PD both together (2015 & 2017) and separately (2019).

Notes:

- 2019 Workforce data provided by the City of Dover, snapshot as of June 24, 2019.
- 2015 & 2017 Workforce data are from City of Dover EEO-4 Filings, which includes City and Police Department
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  - UR (H) = % workforce (H) / % benchmark (H)

How does our workforce compare to benchmarks?

2015 & 2017 Representation by Ethnicity and EEOC Job Class

City of Dover Including Dover PD

PD & City, Full-Time	Hispanic	Non-H	Hispanic	Non-H	Hispanic	Non-H	Hispanic	Non-H
2017	**Officials & Administrators**		**Professionals**		**Technicians**		**Protective Service: Sworn**	
Total # workforce	0	30	0	31	0	23	2	87
% of workforce	0%	100%	0%	100%	0%	100%	2.2%	97.8%
% of benchmark	2.3%	97.7%	2.1%	97.9%	2.8%	97.2%	3.3%	96.7%
Utilization Ratio (UR)	0.00	1.02	0.00	1.02	0.00	1.03	0.69	1.01
UR meets 4/5 standard?	■	◈	■	◈	■	◈	■	◈
2015								
Total # workforce	0	55	0	32	0	18	0	61
% of workforce	0%	100%	0%	100%	0%	100%	0%	100%
% of benchmark	2.3%	97.7%	2.1%	97.9%	2.8%	97.2%	3.3%	96.7%
Utilization Ratio (UR)	0.00	1.02	0.00	1.02			0.00	1.03
UR meets 4/5 standard?	■	◈	■	◈	⊘	⊘	■	◈

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 employees

Conclusions:

- Hispanic and Latino/Latina workers were underrepresented in every job classification, compared to relevant benchmarks (DE state and local government employees in the same job classifications).
- This finding was consistent from 2015 to 2017.

Notes:

- Workforce data are from City of Dover EEO-4 Filings, which includes City and Police Department
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Table EEO-CIT06W. Delaware, State and Local Government Job Groups, civilians employed in Delaware who are age 16 and over and a US citizen.
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  - UR (H) = % workforce (H) / % benchmark (H)

How does our workforce compare to benchmarks?

2015 & 2017 Representation by Ethnicity and EEOC Job Class

City of Dover
Including Dover PD

PD & City, Full-Time	Hispanic	Non-H	Hispanic	Non-H	Hispanic	Non-H	Hispanic	Non-H
2017	**Paraprofessionals**		**Administrative Support**		**Skilled Craft**		**Service/ Maintenance**	
Total # workforce	0	6	0	81	0	45	0	52
% of workforce	0%	100%	0%	100%	0%	100%	0%	100%
% of benchmark	n/a	n/a	3.6%	96.4%	4.1%	95.9%	6.2%	93.8%
Utilization Ratio (UR)			0.00	1.04	0.00	1.04	0.00	1.07
UR meets 4/5 standard?	⊘	⊘	■	◈	■	◈	■	◈
2015								
Total # workforce	0	29	0	57	0	66	0	10
% of workforce	0%	100%	0%	100%	0%	100%	0%	100%
% of benchmark	n/a	n/a	3.6%	96.4%	4.1%	95.9%	6.2%	93.8%
Utilization Ratio (UR)			0.00	1.04	0.00	1.04		
UR meets 4/5 standard?	⊘	⊘	■	◈	■	◈	⊘	⊘

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 employees

Conclusions:

- Hispanic and Latino/Latina workers were underrepresented in every job classification, compared to relevant benchmarks (DE state and local government employees in the same job classifications).
- This finding was consistent from 2015 to 2017.

Notes:

- Workforce data are from City of Dover EEO-4 Filings, which includes City and Police Department
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- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population, e.g.,
  - UR (H) = % workforce (H) / % benchmark (H)

How does our workforce compare to benchmarks?

2019 Representation by Ethnicity and EEOC Job Class

City of Dover

City of Dover	Hispanic	Non-H	Hispanic	Non-H	Hispanic	Non-H	Hispanic	Non-H
2019	**Officials & Administrators**		**Professionals**		**Technicians**		**Protective Service: Sworn**	
Total # workforce	1	37	0	16	1	10	1	5
% of workforce	2.6%	97.4%	0%	100%	9.1%	90.9%	16.7%	83.3%
% of benchmark	2.3%	97.7%	2.1%	97.9%	2.8%	97.2%	3.3%	96.7%
Utilization Ratio (UR)	1.14	1.00						
UR meets 4/5 standard?	◈	◈	⊘	⊘	⊘	⊘	⊘	⊘
2019	**Paraprofessionals**		**Admin. Support**		**Skilled Craft**		**Service/ Maint.**	
Total # workforce	0	9	1	80	0	52	1	63
% of workforce	0%	100%	1.2%	98.8%	0%	100%	1.6%	98.4%
% of benchmark	n/a	n/a	3.6%	96.4%	4.1%	95.9%	6.2%	93.8%
Utilization Ratio (UR)			0.34	1.02	0.00	1.04	0.25	1.05
UR meets 4/5 standard?	⊘	⊘	■	◈	■	◈	■	◈

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 employees

Conclusions:

- In 2019, Hispanic and Latino/Latina workers were underrepresented in Administrative Support, Skilled Craft, and Service/ Maintenance job classes, compared to relevant benchmarks (DE state and local government employees in the same job classifications).
- Hispanics and non-Hispanics were represented similar to benchmarks for Officials & Administrators.

Notes:

- Workforce data provided by the City of Dover, snapshot as of June 24, 2019.
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Table EEO-CIT06W. Delaware, State and Local Government Job Groups, civilians employed in Delaware who are age 16 and over and a US citizen.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population, e.g.,
  - UR (H) = % workforce (H) / % benchmark (H)

How does our workforce compare to benchmarks?

2019 Representation by Ethnicity and EEOC Job Class

Dover PD

Dover PD	Hispanic	Non-H	Hispanic	Non-H	Hispanic	Non-H	Hispanic	Non-H
2019	**Officials & Administrators**		**Professionals**		**Technicians**		**Protective Service: Sworn**	
Total # workforce	0	2	0	6	0	10	4	81
% of workforce	0%	100%	0%	100%	0%	100%	4.7%	95.3%
% of benchmark	2.3%	97.7%	2.1%	97.9%	2.8%	97.2%	3.3%	96.7%
Utilization Ratio (UR)							**1.44**	**0.99**
UR meets 4/5 standard?	⊘	⊘	⊘	⊘	⊘	⊘	◈	◈

Conclusions:

- Hispanics and non-Hispanics were represented similar to benchmarks for the Protective Services job class in 2019.
- Employee headcounts in other job classes were too small to permit meaningful analyses.

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 employees

Notes:

- Workforce data provided by the City of Dover, snapshot as of June 24, 2019.
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- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population, e.g.,
  - UR (H) = % workforce (H) / % benchmark (H)

How does our workforce compare to benchmarks?

2015-2019 Representation by Race

City of Dover Including Dover PD

2019 Dover PD – Full-time	Asian	Black	POC	White
Total # workforce	1	13	16	79
% of workforce	1.1%	13.7%	16.8%	83.2%
% of benchmark	3.5%	16.7%	24.1%	75.9%
Utilization Ratio (UR)	0.30	0.82	0.70	1.10
UR meets 4/5 standard?	■	◈	■	◈

2019 City of Dover – Full-time	Asian	Black	POC	White
Total # workforce	3	39	58	218
% of workforce	1.1%	14.1%	21.0%	79.0%
% of benchmark	3.5%	16.7%	24.1%	75.9%
Utilization Ratio (UR)	0.31	0.84	0.87	1.04
UR meets 4/5 standard?	■	◈	◈	◈

2017 PD & City – Full-time	Asian	Black	POC	White
Total # workforce	3	44	63	294
% of workforce	0.8%	12.3%	17.6%	82.4%
% of benchmark	3.5%	16.7%	24.1%	75.9%
Utilization Ratio (UR)	0.24	0.74	0.73	1.09
UR meets 4/5 standard?	■	■	■	◈

2015 PD & City – Full-time	Asian	Black	POC	White
Total # workforce	2	36	62	266
% of workforce	0.6%	11.0%	18.9%	81.1%
% of benchmark	3.5%	16.7%	24.1%	75.9%
Utilization Ratio (UR)	0.18	0.66	0.78	1.07
UR meets 4/5 standard?	■	■	■	◈

Conclusions:

- Compared to the US citizen workforce in all of Delaware, people of color (POC) were underrepresented in the City of Dover in 2015 and 2017, looking at City and PD together.
- In 2019, Asian and all POC combined were underrepresented in City.
- In 2019, Asian people were underrepresented in PD; Black and POC were not underrepresented.

Results Key

◈ Not underutilized, UR ≥ .80
■ Underutilized based on 80% rule
⦸ Not evaluated, N < 20 employees

Notes:

- Results cut across ethnicity (Hispanic & Non-Hispanic)
- POC includes all people of color groups combined (Hispanic & Non-Hispanic)

- 2019 Workforce data provided by the City of Dover, snapshot as of June 24, 2019.
- 2015 & 2017 Workforce data are from City of Dover EEO-4 Filings, which includes City & PD
- Benchmarks are from the US Census 5-year ACS (2006-2010) EEO Tabulations. Table EEO-CIT02W. Civilians employed in Delaware who are age 16 and over and a US citizen.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population.

How does our workforce compare to benchmarks?

2015 & 2017 Representation by Race and EEOC Job Class

City of Dover
Including Dover PD

PD & City, Full-Time	Asian	Black	POC	White	Asian	Black	POC	White	Asian	Black	POC	White	Asian	Black	POC	White
2017	**Officials & Administrators**				**Professionals**				**Technicians**				**Protective Service: Sworn**			
Total # workforce	0	3	3	27	1	4	6	25	0	2	2	21	0	14	17	72
% of workforce	0%	10.0%	10.0%	90.0%	3.2%	12.9%	19.4%	80.6%	0%	8.7%	8.7%	91.3%	0%	15.7%	19.1%	80.9%
% of benchmark	2.7%	12.2%	18.4%	81.6%	3.9%	11.6%	18.6%	81.4%	4.0%	14.8%	23.3%	76.7%	1.3%	21.4%	28.1%	71.9%
Utilization Ratio (UR)	0.00	0.82	0.54	1.10	0.83	1.12	1.04	0.99	0.00	0.59	0.37	1.19	0.00	0.74	0.68	1.12
UR meets 4/5 standard?	■	◈	■	◈	◈	◈	◈	◈	■	■	■	◈	■	■	■	◈
2015																
Total # workforce	0	3	4	51	1	2	11	21	0	0	0	18	0	6	12	49
% of workforce	0%	5.5%	7.3%	92.7%	3.1%	6.3%	34.4%	65.6%	0%	0%	0%	100%	0.0%	9.8%	19.7%	80.3%
% of benchmark	2.7%	12.2%	18.4%	81.6%	3.9%	11.6%	18.6%	81.4%	4.0%	14.8%	23.3%	76.7%	1.3%	21.4%	28.1%	71.9%
Utilization Ratio (UR)	0.00	0.45	0.39	1.14	0.81	0.54	1.85	0.81					0.00	0.46	0.70	1.12
UR meets 4/5 standard?	■	■	■	◈	◈	■	◈	◈	⊘	⊘	⊘	⊘	■	■	■	◈

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 employees

Conclusions:

- 2015-2017, Asian, Black, and all POC were underrepresented in several job classifications, compared to relevant benchmarks (DE state and local government employees in the same job classifications).
- 2017 Professionals were an exception – each racial group's representation was similar to the benchmark.

Notes:

- Results cut across ethnicity (Hispanic & Non-Hispanic); POC includes all people of color groups combined (Hispanic & Non-Hispanic)
- Workforce data are from City of Dover EEO-4 Filings, which includes City and Police Department
- Benchmarks are from the US Census 5-year ACS (2006-2010) EEO Tabulations. Table EEO-CIT06W. Delaware, State and Local Government Job Groups, civilians employed in Delaware who are age 16 and over and a US citizen.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population

How does our workforce compare to benchmarks?

2015 & 2017 Representation by Race and EEOC Job Class

City of Dover
Including Dover PD

PD & City, Full-Time	Asian	Black	POC	White	Asian	Black	POC	White	Asian	Black	POC	White	Asian	Black	POC	White
2017	**Paraprofessionals**				**Administrative Support**				**Skilled Craft**				**Service / Maintenance**			
Total # workforce	1	1	2	4	1	8	13	68	0	4	4	41	0	8	16	36
% of workforce	16.7%	16.7%	33.3%	66.7%	1.2%	9.9%	16.0%	84.0%	0%	8.9%	8.9%	91.1%	0%	15.4%	30.8%	69.2%
% of benchmark	n/a	n/a	n/a	n/a	2.0%	16.8%	23.8%	76.2%	0.6%	11.5%	17.3%	82.7%	1.9%	25.8%	35.8%	64.2%
Utilization Ratio (UR)					0.63	0.59	0.67	1.10	0.00	0.77	0.51	1.10	0.00	0.60	0.86	1.08
UR meets 4/5 standard?	⦸	⦸	⦸	⦸	■	■	■	◈	■	■	■	◈	■	■	◈	◈
2015																
Total # workforce	1	7	8	21	0	8	9	48	0	7	15	51	0	3	3	7
% of workforce	3.4%	24.1%	27.6%	72.4%	0%	14.0%	15.8%	84.2%	0%	10.6%	22.7%	77.3%	0%	30.0%	30.0%	70.0%
% of benchmark	n/a	n/a	n/a	n/a	2.0%	16.8%	23.8%	76.2%	0.6%	11.5%	17.3%	82.7%	1.9%	25.8%	35.8%	64.2%
Utilization Ratio (UR)					0.00	0.83	0.66	1.11	0.00	0.92	1.31	0.93	0.00	1.16	0.84	1.09
UR meets 4/5 standard?	⦸	⦸	⦸	⦸	■	◈	■	◈	■	◈	◈	◈	■	◈	◈	◈

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⦸ Not evaluated, N < 20 employees

Conclusions:

- 2015-2017, Asian, Black, and all POC were underrepresented in several job classifications, compared to relevant benchmarks (DE state and local government employees in the same job classifications).
- In some cases, especially for Black employees, POC representation decreased from 2015 to 2017.

Notes:

- Results cut across ethnicity (Hispanic & Non-Hispanic); POC includes all people of color groups combined (Hispanic & Non-Hispanic)
- Workforce data are from City of Dover EEO-4 Filings, which includes City and Police Department
- Benchmarks are from the US Census 5-year ACS (2006-2010) EEO Tabulations. Table EEO-CIT06W. Delaware, State and Local Government Job Groups, civilians employed in Delaware who are age 16 and over and a US citizen.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population

How does our workforce compare to benchmarks?

2019 Representation by Race and EEOC Job Class

City of Dover

City of Dover	Asian	Black	POC	White	Asian	Black	POC	White	Asian	Black	POC	White	Asian	Black	POC	White
2019	**Officials & Administrators**				**Professionals**				**Technicians**				**Protective Service: Sworn**			
Total # workforce	0	5	6	31	1	3	5	11	1	0	3	8	0	1	1	4
% of workforce	0%	13.5%	16.2%	83.8%	6.3%	18.8%	31.3%	68.8%	9.1%	0%	27.3%	72.7%	0%	20.0%	20.0%	80.0%
% of benchmark	2.7%	12.2%	18.4%	81.6%	3.9%	11.6%	18.6%	81.4%	4.0%	14.8%	23.3%	76.7%	1.3%	21.4%	28.1%	71.9%
Utilization Ratio (UR)	**0.00**	**1.11**	**0.88**	**1.03**												
UR meets 4/5 standard?	■	◈	◈	◈	⦸	⦸	⦸	⦸	⦸	⦸	⦸	⦸	⦸	⦸	⦸	⦸
2019	**Paraprofessionals**				**Administrative Support**				**Skilled Craft**				**Service / Maintenance**			
Total # workforce	0	0	0	9	0	12	15	65	0	2	9	43	1	7	19	44
% of workforce	0%	0%	0%	100%	0%	15.0%	18.8%	81.3%	0%	3.8%	17.3%	82.7%	1.6%	11.1%	30.2%	69.8%
% of benchmark	n/a	n/a	n/a	n/a	2.0%	16.8%	23.8%	76.2%	0.6%	11.5%	17.3%	82.7%	1.9%	25.8%	35.8%	64.2%
Utilization Ratio (UR)					**0.00**	**0.89**	**0.79**	**1.07**	**0.00**	**0.33**	**1.00**	**1.00**	**0.83**	**0.43**	**0.84**	**1.09**
UR meets 4/5 standard?	⦸	⦸	⦸	⦸	■	◈	■	◈	■	■	◈	◈	◈	■	◈	◈

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⦸ Not evaluated, N < 20 employees

Conclusions:

- In 2019, Asian workers were underrepresented in all 4 job classes that were large enough to evaluate for City, compared to relevant benchmarks (DE state and local government employees in the same job classifications).
- Black workers were underrepresented in 2 job classes: Skilled Craft and Service/Maintenance.

Notes:

- Results cut across ethnicity (Hispanic & Non-Hispanic); POC includes all people of color groups combined (Hispanic & Non-Hispanic)
- Workforce data provided by the City of Dover, snapshot as of June 24, 2019.
- Benchmarks are from the US Census 5-year ACS (2006-2010) EEO Tabulations. Table EEO-CIT06W. Delaware, State and Local Government Job Groups, civilians employed in Delaware who are age 16 and over and a US citizen.

How does our workforce compare to benchmarks?

2019 Representation by Race and EEOC Job Class

Dover PD

City of Dover	Asian	Black	POC	White	Asian	Black	POC	White	Asian	Black	POC	White	Asian	Black	POC	White
2019	**Officials & Administrators**				**Professionals**				**Technicians**				**Protective Service: Sworn**			
Total # workforce	0	1	1	1	0	0	0	6	0	0	0	10	1	12	15	62
% of workforce	0%	50%	50%	50%	0%	0%	0%	100%	0%	0%	0%	100%	1.3%	15.6%	19.5%	80.5%
% of benchmark	2.7%	12.2%	18.4%	81.6%	3.9%	11.6%	18.6%	81.4%	4.0%	14.8%	23.3%	76.7%	1.3%	21.4%	28.1%	71.9%
Utilization Ratio (UR)													1.00	0.73	0.69	1.12
UR meets 4/5 standard?	⊘	⊘	⊘	⊘	⊘	⊘	⊘	⊘	⊘	⊘	⊘	⊘	◈	■	■	◈

Conclusions:

- Black workers, and all POC combined, were underrepresented in the Protective Services job class in 2019.
- Employee headcounts in other job classes were too small to permit meaningful analyses.

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 employees

Notes:

- Results cut across ethnicity (Hispanic & Non-Hispanic); POC includes all people of color groups combined (Hispanic & Non-Hispanic)
- Workforce data provided by the City of Dover, snapshot as of June 24, 2019.
- Benchmarks are from the US Census 5-year ACS (2006-2010) EEO Tabulations. Table EEO-CIT06W. Delaware, State and Local Government Job Groups, civilians employed in Delaware who are age 16 and over and a US citizen.

How does our applicant pool compare to benchmarks?

OCT 2016 – JAN 2019 Applicant Representation by Gender

City of Dover and Dover PD

City of Dover	Female	Male
Total # applicants	1,254	774
% of applicants	61.8%	38.2%
% of benchmark (All of DE)	49.2%	50.8%
Utilization Ratio (UR)	1.26	0.75
UR meets 4/5 standard?	◈	■

Police Officers	Female	Male
Total # applicants	130	742
% of applicants	14.9%	85.1%
% of benchmark (Police in DE)	23.8%	76.2%
Utilization Ratio (UR)	0.63	1.12
UR meets 4/5 standard?	■	◈

Police Chief	Female	Male
Total # applicants	0	34
% of applicants	0%	100%
% of benchmark (Police in DE)	23.8%	76.2%
Utilization Ratio (UR)	0.00	1.31
UR meets 4/5 standard?	■	◈

Results Key

◈ Not underutilized, UR ≥ .80

■ Underutilized based on 80% rule

⦸ Not evaluated, N < 20 new hires

Conclusions:

- Men were underutilized among City job applicants, compared to their availability among employed civilians Delaware-wide.
- Women were underutilized among Police Officer and Police Chief applicants, compared to their availability among civilians working in Sworn Protective Services in Delaware.

Notes:

- Gender was unknown for 5% of City applicants, <1% of Police Officer applicants, and 0 Police Chief applicants.
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Civilians employed in Delaware who are age 16+ and a US citizen.
  - City: Table EEO-CIT02W. Delaware statewide.
  - PD: Table EEO-CIT06W. Delaware, State and Local Government Job Groups, Protective Service: Sworn.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population, e.g.,
  - UR (F) = % workforce (F) / % benchmark (F)
- Applicant data provided by the City of Dover
  - City and Police Chief data source file: "ATS Summary of Recruitments from October 2016 through January 2019.doc"
  - Police Officer data source files: Police Applicants 201x-201x Diversity Study

How does our applicant pool compare to benchmarks?

OCT 2016 – JAN 2019 Applicant Representation by Ethnicity

City of Dover and Dover PD

City of Dover	Hispanic	Non-H
Total # applicants	26	1,872
% of applicants	5.9%	94.1%
% of benchmark (All of DE)	6.2%	93.8%
Utilization Ratio (UR)	0.22	1.05
UR meets 4/5 standard?	■	◈

Police Officers	Hispanic	Non-H
Total # applicants	84	785
% of applicants	9.7%	90.3%
% of benchmark (Police in DE)	3.3%	96.7%
Utilization Ratio (UR)	2.96	0.93
UR meets 4/5 standard?	◈	◈

Police Chief	Hispanic	Non-H
Total # applicants	1	16
% of applicants	5.9%	94.1%
% of benchmark (Police in DE)	3.3%	96.7%
Utilization Ratio (UR)		
UR meets 4/5 standard?	⊘	⊘

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 new hires

Conclusions:

- Hispanic/Latinos were underutilized among City job applicants, compared to their availability among employed civilians Delaware-wide.
- Hispanic/Latinos were well-represented among Police Officer applicants.
- Hispanic/Latinos appeared to be well-represented among Police Chief applicants, compared to their representation among all civilians working in Sworn Protective Services in Delaware. Interpret this result with caution because ethnicity information was missing for half of these applicants.

Notes:

- Race/ethnicity was unknown for 14% of City applicants, <1% of Police Officer applicants, and 50% of Police Chief applicants.
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Civilians employed in Delaware who are age 16+ and a US citizen.
  - City: Table EEO-CIT02W. Delaware statewide.
  - PD: Table EEO-CIT06W. Delaware, State and Local Government Job Groups, Protective Service: Sworn.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population.
- Applicant data provided by the City of Dover
  - City and Police Chief data source file: "ATS Summary of Recruitments from October 2016 through January 2019.doc"
  - Police Officer data source files: Police Applicants 201x-201x Diversity Study

How does our applicant pool compare to benchmarks?

OCT 2016 – JAN 2019 Applicant Representation by Race

City of Dover and Dover PD

City of Dover	Asian	Black	POC	White
Total # applicants	30	612	750	1,148
% of applicants	1.6%	32.2%	39.5%	60.5%
% of benchmark (All of DE)	3.5%	16.7%	24.1%	75.9%
Utilization Ratio (UR)	0.45	1.93	1.64	0.80
UR meets 4/5 standard?	■	◈	◈	◈

Police Officers	Asian	Black	POC	White
Total # applicants	8	217	331	538
% of applicants	0.9%	25.5%	38.1%	61.9%
% of benchmark (Police in DE)	1.3%	21.4%	28.1%	71.9%
Utilization Ratio (UR)	0.71	1.17	1.36	0.86
UR meets 4/5 standard?	■	◈	◈	◈

Police Chief	Asian	Black	POC	White
Total # applicants	1	4	6	11
% of applicants	5.9%	23.5%	35.3%	64.7%
% of benchmark (Police in DE)	1.3%	21.4%	28.1%	71.9%
Utilization Ratio (UR)				
UR meets 4/5 standard?	⊘	⊘	⊘	⊘

Results Key

◈ Not underutilized, UR ≥ .80

■ Underutilized based on 80% rule

⊘ Not evaluated, N < 20 new hires

Conclusions:

- Asians were underutilized among City job applicants, compared to their availability among employed civilians Delaware-wide.
- Asians were underutilized among Police Officer applicants.
- There was no underutilization for Black, POC, or White applicants at City or PD.
- All groups (Asian, Black, POC, and White) appeared to be well-represented among Police Chief applicants, compared to their representation among all civilians working in Sworn Protective Services in Delaware. Interpret this result with caution because race information was missing for half of these applicants.

Notes:

- Results cut across ethnicity (Hispanic & Non-Hispanic); POC includes all people of color groups combined (Hispanic & Non-Hispanic).
- Race/ethnicity was unknown for 14% of City applicants, <1% of Police Officer applicants, and 50% of Police Chief applicants.
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Civilians employed in Delaware who are age 16+ and a US citizen.
  - City: Table EEO-CIT02W. Delaware statewide.
  - PD: Table EEO-CIT06W. Delaware, State and Local Government Job Groups, Protective Service: Sworn.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population.
- Applicant data provided by the City of Dover
  - City and Police Chief data source file: "ATS Summary of Recruitments from October 2016 through January 2019.doc"
  - Police Officer data source files: Police Applicants 201x-201x Diversity Study

How does our hiring compare to benchmarks?

2016-2018 New Hire Representation by Gender

City of Dover and Dover PD

City of Dover	Female	Male
2016-2018		
Total # new hires	41	58
% of new hires	41.4%	58.6%
% of benchmark (All of DE)	49.2%	50.8%
Utilization Ratio (UR)	**0.84**	**1.15**
UR meets 4/5 standard?	◈	◈

Dover PD	Female	Male
2016-2018		
Total # new hires	4	15
% of new hires	21.1%	78.9%
% of benchmark (Police in DE)	23.8%	76.2%
Utilization Ratio (UR)		
UR meets 4/5 standard?	⊘	⊘

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 new hires

Conclusions:

- Gender representation for the 2016-2018 City new hires was similar to gender representation for all civilians employed in Delaware. There was no underutilization for women or for men.
- Gender representation for the 2016-2018 Police new hires was similar to gender representation for all civilians working in Sworn Protective Services in Delaware. Interpret this result with caution because the total number of new hires was small (< 20).

Notes:

- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Civilians employed in Delaware who are age 16+ and a US citizen.
  - City: Table EEO-CIT02W. Delaware statewide.
  - PD: Table EEO-CIT06W. Delaware, State and Local Government Job Groups, Protective Service: Sworn.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population, e.g.,
  - UR (F) = % workforce (F) / % benchmark (F)
- Hiring data provided by the City of Dover
  - City data source file: "Turnover (4)" includes full time and part time new hires
  - PD data source files: "Police Applicants 201x-201x Diversity Study"

How does our hiring compare to benchmarks?

2016-2018 New Hire Representation by Ethnicity

City of Dover and Dover PD

City of Dover	Hispanic	Non-H
2016-2018		
Total # new hires	3	89
% of new hires	3.3%	96.7%
% of benchmark (All of DE)	6.2%	93.8%
Utilization Ratio (UR)	**0.52**	**1.03**
UR meets 4/5 standard?	■	◈

Dover PD	Hispanic	Non-H
2016-2018		
Total # new hires	2	17
% of new hires	10.5%	89.5%
% of benchmark (Police in DE)	3.3%	96.7%
Utilization Ratio (UR)		
UR meets 4/5 standard?	⊘	⊘

Results Key

◈	Not underutilized, UR ≥ .80
■	Underutilized based on 80% rule
⊘	Not evaluated, N < 20 new hires

Conclusions:

- Hispanic/Latinos were underutilized among the 2016-2018 City new hires, compared to their availability in the workforce Delaware-wide.
- Hispanic/Latinos appeared to be well-represented among the 2016-2018 Police new hires, compared to their representation among all civilians working in Sworn Protective Services in Delaware. Interpret this result with caution because the total number of new hires was small (< 20).

Notes:

- Race/ethnicity was unknown for 7 City new hires, or 7% of the 99 City new hires.
- Race/ethnicity was known for all 19 Police new hires.
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Civilians employed in Delaware who are age 16+ and a US citizen.
  - City: Table EEO-CIT02W. Delaware statewide.
  - PD: Table EEO-CIT06W. Delaware, State and Local Government Job Groups, Protective Service: Sworn.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population, e.g.,
  - UR (H) = % workforce (H) / % benchmark (H)
- Hiring data provided by the City of Dover
  - City data source file: "Turnover (4)" includes full time and part time new hires
  - PD data source files: "Police Applicants 201x-201x Diversity Study"

How does our hiring compare to benchmarks?

2016-2018 New Hire Representation by Race

City of Dover and Dover PD

City of Dover	Asian	Black	POC	White
2016-2018				
Total # new hires	0	22	27	65
% of new hires	0.0%	23.9%	29.3%	70.7%
% of benchmark (All of DE)	3.5%	16.7%	24.1%	75.9%
Utilization Ratio (UR)	**0.00**	**1.43**	**1.22**	**0.93**
UR meets 4/5 standard?	■	◈	◈	◈

Dover PD	Asian	Black	POC	White
2016-2018				
Total # new hires	0	3	5	14
% of new hires	0.0%	15.5%	26.3%	73.7%
% of benchmark (Police in DE)	1.3%	21.4%	28.1%	71.9%
Utilization Ratio (UR)				
UR meets 4/5 standard?	⊘	⊘	⊘	⊘

Results Key

- ◈ Not underutilized, UR ≥ .80
- ■ Underutilized based on 80% rule
- ⊘ Not evaluated, N < 20 new hires

Conclusions:

- Asians were underutilized among the 2016-2018 City new hires, compared to their availability in the workforce Delaware-wide.
- There was no underutilization for Black or POC new hires at City.
- Asian and Black groups appeared to be underutilized among the 2016-2018 Police new hires, compared to their representation among all civilians working in Sworn Protective Services in Delaware. Interpret this result with caution because the total number of new hires was small (< 20).

Notes:

- Results cut across ethnicity (Hispanic & Non-Hispanic); POC includes all people of color groups combined (Hispanic & Non-Hispanic).
- Race/ethnicity was unknown for 7 City new hires, or 7% of the 99 City new hires.
- Race/ethnicity was known for all 19 Police new hires.
- Benchmarks are from the US Census 5-year American Community Survey (2006-2010) EEO Tabulations. Civilians employed in Delaware who are age 16+ and a US citizen.
  - City: Table EEO-CIT02W. Delaware statewide.
  - PD: Table EEO-CIT06W. Delaware, State and Local Government Job Groups, Protective Service: Sworn.
- A utilization ratio is a demographic group's representation in an organization's workforce divided by the same group's representation in a benchmark population.
- Hiring data provided by the City of Dover
  - City data source file: "Turnover (4)" includes full time and part time new hires
  - PD data source files: "Police Applicants 201x-201x Diversity Study"

Are advancement opportunities equitable by gender?

JUL 2017 – DEC 2018 Promotions by Gender

City of Dover and Dover PD

City of Dover	Female	Male
Total # promotions JUL 2017 – DEC 2018	4	21
Total # employees JUN 2019	99	181
Promotion rate	4.0%	11.6%
Adverse Impact Ratio (AIR)	**0.35**	**2.87**
AIR meets 4/5 standard?	■	◈

Dover PD	Female	Male
Total # promotions JUL 2017 – DEC 2018	1	6
Total # employees JUN 2019	4	95
Promotion rate	25.0%	4.3%
Adverse Impact Ratio (AIR)		
AIR meets 4/5 standard?	⃠	⃠

City + Dover PD Combined	Female	Male
Total # promotions JUL 2017 – DEC 2018	5	27
Total # employees JUN 2019	103	276
Promotion rate	4.9%	9.8%
Adverse Impact Ratio (AIR)	**0.50**	**2.02**
AIR meets 4/5 standard?	■	◈

Conclusions:

- Men were more likely to be promoted than women, with promotion rate differences that violated the 4/5 standard.

Notes:

- Gender was known for all promoted employees.
- AIR is a demographic group's promotion rate divided by another demographic group's promotion rate, e.g.,
  - AIR (F) = % promoted (F) / % promoted (M)
- Data provided by the City of Dover
  - Police Promotions in the FOP are not tracked.
  - Promotion numbers source file: "Turnover (4).xls", Promotions tab.
  - City started tracking promotions on 7/1/2017. The most recent promotion recorded was 12/17/2018.
  - Total # employees source file: "Employee Demo Table 6242019 FINAL"
  - All promotions for the 1.5-year period available were combined for analysis because total promotion numbers were too small for reliable results by year.

Results Key

◈	AIR ≥ .80, 4/5 standard met
■	AIR < .80, 4/5 standard violated for group
⃠	Not assessed, <20 total promotions

Are advancement opportunities equitable by ethnicity?

JUL 2017 – DEC 2018 Promotions by Ethnicity

City of Dover and Dover PD

City of Dover	Hispanic	Non-Hisp.
Total # promotions JUL 2017 – DEC 2018	0	24
Total # employees JUN 2019	5	275
Promotion rate	0.0%	8.7%
Adverse Impact Ratio (AIR)	**0.00**	**n/a**
AIR meets 4/5 standard?	■	◈

Dover PD	Hispanic	Non-Hisp.
Total # promotions JUL 2017 – DEC 2018	0	7
Total # employees JUN 2019	4	95
Promotion rate	0.0%	7.4%
Adverse Impact Ratio (AIR)		
AIR meets 4/5 standard?	⃠	⃠

City + Dover PD Combined	Hispanic	Non-Hisp.
Total # promotions JUL 2017 – DEC 2018	0	31
Total # employees JUN 2019	9	370
Promotion rate	0.0%	8.4%
Adverse Impact Ratio (AIR)	**0.00**	**n/a**
AIR meets 4/5 standard?	■	◈

Results Key

◈	AIR ≥ .80, 4/5 standard met
■	AIR < .80, 4/5 standard violated for group
⃠	Not assessed, <20 total promotions

Conclusions:

- Non-Hispanics were more likely to be promoted than Hispanics, with promotion rate differences that violated the 4/5 standard.
- These results should be interpreted with caution because the total number of employees identified as Hispanic (or Latino/Latina) is very small.

Notes:

- Ethnicity was unknown for 1 promoted employee (3.1% of all promoted employees).
- AIR is a demographic group's promotion rate divided by another demographic group's promotion rate, e.g.,
  - AIR (H) = % promoted (H) / % promoted (Non-H)
- Data provided by the City of Dover
  - Police Promotions in the FOP are not tracked.
  - Promotion numbers source file: "Turnover (4).xls", Promotions tab.
  - City started tracking promotions on 7/1/2017. The most recent promotion recorded was 12/17/2018.
  - Total # employees source file: "Employee Demo Table 6242019 FINAL"
  - All promotions for the 1.5-year period available were combined for analysis because total promotion numbers were too small for reliable results by year.

Are advancement opportunities equitable by race?

JUL 2017 – DEC 2018 Promotions by Race

City of Dover and Dover PD

City of Dover	POC	White
Total # promotions JUL 2017 – DEC 2018	5	19
Total # employees JUN 2019	58	218
Promotion rate	8.6%	8.7%
Adverse Impact Ratio (AIR)	**0.99**	**1.01**
AIR meets 4/5 standard?	◈	◈

Dover PD	POC	White
Total # promotions JUL 2017 – DEC 2018	0	7
Total # employees JUN 2019	16	79
Promotion rate	0.0%	8.9%
Adverse Impact Ratio (AIR)		
AIR meets 4/5 standard?	⊘	⊘

City + Dover PD Combined	POC	White
Total # promotions JUL 2017 – DEC 2018	5	26
Total # employees JUN 2019	74	297
Promotion rate	6.8%	8.8%
Adverse Impact Ratio (AIR)	**0.77**	**1.30**
AIR meets 4/5 standard?	■	◈

Results Key

◈	AIR ≥ .80, 4/5 standard met
■	AIR < .80, 4/5 standard violated for group
⊘	Not assessed, <20 total promotions

Conclusions:

- For City alone, promotion rates were comparable for POC and White employees.
- For City plus PD, White employees were more likely to be promoted than People of Color, with a promotion rate difference that violated the 4/5 standard.

Notes:

- Race was unknown for 1 promoted employee (3.1% of all promoted employees).
- AIR is a demographic group's promotion rate divided by another demographic group's promotion rate, e.g.,
  - AIR (W) = % promoted (W) / % promoted (POC)
- Data provided by the City of Dover
  - Police Promotions in the FOP are not tracked.
  - Promotion numbers source file: "Turnover (4).xls", Promotions tab.
  - City started tracking promotions on 7/1/2017. The most recent promotion recorded was 12/17/2018.
  - Total # employees source file: "Employee Demo Table 6242019 FINAL"
  - All promotions for the 1.5-year period available were combined for analysis because total promotion numbers were too small for reliable results by year.

Are termination rates comparable by gender?

JAN 2016 – DEC 2018 Separations by Reason and Gender

City of Dover and Dover PD

Retirement, Disability, or Death (City & PD)	Female	Male
Total # separations JAN 2016 – DEC 2018	4	31
Total # employees JUN 2019	103	276
Separation rate (Pct. of employees who separated)	3.9%	11.2%
Pct. of separations	**11.4%**	**88.6%**
Pct. of workforce	**27.2%**	**72.8%**

Resigned, Voluntary (City & PD)	Female	Male
Total # separations JAN 2016 – DEC 2018	28	37
Total # employees JUN 2019	103	276
Separation rate (Pct. of employees who separated)	27.2%	13.4%
Pct. of separations	**43.1%**	**56.9%**
Pct. of workforce	**27.2%**	**72.8%**

Terminated, Involuntary (City & PD)	Female	Male
Total # separations JAN 2016 – DEC 2018	7	10
Total # employees JUN 2019	103	276
Separation rate (Pct. of employees who separated)	6.8%	3.6%
Pct. of separations	**41.2%**	**58.8%**
Pct. of workforce	**27.2%**	**72.8%**

Results Key

- Group's share of separations compares favorably to its share of the total workforce (gap < 5 percentage points).
- Group's share of separations is 5 percentage points or more greater than its share of the total workforce.
- Not assessed, <20 total separations

Conclusions:

- Men separated due to retirement, disability, or death at a disproportionately high rate, considering their share of the total workforce.
- Women separated by voluntary resignation and involuntary termination at disproportionately high rates, considering their share of the total workforce.

Notes:

- Gender was unknown for 4 terminated employees (3.3% of all terminated employees).
- Data provided by the City of Dover
  - Termination numbers source file: "Turnover (4).xls", Explanation tab.
  - Total # employees source file: "Employee Demo Table 6242019 FINAL"
  - All terminations over a 3-year period were combined for analysis because total termination numbers were too small for reliable results by year.

Are termination rates comparable by ethnicity?

JAN 2016 – DEC 2018 Separations by Reason and Ethnicity

City of Dover and Dover PD

Retirement, Disability, or Death (City & PD)	Hispanic	Non-Hisp.
Total # separations JAN 2016 – DEC 2018	0	35
Total # employees JUN 2019	9	370
Separation rate (Pct. of employees who separated)	0.0%	9.5%
Pct. of separations	**0.0%**	**100%**
Pct. of workforce	**2.4%**	**97.6%**

Resigned, Voluntary (City & PD)	Hispanic	Non-Hisp.
Total # separations JAN 2016 – DEC 2018	2	59
Total # employees JUN 2019	9	370
Separation rate (Pct. of employees who separated)	22.2%	15.9%
Pct. of separations	**3.3%**	**96.7%**
Pct. of workforce	**2.4%**	**97.6%**

Terminated, Involuntary (City & PD)	Hispanic	Non-Hisp.
Total # separations JAN 2016 – DEC 2018	1	16
Total # employees JUN 2019	9	370
Separation rate (Pct. of employees who separated)	11.1%	4.3%
Pct. of separations	**5.9%**	**94.1%**
Pct. of workforce	**2.4%**	**97.6%**

Results Key

- Group's share of separations compares favorably to its share of the total workforce (gap < 5 percentage points).
- Group's share of separations is 5 percentage points or more greater than its share of the total workforce.
- Not assessed, <20 total separations

Conclusions:

- Separation rates were similar for Hispanic and Non-Hispanic employees, within each category of reasons for separating.
- These results should be interpreted with caution because the total number of employees identified as Hispanic (or Latino/Latina) is very small.

Notes:

- Ethnicity was unknown for 8 terminated employees (6.6% of all terminated employees).
- Data provided by the City of Dover
  - Termination numbers source file: "Turnover (4).xls", Explanation tab.
  - Total # employees source file: "Employee Demo Table 6242019 FINAL"
  - All terminations over a 3-year period were combined for analysis because total termination numbers were too small for reliable results by year.

Are termination rates comparable by race?

JAN 2016 – DEC 2018 Separations by Reason and Race

City of Dover and Dover PD

Retirement, Disability, or Death (City & PD)	POC	White
Total # separations JAN 2016 – DEC 2018	3	32
Total # employees JUN 2019	74	297
Separation rate (Pct. of employees who separated)	4.1%	10.8%
Pct. of separations	8.6%	91.4%
Pct. of workforce	19.9%	80.1%

Resigned, Voluntary (City & PD)	POC	White
Total # separations JAN 2016 – DEC 2018	15	46
Total # employees JUN 2019	74	297
Separation rate (Pct. of employees who separated)	20.3%	15.5%
Pct. of separations	24.6%	75.4%
Pct. of workforce	19.9%	80.1%

Terminated, Involuntary (City & PD)	POC	White
Total # separations JAN 2016 – DEC 2018	8	9
Total # employees JUN 2019	74	297
Separation rate (Pct. of employees who separated)	10.8%	3.0%
Pct. of separations	47.1%	52.9%
Pct. of workforce	19.9%	80.1%

Results Key

- Group's share of separations compares favorably to its share of the total workforce (gap < 5 percentage points).
- Group's share of separations is 5 percentage points or more greater than its share of the total workforce.
- Not assessed, <20 total separations

Conclusions:

- White employees separated due to retirement, disability, or death at a disproportionately high rate, considering their share of the total workforce.
- POC separated by involuntary termination at a disproportionately high rate, considering their share of the total workforce.
- POC and White employees had similar rates of separation by voluntary resignation.

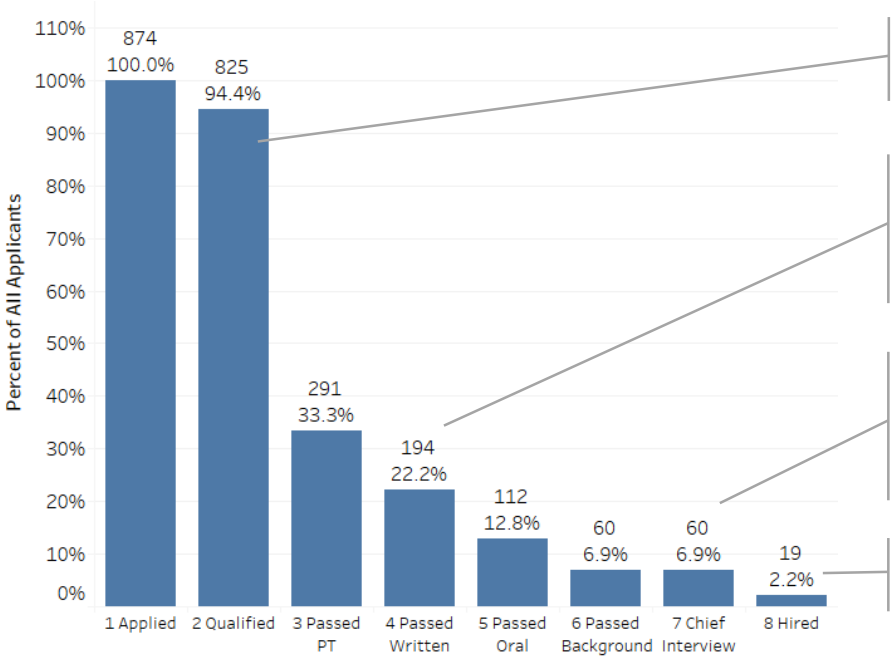
Notes:

- Race was unknown for 8 terminated employees (6.6% of all terminated employees).
- Data provided by the City of Dover
  - Termination numbers source file: "Turnover (4).xls", Explanation tab.
  - Total # employees source file: "Employee Demo Table 6242019 FINAL"
  - All terminations over a 3-year period were combined for analysis because total termination numbers were too small for reliable results by year.

How do police applicants become new hires?

2016-2018 Police Applicant Flow Summary

Dover PD



Dover Police Officer Applicant Flow for 2016-2018. Total N = 874 applicants over this 3-year period. Phases of the application process are shown on the horizontal axis. The marks are labeled by number and percentage of the total number of applicants who reached each phase.

94% of PD Applicants are considered "Qualified" based on their applications. Most DQs at this stage are due to applicants not meeting age or citizenship requirements.

Applicant attrition is sharpest in the testing phases, where more than two-thirds of applicants fail to pass the Physical Test, Written Test, and/or Oral Exam. Most DQs in these phases are due to failing a test; a small percentage self-select out (by withdrawing, no-show for a test, etc.).

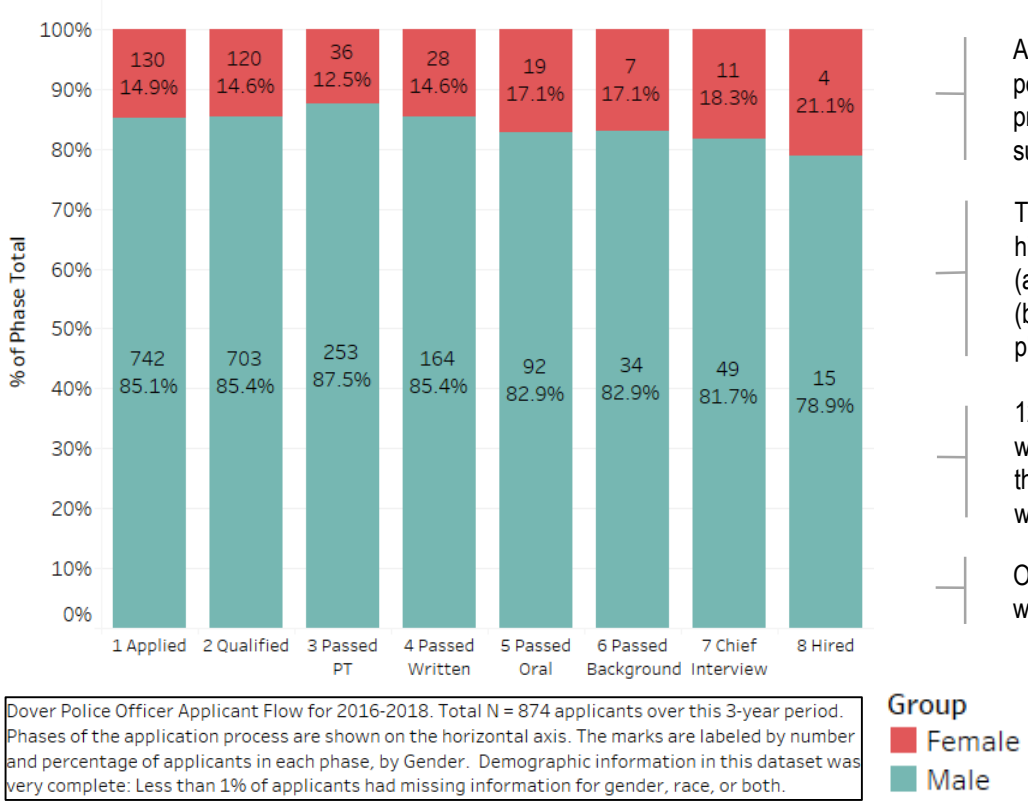
About 7% of applicants pass all of the tests, then pass the background check. Passing the background check puts an applicant on the list for interviews with the Chief. Small numbers self-select out before or after interviews (decline the interview, refuse a job offer, etc.).

Just over 2% of all Dover PD applicants were hired as police officers, for a total of 19 new hires from 2016 through 2018.

How do police applicants become new hires?

2016-2018 Police Applicant Flow by Gender

Dover PD



Dover Police Officer Applicant Flow for 2016-2018. Total N = 874 applicants over this 3-year period. Phases of the application process are shown on the horizontal axis. The marks are labeled by number and percentage of applicants in each phase, by Gender. Demographic information in this dataset was very complete: Less than 1% of applicants had missing information for gender, race, or both.

About 15% of PD applicants were women. Ideally, that percentage would remain constant at each phase of the hiring process, indicating that applicants have similar chances of success at each step, across gender differences.

The percentage of women was fairly consistent across the hiring process. 15-17% of applicants were women for phases 1 (all applicants), 2 (qualified), 4 (written test), 5 (oral test), and 6 (background). Representation for women was even higher at phases 7 (interview) and 8 (hired).

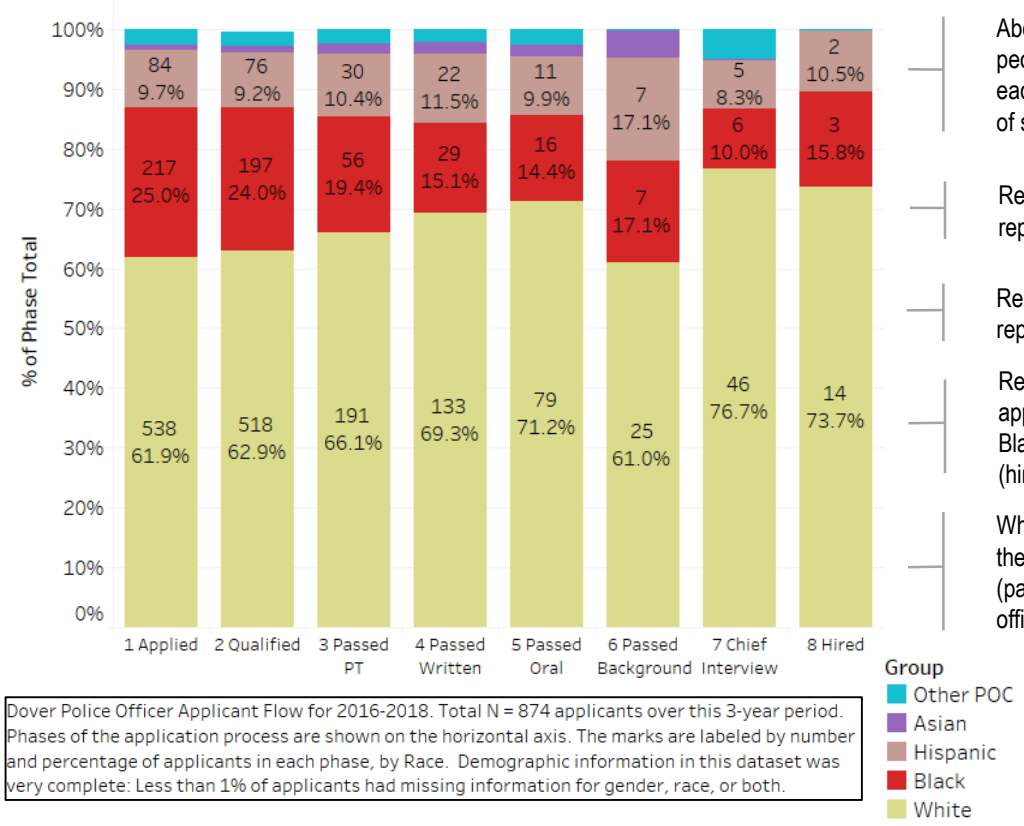
12.5% of the applicants who passed the Physical Test were women, which is a bit lower than the 14.9% rate of women in the total applicant pool. The ratio of these numbers = 0.83, which satisfies the commonly-used 80% standard.

Overall, these results suggest that there is equal opportunity for women and men, in the Dover PD applicant process.

How do police applicants become new hires?

2016-2018 Police Applicant Flow by Race

Dover PD



Dover Police Officer Applicant Flow for 2016-2018. Total N = 874 applicants over this 3-year period. Phases of the application process are shown on the horizontal axis. The marks are labeled by number and percentage of applicants in each phase, by Race. Demographic information in this dataset was very complete: Less than 1% of applicants had missing information for gender, race, or both.

About 38% of PD applicants were POC (including Hispanic, Latinx, and all other people of color). Ideally, percentages for each group would remain constant at each phase of the hiring process, indicating that applicants have similar chances of success at each step, across race/ethnic differences.

Results for Asian and Other POC groups are difficult to interpret, because they represented quite small percentages of all applicants.

Results for Hispanic applicants look good in terms of equal opportunity: Their representation is a fairly consistent 9 to 11% of applicants in each phase.

Results for Black applicants give cause for concern. They were 25% of all applicants, but only 10% of those on the interview list and 16% of new hires. Black applicants were underrepresented at every phase from 3 (passed PT) to 8 (hired).

White applicants represent a consistent 61 to 66% of applicants within many of the phases. However, they account for more than 70% of applicants at phases 5 (passed oral test), 7 (on the interview list), and 8 (hired). Note that 73.7% of officers hired were White, compared to 61.9% of the applicant pool.

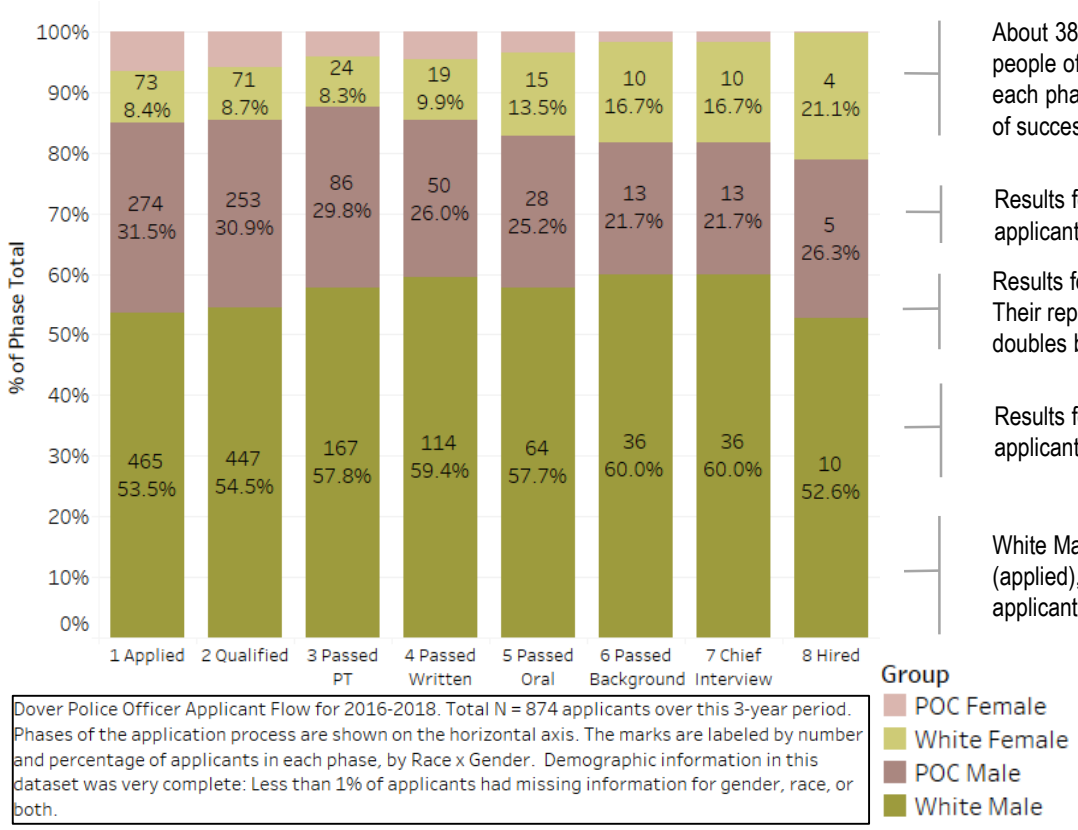
Note:

- All data on this slide are tabulated in a summary slide, later in this section.

How do police applicants become new hires?

2016-2018 Police Applicant Flow by Race and Gender

Dover PD



Dover Police Officer Applicant Flow for 2016-2018. Total N = 874 applicants over this 3-year period. Phases of the application process are shown on the horizontal axis. The marks are labeled by number and percentage of applicants in each phase, by Race x Gender. Demographic information in this dataset was very complete: Less than 1% of applicants had missing information for gender, race, or both.

About 38% of PD applicants were POC (including Hispanic, Latinx, and all other people of color). Ideally, percentages for each group would remain constant at each phase of the hiring process, indicating that applicants have similar chances of success at each step, across race/ethnic differences.

Results for POC Female applicants give cause for concern. They were 7% of all applicants, and their representation steadily decreased until reaching 0% of hires.

Results for White Female applicants look good in terms of equal opportunity: Their representation is 8 to 10% of applicants in the early phases, and more than doubles by phase 6. White Females were 21% of new hires.

Results for POC Male applicants give cause for concern. They were 32% of all applicants, vs. 22% of those on the interview list and 26% of new hires.

White Male applicants represent a consistent 53 to 55% of applicants at phases 1 (applied), 2 (qualified), and 8 (hired). However, they account for 58 to 60% of applicants at phases 3, 4, 5, 6, and 7.

Note:

- All data on this slide are tabulated in a summary slide, later in this section.

How do police applicants become new hires?

2016-2018 Police Applicant Flow: SUMMARY

Dover PD

Phase	% of All Applicants	Group N
1 Applied	100.0%	874.0
2 Qualified	94.4%	825.0
3 Passed PT	33.3%	291.0
4 Passed Written	22.2%	194.0
5 Passed Oral	12.8%	112.0
6 Passed Background	6.9%	60.0
7 Chief Interview	6.9%	60.0
8 Hired	2.2%	19.0

Phase	Other POC		Asian		Hispanic		Black		White	
	% of Phase Total	Group N	% of Phase Total	Group N	% of Phase Total	Group N	% of Phase Total	Group N	% of Phase Total	Group N
1 Applied	2.5%	22	0.9%	8	9.7%	84	25.0%	217	61.9%	538
2 Qualified	2.6%	21	1.0%	8	9.2%	76	24.0%	197	62.9%	518
3 Passed PT	2.4%	7	1.7%	5	10.4%	30	19.4%	56	66.1%	191
4 Passed W..	2.1%	4	2.1%	4	11.5%	22	15.1%	29	69.3%	133
5 Passed Or..	2.7%	3	1.8%	2	9.9%	11	14.4%	16	71.2%	79
6 Passed Ba..	0.0%	0	4.9%	2	17.1%	7	17.1%	7	61.0%	25
7 Chief Inte..	5.0%	3	0.0%	0	8.3%	5	10.0%	6	76.7%	46
8 Hired	0.0%	0	0.0%	0	10.5%	2	15.8%	3	73.7%	14

Phase	Female		Male	
	% of Phase Total	Group N	% of Phase Total	Group N
1 Applied	14.9%	130	85.1%	742
2 Qualified	14.6%	120	85.4%	703
3 Passed PT	12.5%	36	87.5%	253
4 Passed Written	14.6%	28	85.4%	164
5 Passed Oral	17.1%	19	82.9%	92
6 Passed Background	17.1%	7	82.9%	34
7 Chief Interview	18.3%	11	81.7%	49
8 Hired	21.1%	4	78.9%	15

Phase	POC Female		White Female		POC Male		White Male	
	% of Phase Total	Group N	% of Phase Total	Group N	% of Phase Total	Group N	% of Phase Total	Group N
1 Applied	6.6%	57	8.4%	73	31.5%	274	53.5%	465
2 Qualified	6.0%	49	8.7%	71	30.9%	253	54.5%	447
3 Passed PT	4.2%	12	8.3%	24	29.8%	86	57.8%	167
4 Passed Written	4.7%	9	9.9%	19	26.0%	50	59.4%	114
5 Passed Oral	3.6%	4	13.5%	15	25.2%	28	57.7%	64
6 Passed Background	1.7%	1	16.7%	10	21.7%	13	60.0%	36
7 Chief Interview	1.7%	1	16.7%	10	21.7%	13	60.0%	36
8 Hired	0.0%	0	21.1%	4	26.3%	5	52.6%	10

Note:

- Data tabulations correspond to the bar charts given across several slides in this section.

Appendix 3
Recommended IVY Training

Recommended D&I Training

1. EXECUTIVE DIVERSITY ROUNDTABLE WORKSHOP
   - Executive commitment to diversity and inclusion (D&I) is integral to the effectiveness of the initiative. An important step to successfully implement an effective D&I initiative is to have leaders establish their commitment; satisfy themselves with the advantages of D&I and that D&I matter to the organization.
   - An Executive Roundtable provides the opportunity for leaders to have strategic conversations regarding leading the organization through a D&I change initiative. This session moves beyond diversity awareness to educate executives on strategic and operational elements for their business, anticipated benefits, challenges, and tactics to guarantee success.
   - The attendees will have an opportunity to further their own diversity learning and development while establishing the organizational answers to a series of “difficult” questions. The team will see for themselves the level of understanding that currently exists, while also determining the level of consensus regarding certain fundamental assumptions pertaining to D&I and how diversity is implemented. In many cases they will create the organization’s “answer” that will guide how they wish all employees to approach D&I within the organization.

Recommended D&I Training

2. DIVERSITY AND INCLUSION WORKSHOP FOR HR LEADERS
   - Human Resources Professionals play a critical role in leading and supporting diversity and inclusion in the workplace. They are often expected to be the expert, are asked the toughest questions, and are faced with challenges at all levels. This full day workshop is built to address the unique needs of Human Resources.
   - Participants learn how diversity and inclusion impact the entire employee life cycle. As they discuss the challenges and opportunities of an increasingly diverse workforce and marketplace, they will come to understand their roles and responsibilities, and will practice the skills required to become effective and trusted consultants to their business managers and colleagues.

Recommended IVY Training

3. LEADING CHANGE THROUGH INCLUSION: APPLYING DIVERSITY FOR MANAGERS
   - This full day course, designed for managers and supervisors, offers the basics of diversity awareness and understanding and provides managers with exercises designed to engage them in making management decisions using a diversity filter. This session assists managers and supervisors in operationalizing diversity concepts and goals while enabling each participant to construct their own 'Manager's tool kit' for development and learning.
   - Participants explore the dimensions of diversity, defining diversity and inclusion. They learn how to construct the business case for diversity for their organization, and how to communicate it to stakeholders. Participants will gain an understanding of what diversity is, why it matters to them and their organizations, and what they are expected to do as leaders in support of diversity and inclusion.
4. RECRUITING THROUGH A DIVERSITY LENS™
   - The demographics of both the talent pool and customer base are changing. Attracting the best talent requires new skills and competencies. Hiring managers and recruiting staff need an awareness of where to find a diverse talent pool, how to effectively interact with candidates, and how to assess talent when it comes in a "different package."
   - Recruiting Through A Diversity Lens ™ provides insights based on Ivy's wealth of experience developing diversity recruiting strategies for Fortune 1000 and other organizations, interfacing with diverse executives and associates, and assessing what hiring managers and recruiters do both "right" and "wrong" during the recruiting, interviewing and hiring process.

Recommended D&I Training

5. HAVING DIFFICULT CONVERSATIONS IN A DIVERSE WORKPLACE
   - Discussing inappropriate workplace attire, providing feedback during a performance review, asking your cubicle neighbor to lower the volume when playing his favorite religious music . . . some discussions are difficult!
   - Introduce diversity to the discussion – gender, race, age, religion, etc. – and the conversations may seem even more difficult. But learning to have those conversations can actually lead to improved workplace relationships, more effective talent development and . . . your peace of mind.
   - Having Difficult Conversations in a Diverse Workplace is a half-day program designed to build skills that will improve workplace interactions.
6. AGEISM IN THE WORKPLACE: UNDERSTANDING, RESPECTING, AND APPRECIATING AGE DIFFERENCES FOR WORKPLACE AND PERFORMANCE IMPROVEMENT
   - It has become common for a twenty-something to work alongside a forty- or fifty-something in today's complex work environment. Although very familiar with people their own age, workers often enter the workforce with little appreciation or knowledge of those who are significantly older or younger than them.
   - This course highlights the ways in which this diverse mix of workers affords organizations many opportunities and challenges as they seek to boost the performance and levels of engagement of all of their workers.

Recommended D&I Training

7. WHO'S ON FIRST- PEOPLE VS. PROCESS?
   - Today's workplace requires a balanced focus of the mission and the people required to carry it out. While most leaders understand the theory of "people as a business enabler", they often do not understand how to embed the practice into their daily work.
   - In this hands-on workshop, leaders, managers and supervisors will learn ways to identify and change the systemic corporate processes and procedures that belie a people-centered culture. The participants will work in small groups to prioritize work tasks, motivate, recognize and reward employees, and present "out of the box" solutions to old problems.
   - The Who's On First- People Vs. Process? workshop is tailored from existing content to meet the needs of the organization. Ivy will conduct conference calls and/or meetings with the project team to prepare for the session. Workshops will include up to 30 participants.
8. THE LANGUAGE OF INCLUSION
   - African-American or Black? Latino or Hispanic? Asian or Oriental? As the workforce and marketplace have changed, questions have been raised regarding what are the "right" words to use. This course increases awareness of the power and use of language in an increasingly diverse workplace and marketplace.
   - Participants will learn to examine the evolution of the "right" or "preferred" words, examples in which the "wrong" words were used and the subsequent impact, the importance of speaking for D&I and the implications of not doing so, the common myths and misconceptions about D&I, and practice speaking for D&I.

Thank you!

CITY OF DOVER PROPOSED ORDINANCE #2019-19

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

That Appendix B - Zoning, Article 3 - District Regulations, Section 9 - General Residence and Office Zoning (RG-O) of the Dover Code be amended by inserting the bold, blue text and deleting the text indicated in red strikeout as follows:

Section 9. - General residence and office ~~zoning [~~zone~~]~~ (RG-O).

9.1 *Uses permitted*. In a general residence and office zone, no building or premises shall be used, and no building or part of a building shall be erected, which is arranged, intended, or designed to be used, in whole or in part, for any purpose, except the following:

9.11 Any use permitted in the general residence zone, except off-street parking accessory to uses in the central commercial zone (C-2).

9.12 Any use permitted in the RM-2 zone.

9.13 Business, professional, or governmental office on suitably landscaped lots.

9.14 The following uses are permitted, conditional upon the approval of the planning commission in accordance with the procedures and subject to the general conditions set forth in section 10.1 and to any specified requirements set forth below:

(a) After a building complex in this zone has reached a building space area of 100,000 square feet, then the following uses shall be permitted as conditional uses, subject to the approval of the planning commission: cafeterias, restaurants, barbershops, beauty shops, travel agencies, banks, copy centers, coffee supplies, retail stores, newsstands and associated laboratory facilities.

(b) In order to stimulate limited commercial activity in this zone where the city's historic district overlay zone exists and to make this portion of the city's historic district a greater attraction to tourists and residents, the following list of preferred uses may be permitted as conditional uses, subject to the approval of the planning commission:

i. Antique shops, art galleries, gift and card shops, book stores, specialty hobby stores (i.e., miniatures, models, needlecrafts), bakeries (including baking on premises), **barbershops,** and restaurants.

ii. Limitation of entrances from State Street only.

iii. Total floor area of any one retail use is not to exceed 2,000 square feet.

iv. Such uses will be subject to historic district requirements and will therefore require an architectural review certificate. Architectural review certificates for retail uses described above shall not be granted unless it

has been demonstrated that the proposed use will result in either no material change to the exterior of the structure visible from State Street or will result in a restoration of the structure to an appearance which can be documented to more closely reflect the historical appearance of that structure. Material change would include modifications to doors, windows and masonry, other than routine maintenance.

v. No parking shall be required for the retail user.

vi. If new construction is proposed on State Street between Loockerman and Water Streets, the proposal must not require demolition or extensive modifications of any existing structure which presently contributes to the historic district because of its age or architectural appearance. In addition, the RG-O zone bulk and parking requirements would be waived in certain respects. Lot width and depth will be as appropriate to the site, subject to architectural review and site plan review. Setbacks will be discouraged. Side yards will reflect the needs of adjacent structures by providing adequate light and air to reach existing windows. The height limit of 35 feet or 2½ stories will be retained, as will the 85 percent lot coverage limit. The floor area ratio limitation will be raised to 1.0. The parking requirements will be waived.

(c) Bed and breakfast inns, subject to the following:

i. A bed and breakfast inn may only be established within a primary residential structure or in an associated accessory structure.

ii. The owner of the property shall reside on the premises of the bed and breakfast inn or in an adjacent premises. However, if ownership of the property is in the name of a corporation, partnership, trust, etc., a full-time resident manager/operator/innkeeper shall reside in the principal structure on the subject property or adjacent property.

iii. The principal structure shall contain at least one full bathroom for the exclusive use of the owner or resident manager and other members of the immediate household. In addition, one full bathroom shall be provided for each two guestrooms. Each full bathroom shall contain a minimum of one water closet (toilet), one lavatory (sink) and one bathtub or shower stall and shall comply with all applicable building and plumbing codes.

iv. The number of guestrooms requested shall be set forth in the application for conditional use. The planning commission shall expressly establish the maximum number of guestrooms permitted for any application for which approval is granted. In no case shall a bed and breakfast inn contain more than ten guestrooms.

Draft

v. Off-street parking shall be provided at a minimum of two spaces, plus one space per guestroom. Off-street parking shall be prohibited in the front yard, except that such parking which may be customarily accommodated on a single width driveway may be permitted. Required parking may be provided on the premises or off the premises, provided that such off-premises parking is located within 150 feet walking distance of the bed and breakfast property.

vi. Lot coverage for a bed and breakfast inn shall not exceed 60 percent of the lot.

vii. Signage is limited to one sign, not to exceed six square feet in area. Signs may be illuminated, provided that internally illuminated signs shall be prohibited.

viii. Meals may be served to residents and overnight guests only. No cooking appliances or kitchenettes shall be permitted within the guestrooms, except for small refrigerators and microwave ovens.

ix. The stay of overnight guests shall be limited to 30 consecutive days.

x. The owner/operator of a bed and breakfast inn shall maintain a current City of Dover business license and the establishment shall be inspected at least semi-annually by the City of Dover Fire Marshal and the City of Dover Health Inspector for compliance with all applicable life safety and health and sanitation codes.

9.15 Signs shall meet the regulations found in article 5, section 4, supplementary sign regulations.

9.2 *Performance standards*. All uses are subject to performance standards as set forth in article 5, section 8.1.

9.3 *Site development plan approval*. Site development plan approval in accordance with article 10, section 2 hereof shall be required prior to the issuance of building permits for the erection or enlargement of all structures and related accessory structures. Such approval shall also be required prior to the issuance of certificates of occupancy for a change of use.

9.4 *Off-street parking*. No parking lot shall be located within the minimum required front yard, nor between the street line and the principal building on the lot. Off-street parking shall be provided in accordance with the provisions of article 4 and article 6 of this ordinance.

(Ord. of 2-14-1983; Ord. of 1-9-1989; Ord. of 6-26-1989; Ord. of 2-10-1992; Ord. of 7-12-1993, § 14; Ord. of 4-25-1994; Ord. of 7-10-2000; Ord. of 2-12-2001; Ord. No. 2012-15, 8-13-2012)

ADOPTED: *

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SYNOPSIS

The amendment would permit barbershops in the General Residence and Office (RG-O) zone.

(SPONSORS: POLCE AND SLAVIN)

Actions History

11/26/2019 - Introduction - Council Committee of the Whole/Legislative, Finance, and Administration Committee

Draft

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

That Chapter 102 - Taxation, Article IV - Abatement of Real Estate Taxes, Section 102-113 - Qualifications, Paragraph (d) of the Dover Code be amended by inserting the text indicated in bold, blue, italics and deleting the text indicated in red strikeout as follows:

Sec. 102-113. - Qualifications.

(d) Any persons purchasing residential real property in which they will reside within the downtown redevelopment high priority target area defined in Appendix C shall be given tax relief from the payment of real estate taxes in the following manner: first year of ownership, total tax abatement; second year of ownership, 75 percent tax abatement; third year of ownership, 50 percent tax abatement; fourth year of ownership, 25 percent tax abatement; fifth year of ownership, no tax abatement. Provided however that the homeowner is required to occupy the home as their principal place of residence during the entire time that the taxes are abated and if the property ceases to be their principal place of residence at any time during the four-year period of abatement, then they shall lose their right of abatement and shall be required to pay immediately all taxes abated up to the time that the home ceases to be their principal residence. In order to obtain the tax abatement, the homeowner must make application by affidavit submitted to the city ~~clerk~~ ***assessor*** showing qualification for the abatement and each year thereafter, submit a similar affidavit showing their continued right to the abatement. If qualification for the abatement ceases within the four-year period of abatement the homeowner is required to notify the city ~~clerk~~ ***assessor*** of the lack of qualification for the abatement and within 90 days from the date the qualification ceases, pay all taxes abated in the past.

(Code 1981, § 19.5-33; Ord. of 12-11-2000; Ord. of 8-8-2005(3); Ord. No. 2011-11, 7-11-2011; Ord. No. 2011-17, 8-8-2011; Ord. No. 2015-03, 2-23-2015)

ADOPTED: *

S:\ORDINANCES\2019\DRAFT\ORDINANCE #2019-20-CHPT 2 -TAXATION-ART IV-ABATEMENT SEC 102-113-QUALIFICATIONS\ORDINANCE #2019-20 - Chpt 102-Taxation-Art IV-Abatement-Sec 102-113-Qualifications.wpd

Ssynopsis

The amendment changes the affidavit recipient from the city clerk to the city assessor.

(SPONSORS: POLCE, BUNDEK, MCDOWELL)

Actions History

11/26/2019 - Introduction - Council Committee of the Whole/Legislative, Finance, and Administration Committee

Draft

City of Dover, DE

Investment Policy Statement

Dated November 15, 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~~20% 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~~ 20%	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
9. City Council Approved with No Changes – December 10, 2018

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))