Council Committee of the Whole Agenda

January 14, 2020 - 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 the appropriate time. When possible, please notify the City Clerk (736-7008 or email at cityclerk@dover.de.us) should you wish to be recognized.

Parks, Recreation, and Community Enhancement Committee

Adoption of the Agenda

1. **Update on the Towne Point School and Discussion of a Dog Park (Anderson)**

2. **Adjournment of Parks, Recreation, and Community Enhancement Committee meeting**

Legislative, Finance, and Administration Committee

Adoption of the Agenda

1. **Presentation - Diversity and Inclusion Study**

2. **Discussion - City of Dover Affirmative Action Plan**

3. **Project Carry-forward Budget Balances/Proposed Budget Amendments/Ordinance #2020-01**
   (Staff recommendation: Approval of the proposed budget amendments for Fiscal Year 2020 and adoption of Ordinance #2020-01)

4. **Dover Library - Kent County Reciprocal Borrowing Funds**
   (Staff recommendation: Authorizing the City Manager or her designee to send a letter detailing the proposed uses for the $125,000 allocation)

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

Adjournment of Council Committee of the Whole meeting

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The agenda items as listed may not be considered in sequence. Pursuant to 29 Del.C. §1004(e)(2), this agenda is subject to change to include the addition or deletion of items, including executive sessions, which arise at the time of the meeting.

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

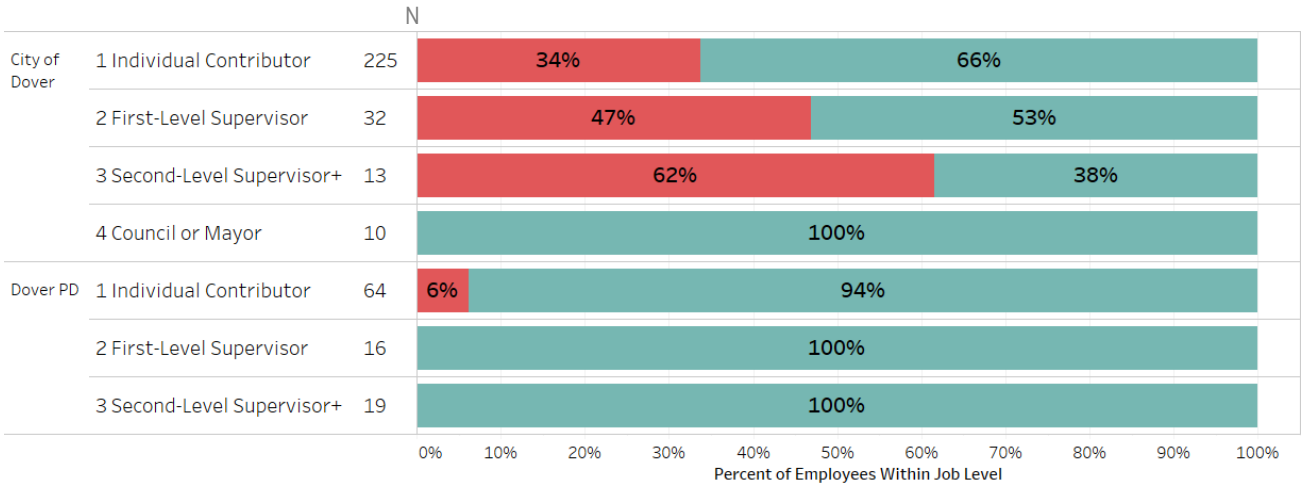
- What does it take to be successful here at the City (what makes an employee a top performer)?
- How do you discuss performance/give feedback to your team members (How formally? How informally? How often? Across demographics?)?
  - Did you get training on how to effectively manage performance?
- How 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

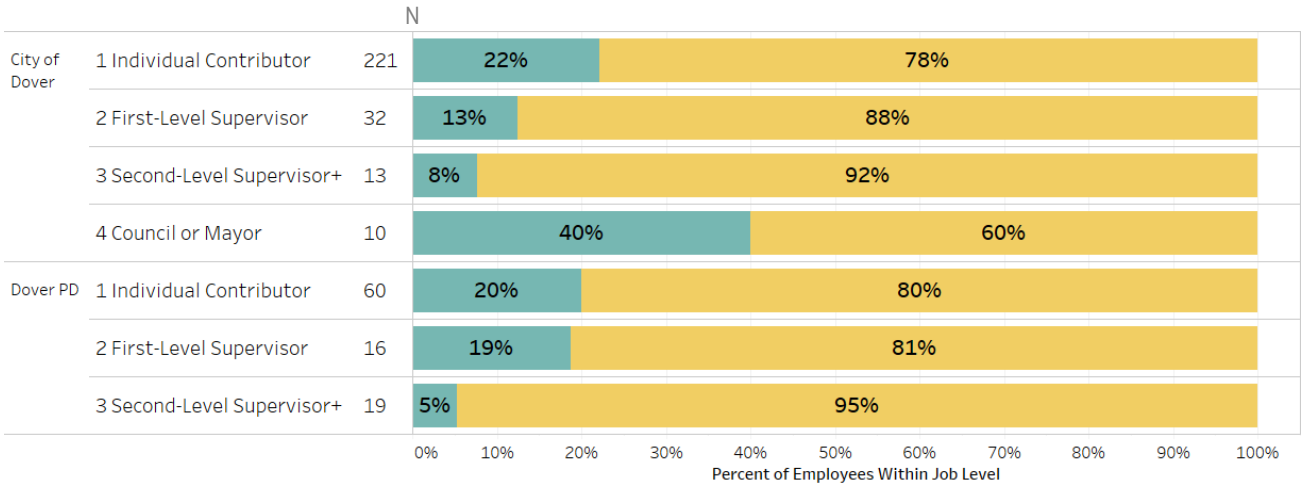
Notes:

- 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

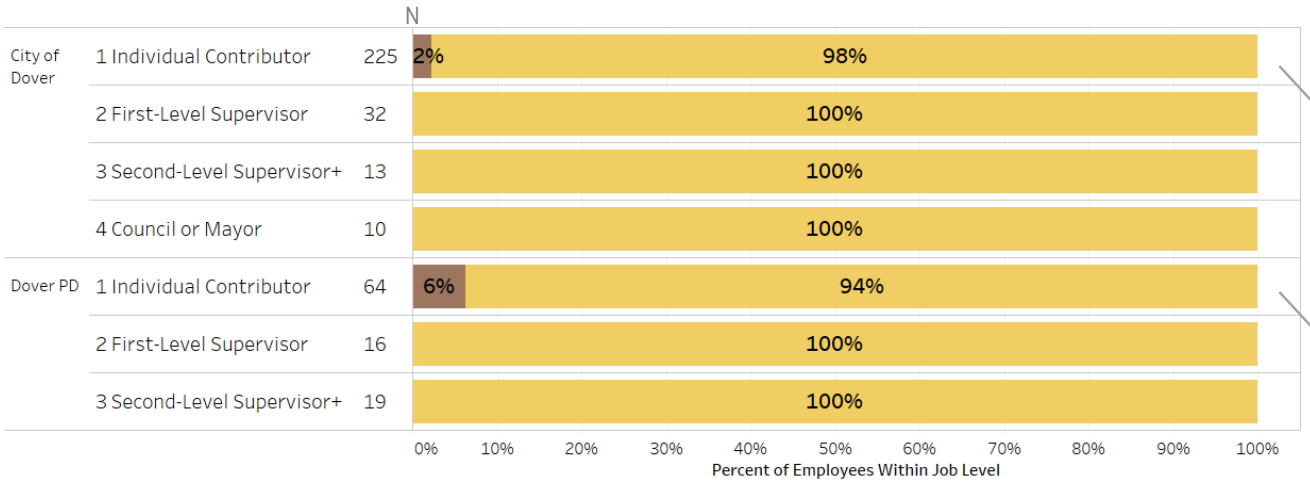
Notes:

- 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
- 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 (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.
- 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 & 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
- 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

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.
- 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?

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.

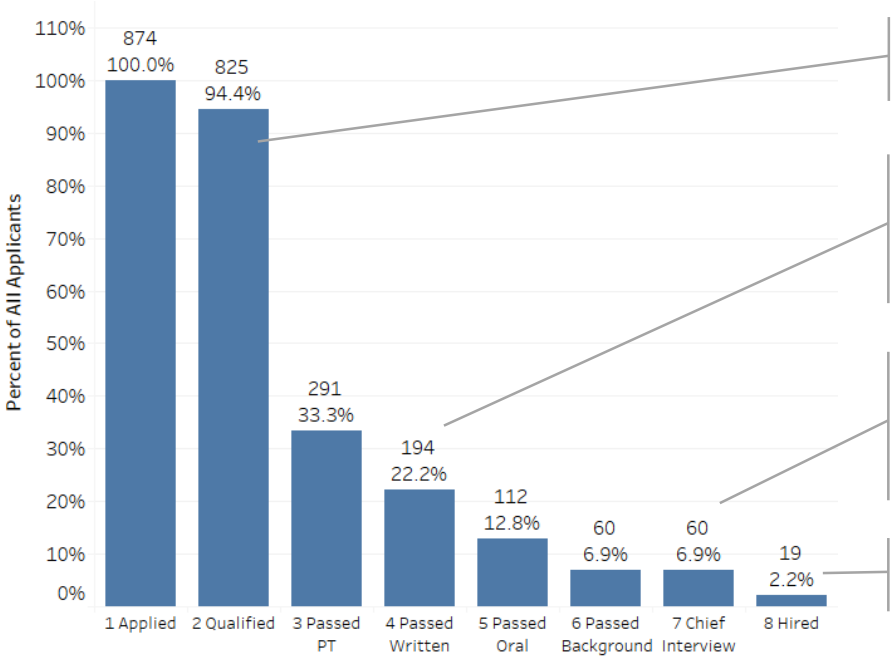
Notes:

- 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.).

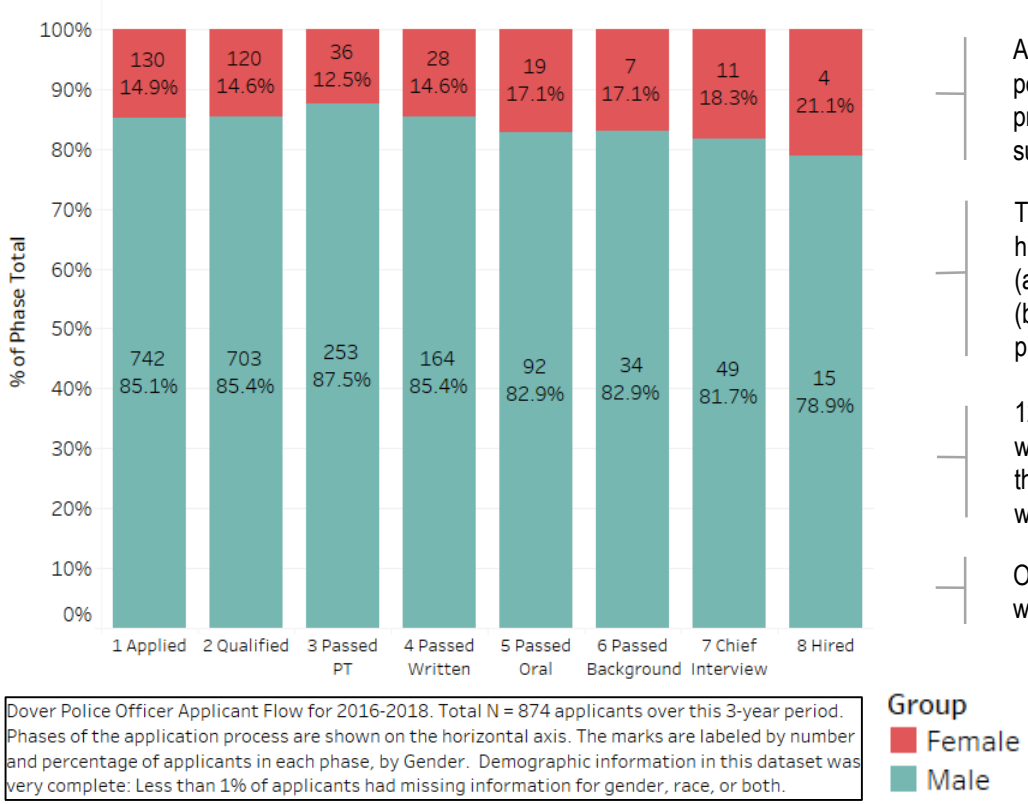
About 7% of applicants pass all of the tests, then pass the background check. Passing the background check puts an applicant on the list for interviews with the Chief. Small numbers self-select out before or after interviews (decline the interview, refuse a job offer, etc.).

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).

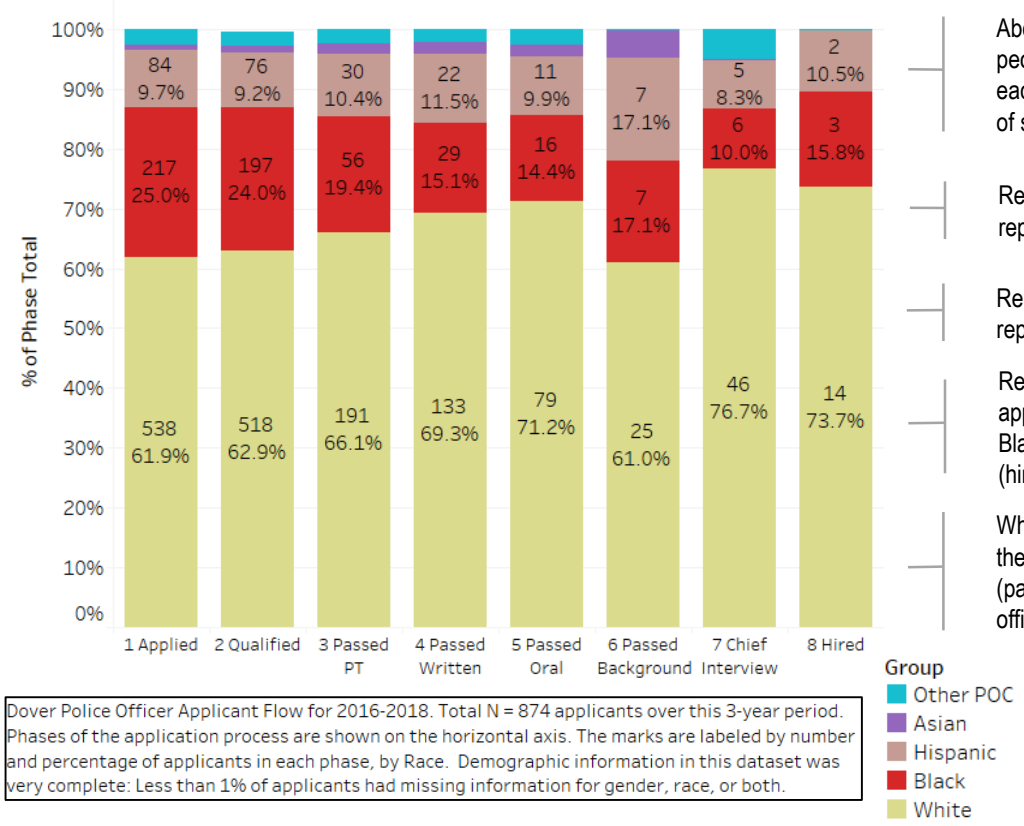
12.5% of the applicants who passed the Physical Test were women, which is a bit lower than the 14.9% rate of women in the total applicant pool. The ratio of these numbers = 0.83, which satisfies the commonly-used 80% standard.

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.

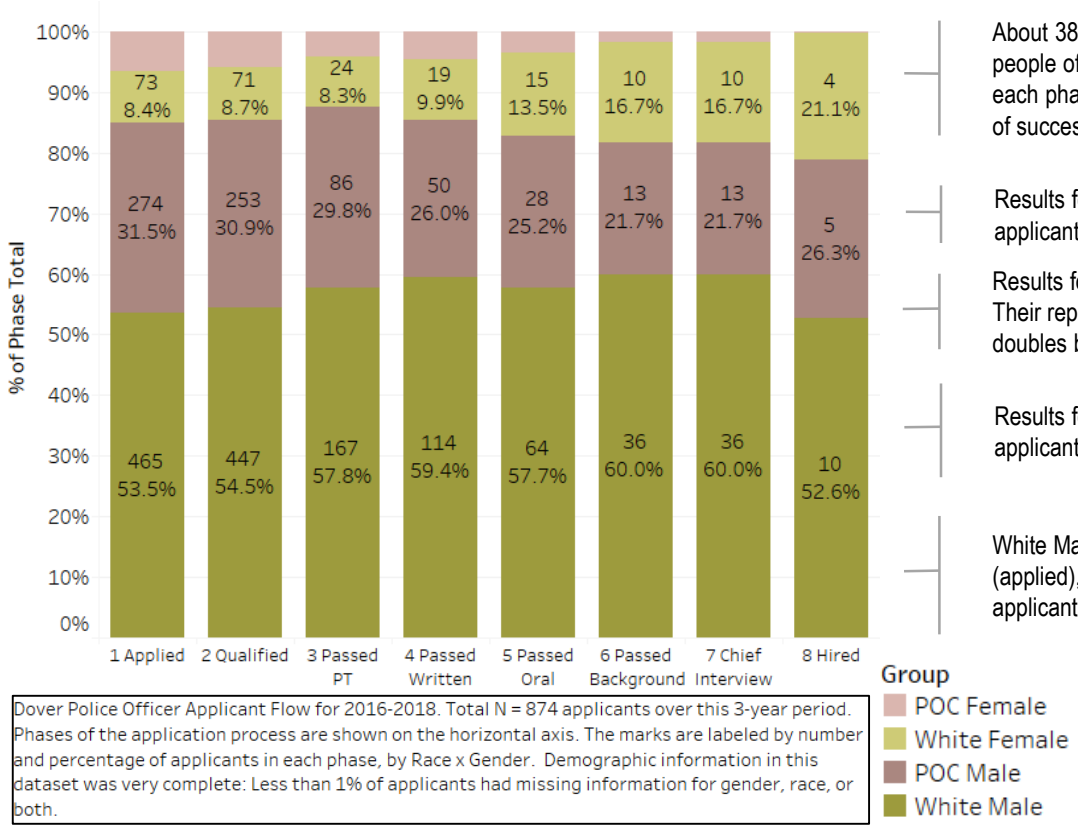
Note:

- 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 Council Meeting

January 14, 2020

Diversity & Inclusion Assessment Findings & Recommendations Overview

Capital of the First State

IVY PLANNING GROUP

Who We Are & Where We've Been

- Ivy Planning Group is a 29-year-old firm with a proven track record managing complex projects and maintaining high quality client relationships.
- Ivy provides strategic planning, change management implementation, executive coaching, and world-class training that links organizational development to the core business and missions of large public sector and private sector organizations

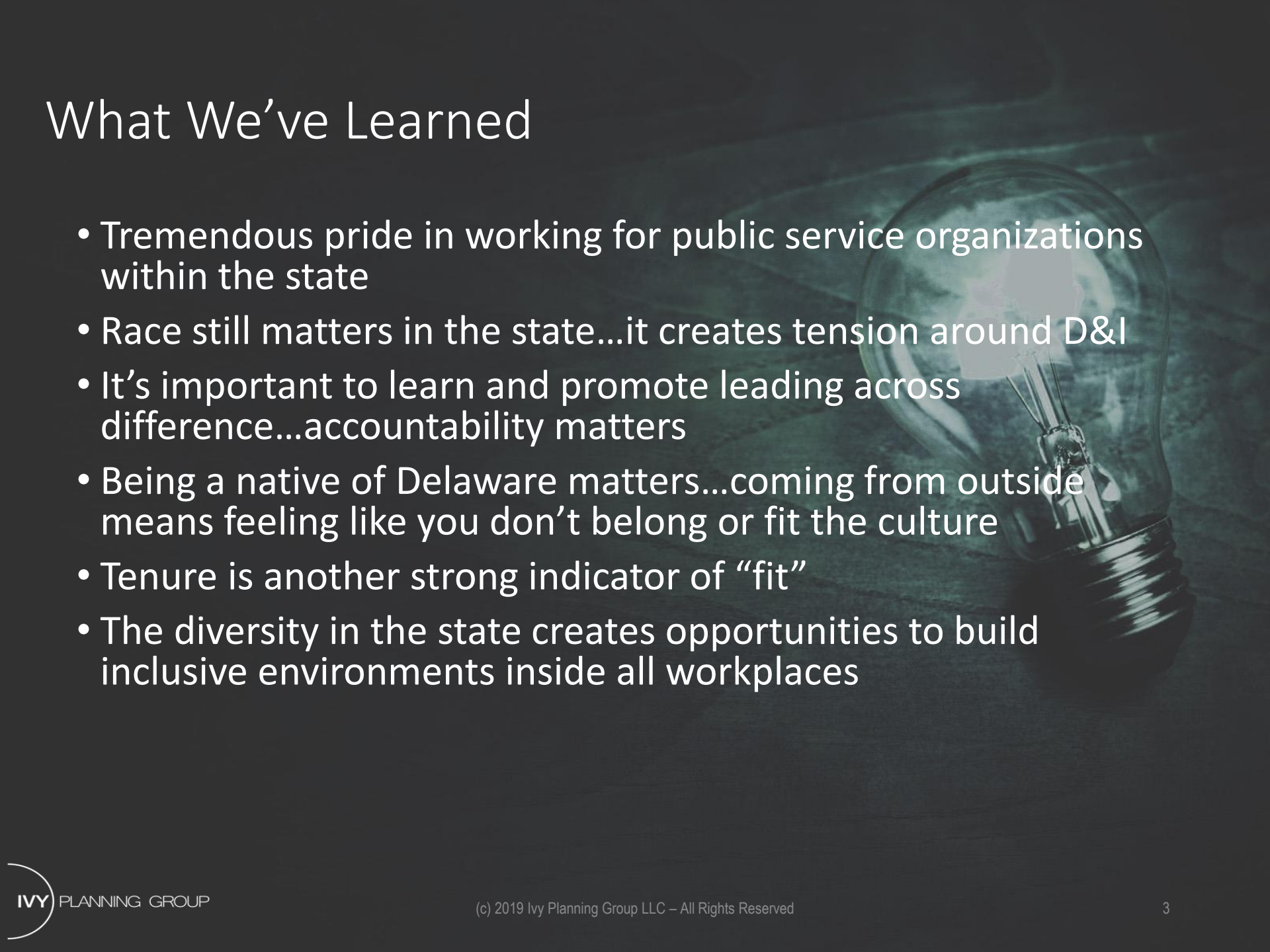
Since 2016, Ivy has client relationships in Delaware:

- State of Delaware
- Department of Labor
- DelDOT
- Delaware Transit Corporation
- Kent County Levy Court
- City of Dover

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What We've Learned



- Tremendous pride in working for public service organizations within the state
- Race still matters in the state…it creates tension around D&I
- It's important to learn and promote leading across difference…accountability matters
- Being a native of Delaware matters…coming from outside means feeling like you don't belong or fit the culture
- Tenure is another strong indicator of "fit"
- The diversity in the state creates opportunities to build inclusive environments inside all workplaces

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What We've Learned…cont.

- Focus on the systems…
  - Applicant tracking
  - Job description requirement assessments
  - Evaluate and assess the employee life cycle
- Elevate people leadership
  - Org culture matters
  - Hold leaders accountable for leading everyone
- Don't fear assessments
  - Data is your friend
  - It's true whether you know what's going on or not



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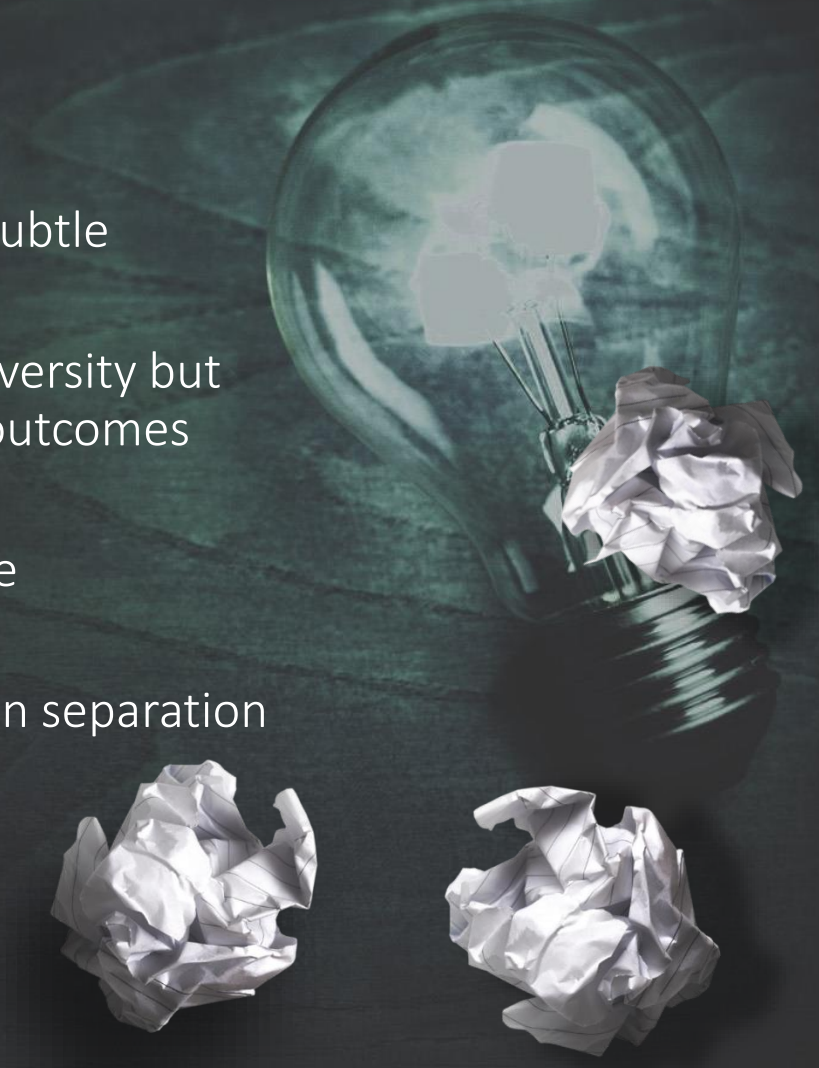
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WHAT MAKES THIS HARD?



Diversity and Inclusion Challenges 2019

- This work is harder than it's ever been
- The naysayers are smarter and more subtle
- Everyone knows how to "speak" for diversity but may not know how to lead and drive outcomes
- Some people actually think we're done
- Current climate creates stress and even separation



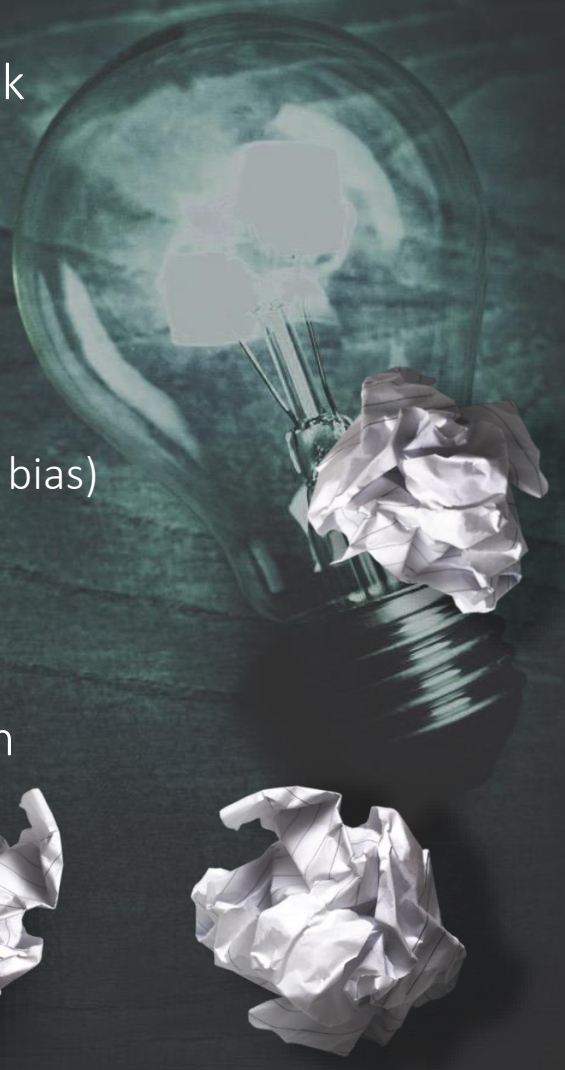
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Diversity and Inclusion Challenges 2019 …cont'd

- Even those who are dissatisfied don't want to talk about the dissatisfaction

- Myths
  - Diversity equals less than
  - Diverse pipeline/talent does not exist
  - Diverse people need fixing (vs. addressing systems bias)
  - This will fix itself organically
  - Inclusion means progress (without diversity)

- How you define the problem defines the solution



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What's Been Proven to Work



- Executive Leadership must own this
- Carefully articulated "why statements" that allow the organization to redefine "winning" at the strategic or mission level
- Strategies that address, understand and operationalize: Workforce, Workplace and Marketplace

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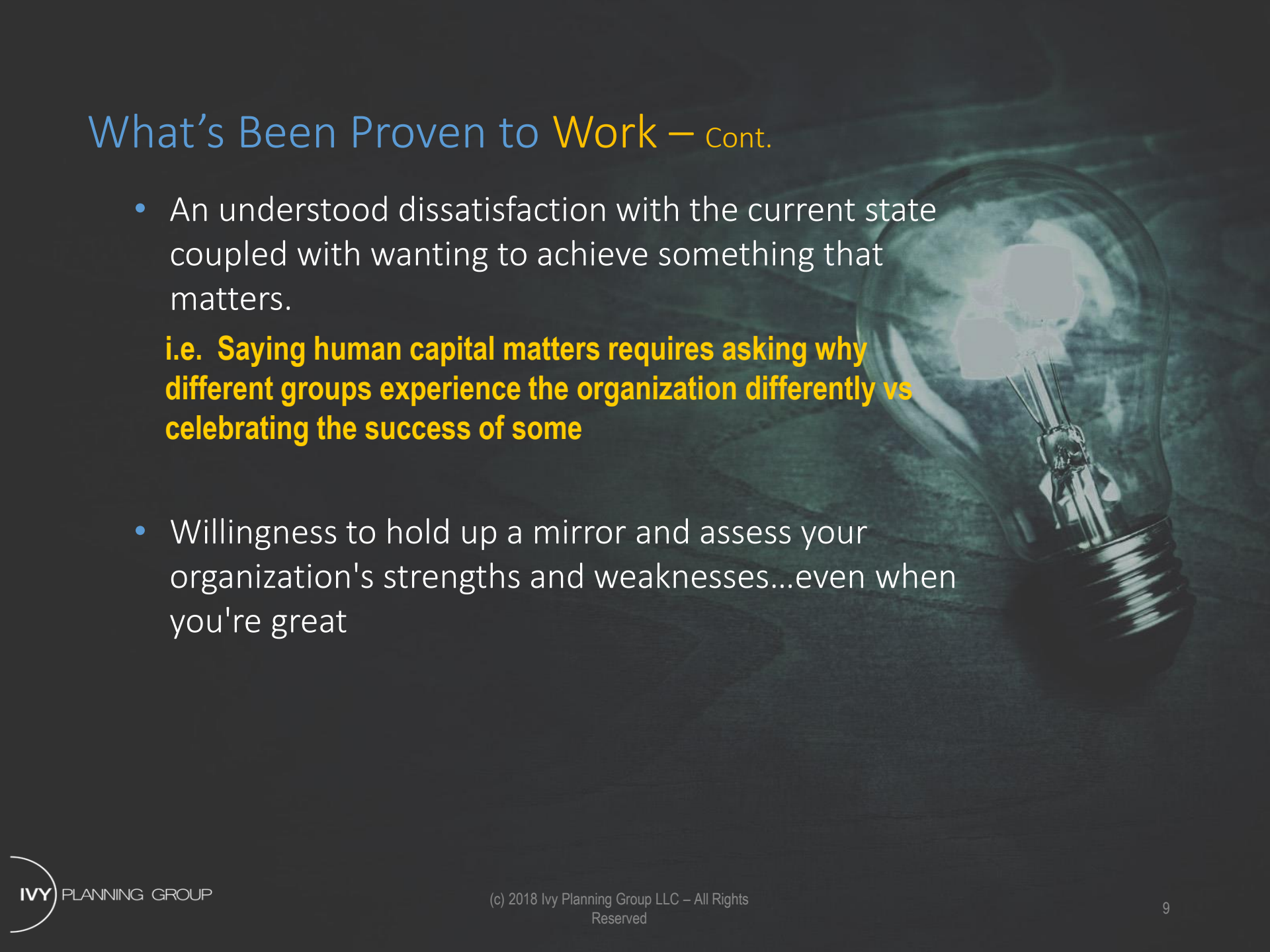
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What's Been Proven to Work – Cont.

- An understood dissatisfaction with the current state coupled with wanting to achieve something that matters.

  i.e. Saying human capital matters requires asking why different groups experience the organization differently vs celebrating the success of some

- Willingness to hold up a mirror and assess your organization's strengths and weaknesses…even when you're great



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Why we at IVY stay excited

- We've seen it work
- The relevance of the topic produces such big results that it's always worth the struggle
- We know we have answers to many of today's pressing issues
- We know that addressing diversity and inclusion always impacts the bigger, broader organizational opportunity whereas the opposite is not always true

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City of Dover Assessment

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

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.

Summary of Findings (Police Department)	
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)	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.

Summary of Findings (Police Department)	
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.

Summary of Findings (City/Civilian)

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.

Summary of Findings (City/Civilian)

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.
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.

RECOMMENDATIONS

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

Recommendations – City of Dover & Police Department

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

5. **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

6. **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

Recommendations – Police Department

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

Recommendations – City of Dover - Continued

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
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

Next Steps

Project Step	Delivery Timeline
Final Assessment Report	November 21, 2019
D&I Strategic Plan	January 15, 2020

Thank you!

ACTION FORM

PROCEEDING: Council Committee of the Whole
DEPARTMENT OF ORIGIN: City Manager **DATE SUBMITTED: 1/8/20**
PREPARED BY: Donna Mitchell, City Manager
SUBJECT: Project Carry-Forward Budget Balances & Proposed Budget Amendments
REVIEWED BY: City Manager & Controller/Treasurer
APPROVALS: Council Committee of the Whole
EXHIBITS: Exhibit A – Capital Investment Plan Amendments
EXPENDITURE REQUIRED: As per the attached Exhibit & Draft Ordinance **AMOUNT BUDGETED**: N/A
TIMETABLE: Upon Council approval
RECOMMENDED ACTION: Staff recommends approval of the proposed Budget Amendments totaling $ for Fiscal Year 2020.

The proposed budget amendment includes adjustments to the Capital Project budgets (see Exhibit A) and a few adjustments needed to the operating budgets as indicated below. Also, note revenue adjustments are also included for projects that have carried over and had debt financing or reserve fund appropriations to partially fund projects. The previous year loans and reserve transfers were done based on project progress. These include capital asset reserves, impact fee reserves and State Revolving Fund Loans.

Operating adjustments –

- General Fund
  - Library adjusted upwards $60,000 to cover Security Contract, transferred from the Police Department Temp Help.
  - Police Department increased for $31,100 to cover SORT Vest inadvertently reduced in the budget process, less the $60,000 transferred from Temp Help to the Library for the Security. Net reduction $28,900
  - Human Resources adjusted upward for the D & I Study $50,000.
  - Insurance adjusted upward $90,000 to cover 13 months of payments this year offset by 11 months in the prior year. Payment timing.
- Electric Fund
  - Power Supply & Generation favorability from FY19 has been transferred to the Rate Stabilization Reserve of $3.7 million.

The items above along with the Capital Project carry forward balances total $11,906,100 as follows:

Fund	Budget Balance Adjustment
General Fund	$171,100
Governmental – Capital Projects Fund	2,937,100
Water – Capital Projects Fund	2,977,500
Wastewater – Capital Projects Fund	1,241,500
Electric Fund	3,700,000
Electric – Capital Projects Fund	615,800
Community Transportation	263,100
Total	$11,906,100

Exhibit A

City of Dover
Project Carryfoward FY19 / FY20 Budget Balances
First Amendment
Ordinance # 2020 - 01

Project #	Title	Fiscal Year 2019 Original CIP Budget	Revised CIP Budget	Prior Fiscal Year Expenses	Carry Forward Available	Carry Forward Needed	FY 2020 Year Budget	Revised FY 20 CIP Budget
---	Sprayer Equipment for vegetation growth	$ -	$ 25,000	$ -	$ 25,000	$ 25,000	$ -	$ 25,000
PR1402	Schutte Park Land Improvements	70,000	223,800	46,000	177,800	177,800	75,000	252,800
PR1701	Dover Park - Master Plan	140,000	158,700	29,900	128,800	128,800	125,000	253,800
PR1900	Schutte Park Maintenance Facility	260,000	291,000	-	291,000	291,000	-	291,000
PD1801	Police Station Impound Lot	74,000	201,500	700	200,800	200,800	-	200,800
FC2001	City Hall Improvements	-	90,800	-	90,800	90,800	82,000	172,800
ST1801	FY 18 Street and Alley Program	-	524,600	251,100	273,500	273,500	-	273,500
ST1806	Bradford Street Streetscape Improvement	200,000	200,000	-	200,000	200,000	-	200,000
ST1902	Emergency Storm Sewer Repair	73,000	73,000	9,800	63,200	3,900	76,000	79,900
ST1904	Meeting House Branch Improvement	1,100,000	1,100,000	43,100	1,056,900	1,056,900	-	1,056,900
ST1905	Operations Yard Relocation and Improvements	445,000	445,000	-	445,000	445,000	-	445,000
ST1907	Brine Manufacturing System	45,000	45,000	5,300	39,700	39,700	-	39,700
ST1909	Letter of Map Revision - Little River	-	42,000	38,100	3,900	3,900	-	3,900
		$ 2,407,000	$ 3,420,400	$ 424,000	$ 2,996,400	$ 2,937,100	$ 358,000	$ 3,295,100
	Total General Capital Project Fund	**$ 2,407,000**	**$ 3,420,400**	**$ 424,000**	**$ 2,996,400**	**$ 2,937,100**	**$ 358,000**	**$ 3,295,100**
ST1908	FY 19 Bond Bill - Paving	$ 500,000	$ 500,000	$ 425,300	$ 74,700		$ -	$ 74,700
CT1904	Paving Project - Bertrand & Reese St.	-	300,000	229,800	70,200		-	70,200
CT1833	Paving Project - Hope St. & Crawford Carroll Av.	88,600	88,600	49,500	39,100		-	39,100
TE0601	TCSP Lincoln Park	79,100	79,100	-	79,100		-	79,100
	Total Community Transportation Fund	**$ 667,700**	**$ 967,700**	**$ 704,600**	**$ 263,100**		**$ -**	**$ 263,100**
WD1900	Meter Replacement	$ -	$ 46,000	$ 28,800	$ 17,200		$ -	$ 17,200
WD1903	Bulk Water Station	42,400	42,400	4,300	38,100		-	38,100
WQ1901	WQI - Lakewood Place	294,900	273,900	146,100	127,800		-	127,800
WD1609	WTP Process Improvements	4,000,000	6,562,800	3,768,400	2,794,400		437,200	3,231,600
	Total Water I & E Fund	**$ 4,337,300**	**$ 6,925,100**	**$ 3,947,600**	**$ 2,977,500**		**$ 437,200**	**$ 3,414,700**
WW1900	Meter Replacement	$ -	$ 46,000	$ 28,800	$ 17,200		$ -	$ 17,200
WW1806	Puncheon Run Pump Station Improvements	-	70,000	47,900	22,100		-	22,100
WW1903	Delaware Tech Pump Station Replacement	402,300	381,300	248,000	133,300		-	133,300
WW1904	Silver Lake Pump Station Replacement	489,500	429,500	282,500	147,000		-	147,000
WW1905	Walker Woods Pump Station Replacement	563,200	563,200	105,000	458,200		-	458,200
WW1906	Meeting House Branch Sewer Replacement	250,000	250,000	3,900	246,100		-	246,100
WW2007	Kurt Drive Pump Station Improvements	-	217,600	-	217,600		-	217,600
	Total Wastewater I & E Fund	**$ 1,705,000**	**$ 1,957,600**	**$ 716,100**	**$ 1,241,500**		**$ -**	**$ 1,241,500**
EG1905	McKee Run Unit #3 Boiler Systems	$ 515,000	$ 515,000	$ 134,100	$ 380,900	$ 206,000	$ -	$ 206,000
EG1907	McKee Run Unit 3 Auxiliary System Components	261,000	261,000	156,800	104,200	55,000	60,000	115,000
	Electric Generation	**$ 776,000**	**$ 776,000**	**$ 290,900**	**$ 485,100**	**$ 261,000**	**$ 60,000**	**$ 321,000**
FIN	Purchase of ERP System	$ 548,000	$ 2,057,000	$ 730,700	$ 1,326,300	$ 354,800	$ 488,000	$ 842,800
	Total ERP System	**$ 548,000**	**$ 2,057,000**	**$ 730,700**	**$ 1,326,300**	**$ 354,800**	**$ 488,000**	**$ 842,800**
	Total Electric I & E Fund	**$ 1,324,000**	**$ 2,833,000**	**$ 1,021,600**	**$ 1,811,400**	**$ 615,800**	**$ 548,000**	**$ 1,163,800**
	Total Carryforward balances to FY 2020				**$ 9,905,700**	**$ 8,035,000**	**$ 1,343,200**	**$ 9,378,200**

CITY OF DOVER ORDINANCE # 2020-01
2019-2020 BUDGET ORDINANCES

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Fifty Million Seven Hundred Eighty-Three Thousand Seven Hundred dollars ($50,783,700) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

GENERAL FUND
CASH RECEIPT SUMMARY FOR 2019-2020

	2019/20 BUDGET	2019/20 REVISED
BEGINNING BALANCE	**$ 5,548,900**	**$ 5,720,000**
RECEIPTS		
FINES AND POLICE REVENUE	577,400	577,400
LIBRARY REVENUES	109,800	109,800
KENT COUNTY BOOK REIMBURSEMENT	275,000	275,000
BUSINESS LICENSES	1,470,000	1,470,000
PERMITS AND OTHER FEES	1,724,000	1,724,000
MISCELLANEOUS CHARGES	70,000	70,000
POLICE EXTRA DUTY	520,100	520,100
PROPERTY TAXES	14,596,700	14,596,700
RECREATION REVENUE	144,500	144,500
FRANCHISE FEE	645,000	645,000
SANITATION FEES	3,076,600	3,076,600
RENT REVENUE - GARRISON FARM	98,000	98,000
COURT OF CHANCERY FEES	1,475,000	1,475,000
INVESTMENT INCOME	120,000	120,000
RECEIPTS SUBTOTAL	**24,902,100**	**24,902,100**
INTERFUND SERVICE RECEIPTS		
INTERFUND SERVICE RECEIPTS WATER	1,067,800	1,067,800
INTERFUND SERVICE RECEIPTS WASTEWATER	769,200	769,200
INTERFUND SERVICE RECEIPTS ELECTRIC	3,912,900	3,912,900
INTERFUND SERVICE RECEIPTS SUBTOTAL	**5,749,900**	**5,749,900**
GRANTS:		
POLICE RELATED/EXTRA DUTY	145,000	145,000
POLICE PENSION GRANT	445,000	445,000
GREEN ENERGY GRANT	98,500	98,500
GRANTS SUBTOTAL	**688,500**	**688,500**
TRANSFERS FROM:		
TRANSFER TAX	1,525,000	1,525,000
MUNICIPAL STREET AID	665,300	665,300
CIVIL TRAFFIC PENALTIES	532,900	532,900
WATER/WASTEWATER	1,000,000	1,000,000
ELECTRIC	10,000,000	10,000,000
TRANSFERS FROM SUBTOTAL	**13,723,200**	**13,723,200**
TOTAL REVENUES	**45,063,700**	**45,063,700**
TOTAL BEGINNING BALANCE & REVENUE	**$ 50,612,600**	**$ 50,783,700**

2019-2020 BUDGET ORDINANCES

GENERAL FUND - EXPENDITURES AND BUDGET BALANCE FOR 2019-2020

DEPARTMENT EXPENSES	2019/20 BUDGET	2019/20 REVISED
CITY CLERK	$ 432,600	$ 432,600
COUNCIL	157,700	157,700
TAX ASSESSOR	398,200	398,200
FIRE	763,700	763,700
GROUNDS MAINTENANCE	1,269,500	1,269,500
LIBRARY	1,779,800	1,839,800
RECREATION	1,156,600	1,156,600
LIFE SAFETY	381,500	381,500
CODE ENFORCEMENT	680,200	680,200
PLANNING	570,400	570,400
INSPECTIONS	644,700	644,700
POLICE	17,183,900	17,155,000
POLICE EXTRA DUTY	665,100	665,100
STREETS	810,600	810,600
STORMWATER	859,000	859,000
SANITATION	2,432,400	2,432,400
CITY MANAGER	1,007,900	1,007,900
INFORMATION TECHNOLOGY	747,000	747,000
FINANCE	935,800	935,800
PUBLIC WORKS - ADMINISTRATION	802,300	802,300
FACILITIES MANAGEMENT	655,700	655,700
PUBLIC WORKS - ENGINEERING	368,800	368,800
PROCUREMENT & INVENTORY	684,400	684,400
FLEET MAINTENANCE	1,051,200	1,051,200
CUSTOMER SERVICE	1,067,500	1,067,500
HUMAN RESOURCES	523,300	573,300
MAYOR	226,900	226,900
DEPARTMENT SUBTOTALS	**38,256,700**	**38,337,800**
OTHER EXPENSES		
DEBT SERVICE	500,000	500,000
CONTRIBUTION TO DDP	150,000	150,000
INSURANCE	750,000	840,000
RETIREES HEALTH CARE	1,894,900	1,894,900
BANK & CREDIT CARD FEES	20,000	20,000
STREET LIGHTS	815,000	815,000
OTHER EXPENSE SUBTOTAL	**4,129,900**	**4,219,900**
TRANSFERS		
TRANSFER TO CAPITAL FUND - PROJECTS	3,261,600	3,261,600
APPROP. TO THE POLICE PENSION FUND	519,600	519,600
APPROP. POLICE PENSION - STATE GRANT	445,000	445,000
TRANSFER TO ELECTRIC I & E FUND	250,000	250,000
TRANSFERS SUBTOTAL	**4,476,200**	**4,476,200**
TOTAL EXPENDITURES	**46,862,800**	**47,033,900**
CURRENT YEAR BALANCE	**3,749,800**	**3,749,800**
TOTALS	**$ 50,612,600**	**$ 50,783,700**

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

CITY OF DOVER ORDINANCE # 2020-01

GOVERNMENTAL CAPITAL PROJECTS FUND
REVENUES AND BUDGET FOR 2019-2020

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

The amount hereinafter named aggregating Eight Million One Hundred Forty-Five Thousand Four Hundred dollars ($8,145,400) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

REVENUES

	2019/20 BUDGET	2019/20 REVISED
BEGINNING BALANCE - PROJECTS	**$ 304,300**	**$ 2,776,300**
REVENUES		
STATE GRANTS - Other	241,800	241,800
BUDGET BOND/BANK PROCEEDS	1,228,600	1,228,600
TRANSFER FROM GENERAL FUND	3,261,600	3,261,600
TRANSFER FROM PARKLAND RESERVE	-	191,800
TRANSFER FROM CAPITAL ASSET RESERVE	172,000	445,300
SUBTOTAL PROJECT RECEIPTS	**4,904,000**	**5,369,100**
TOTAL FUNDING SOURCES	**4,904,000**	**5,369,100**
TOTAL BEGINNING BALANCE AND REVENUES	**$ 5,208,300**	**$ 8,145,400**

EXPENSE SUMMARY

EXPENDITURES	2019/20 BUDGET	2019/20 REVISED
FIRE	$ 281,100	$ 281,100
GROUNDS	128,400	153,400
RECREATION	476,000	1,073,600
LIFE SAFETY	48,900	48,900
CODE ENFORCEMENT	37,200	37,200
INSPECTIONS	18,600	18,600
POLICE	753,900	954,700
STREETS	1,266,500	3,289,400
STORMWATER	365,000	365,000
SANITATION	287,200	287,200
INFORMATION TECHNOLOGY	45,600	45,600
FACILITIES MANAGEMENT	784,000	874,800
PROCUREMENT & INVENTORY	390,000	390,000
FLEET MAINTENANCE	21,600	21,600
DEPARTMENT SUBTOTAL	**4,904,000**	**7,841,100**
TOTAL EXPENDITURES	**4,904,000**	**7,841,100**
BUDGET BALANCE	304,300	304,300
TOTAL BUDGET BALANCE & EXPENDITURES	**$ 5,208,300**	**$ 8,145,400**

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

CITY OF DOVER ORDINANCE # 2020-01

GOVERNMENTAL CAPITAL ASSET RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2019-2020

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

The amount hereinafter named aggregating One Million Three Hundred Sixty-Three Thousand Four Hundred dollars ($1,363,400) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

CASH RECEIPTS

	2019/20 BUDGET	2019/20 REVISED
BEGINNING BALANCE	**$ 1,075,300**	**$ 1,348,600**
INTEREST EARNINGS	14,800	14,800
TOTALS	**$ 1,090,100**	**$ 1,363,400**

EXPENSE SUMMARY

	2019/20 BUDGET	2019/20 REVISED
TRANSFER TO GOVERNMENTAL CAPITAL PROJECTS FUND	$ 172,000	$ 445,300
CARRY FORWARD TO NEXT YEAR	918,100	918,100
TOTALS	**$ 1,090,100**	**$ 1,363,400**

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

CITY OF DOVER ORDINANCE # 2020-01

PARKLAND/RECREATION RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2019-2020

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

The amount hereinafter named aggregating Two Hundred Forty-Six Thousand Three Hundred dollars ($246,300) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

OPERATING REVENUES

	2019/20 BUDGET	2019/20 REVISED
BEGINNING BALANCE	$ 54,000	$ 245,800
INTEREST EARNINGS	500	500
TOTALS	**$ 54,500**	**$ 246,300**

OPERATING EXPENSES

	2019/20 BUDGET	2019/20 REVISED
TRANSFER TO GOVERNMENTAL CAPITAL PROJECTS FUND	$ -	$ 191,800
CURRENT YEAR BALANCE	54,500	54,500
TOTALS	**$ 54,500**	**$ 246,300**

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

CITY OF DOVER ORDINANCE # 2020-01

WATER IMPROVEMENT & EXTENSION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2019-2020

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

The amount hereinafter named aggregating Eight Million Seven Hundred Sixty-Two Thousand dollars ($8,762,000) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Governmentr for the fiscal year begining July 1, 2019 and ending June 30, 2020:

CASH RECEIPTS

	2019/20 BUDGET	2019/20 REVISED
BEGINNING BALANCE - WATER	$ 4,366,100	$ 5,819,200
TOTAL BEGINNING BALANCES	**4,366,100**	**5,819,200**
REVENUES		
STATE LOAN FUND - WATER	-	1,401,900
TRANS FR OPERATING FUND - WATER	1,500,000	1,500,000
TRANSFER FR WATER IMPACT FEE	30,900	30,900
INTEREST INCOME	10,000	10,000
TOTAL REVENUES	**1,540,900**	**2,942,800**
TOTAL BEGINNING BALANCES & REVENUES	**$ 5,907,000**	**$ 8,762,000**

EXPENSE SUMMARY

EXPENSES	2019/20 BUDGET	2019/20 REVISED
WATER	$ 960,400	$ 1,143,500
WATER TREATMENT PLANT	559,700	3,231,600
TOTAL EXPENSES	**1,520,100**	**4,375,100**
BUDGET BALANCE - WATER	4,386,900	4,386,900
CURRENT YEAR BALANCE SUBTOTALS	**4,386,900**	**4,386,900**
TOTAL BUDGET BALANCES & EXPENSES	**$ 5,907,000**	**$ 8,762,000**

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

CITY OF DOVER ORDINANCE # 2020-01

WASTEWATER IMPROVEMENT & EXTENSION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2019-2020

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

The amount hereinafter named aggregating Three Million Nine Hundred Ten Thousand dollars ($3,910,000) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year begining July 1, 2019 and ending June 30, 2020:

CASH RECEIPTS

	2019/20 BUDGET	2019/20 REVISED
BEGINNING BALANCE - WASTEWATER	**$ 1,110,700**	**$ 1,030,400**
REVENUES		
STATE LOAN FUND - WASTEWATER	643,000	1,564,700
TRANS FR OPERATING FUND - WW	900,000	900,000
TRANSFER FR WASTEWATER IMPACT FEE	4,800	404,900
INTEREST INCOME	10,000	10,000
TOTAL REVENUES	**1,557,800**	**2,879,600**
TOTAL BEGINNING BALANCES & REVENUES	**$ 2,668,500**	**$ 3,910,000**

EXPENSE SUMMARY

EXPENSES	2019/20 BUDGET	2019/20 REVISED
WASTEWATER	$ 2,302,600	$ 3,544,100
TOTAL EXPENSES	**2,302,600**	**3,544,100**
BUDGET BALANCE - WASTEWATER	365,900	365,900
CURRENT YEAR BALANCE SUBTOTALS	**365,900**	**365,900**
TOTAL BUDGET BALANCES & EXPENSES	**$ 2,668,500**	**$ 3,910,000**

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

CITY OF DOVER ORDINANCE # 2020-01

WASTEWATER IMPACT FEE RESERVE
CASH RECEIPTS/REVENUES AND BUDGET FOR 2019-2020

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

The amount hereinafter named aggregating Four Million Four Hundred Nine Thousand Seven Hundred dollars ($4,409,700) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

CASH RECEIPTS

	2019/20 BUDGET	2019/20 REVISED
BEGINNING BALANCE - WASTEWATER	$ 3,979,400	$ 4,379,500
TOTAL BEGINNING BALANCES	**3,979,400**	**4,379,500**
RECEIPTS		
INTEREST EARNINGS - WASTEWATER	30,200	30,200
TOTAL RECEIPTS	**30,200**	**30,200**
TOTALS	**$ 4,009,600**	**$ 4,409,700**

EXPENSE SUMMARY

	2019/20 BUDGET	2019/20 REVISED
TRANSFER TO I & E FUND FROM WASTEWATER IMPACT FEES	4,800	404,900
CURRENT YEAR BALANCE - WASTEWATER	4,004,800	4,004,800
CURRENT YEAR BALANCE SUBTOTALS	**4,004,800**	**4,004,800**
TOTALS	**$ 4,009,600**	**$ 4,409,700**

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

CITY OF DOVER ORDINANCE # 2020-01

ELECTRIC REVENUE FUND
REVENUES AND BUDGET FOR 2019-2020

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

The amount hereinafter named aggregating Ninety-Nine Million Three Hundred Forty-Three Thousand One Hundred dollars ($99,343,100) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

	2019/20 BUDGET	2019/20 REVISED
BEGINNING BALANCE	**$ 13,548,100**	**$ 17,248,100**
DISTRIBUTION OF EARNINGS - PCA CREDIT	(2,873,800)	(2,873,800)
BEGINNING BALANCE - ADJUSTED	**10,674,300**	**14,374,300**
BASE REVENUE		
DIRECT SALES TO CUSTOMER	82,686,400	82,686,400
UTILITY TAX	1,322,000	1,322,000
MISCELLANEOUS REVENUE	528,000	528,000
RENT REVENUE	110,000	110,000
GREEN ENERGY	127,400	127,400
INTEREST EARNINGS	195,000	195,000
TOTAL REVENUES	**84,968,800**	**84,968,800**
TOTAL BEGINNING BALANCE & REVENUES	**$ 95,643,100**	**$ 99,343,100**

2019-2020 BUDGET ORDINANCES

ELECTRIC REVENUE FUND EXPENSES AND BUDGET BALANCE FOR 2018-2019

EXPENSES	2019/20 BUDGET	2019/20 REVISED
POWER SUPPLY	$ 22,115,400	$ 22,115,400
SOLAR ENERGY	2,703,900	2,703,900
SOLAR RENEWAL ENERGY CREDITS	395,200	395,200
POWER SUPPLY MANAGEMENT	835,000	835,000
REC'S (Renewable Energy Credits)	411,000	411,000
RGGI (Regional Greenhouse Gas Init.)	67,500	67,500
PJM CHARGES - ENERGY	5,678,600	5,678,600
PJM CHARGES - TRANSMISSION & FEES	7,792,400	7,792,400
CAPACITY CHARGES	11,101,900	11,101,900
SUB-TOTAL POWER SUPPLY	**51,100,900**	**51,100,900**
PLANT OPERATIONS	5,530,700	5,530,700
GENERATIONS FUELS	956,300	956,300
PJM SPOT MARKET ENERGY	(1,163,100)	(1,163,100)
PJM CREDITS	(516,900)	(516,900)
CAPACITY CREDITS	(8,422,000)	(8,422,000)
GENERATION SUBTOTAL	**(3,615,000)**	**(3,615,000)**
POWER SUPPLY & GENERATION SUBTOTAL	**47,485,900**	**47,485,900**
DIRECT EXPENDITURES		
TRANSMISSION/DISTRIBUTION	3,802,800	3,802,800
ELECTRICAL ENGINEERING	1,372,900	1,372,900
ADMINISTRATION	615,500	615,500
METER READING	401,900	401,900
SYSTEMS OPERATIONS	853,100	853,100
DIRECT EXPENDITURE SUBTOTALS	**7,046,200**	**7,046,200**
OTHER EXPENSES:		
UTILITY TAX	1,322,000	1,322,000
ALLOW FOR UNCOLLECTIBLES	250,000	250,000
CONTRACTUAL SERVICES - RFP'S	200,000	200,000
LEGAL EXPENSES	100,000	100,000
RETIREES HEALTH CARE	721,400	721,400
GREEN ENERGY PAYMENT TO DEMEC	137,000	137,000
INTERFUND SERVICE FEES	3,912,900	3,912,900
INTEREST ON DEPOSITS	17,500	17,500
BANK & CREDIT CARD FEES	327,000	327,000
DEBT SERVICE	1,379,500	1,379,500
OTHER EXPENSES SUBTOTAL	**8,367,300**	**8,367,300**
TRANSFER TO:		
IMPROVEMENT & EXTENSION	6,816,000	6,816,000
GENERAL FUND	10,000,000	10,000,000
TRANSFER TO DEPRECIATION RESERVE	5,000,000	5,000,000
RATE STABILIZATION RESERVE	-	3,700,000
TRANSFER TO SUBTOTAL	**21,816,000**	**25,516,000**
TOTAL EXPENSES	**84,715,400**	**88,415,400**
BUDGET BALANCE - WORKING CAPITAL	**10,927,700**	**10,927,700**
TOTALS	**$ 95,643,100**	**$ 99,343,100**

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

CITY OF DOVER ORDINANCE # 2020-01

ELECTRIC UTILITY IMPROVEMENT AND EXTENSION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2019-2020

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

The amount hereinafter named aggregating Twenty Million Six Hundred Fifty Thousand Seven Hundred dollars ($20,650,700) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

REVENUES

	2019/20 BUDGET	2019/20 REVISED
BEGINNING BALANCE	**$ 12,120,900**	**$ 12,736,700**
REVENUES		
TRANSFER FROM ELECTRIC	6,816,000	6,816,000
TRANSFER FROM WATER/WASTEWATER	298,000	298,000
TRANSFER FROM GENERAL FUND	250,000	250,000
GENERAL SERVICE BILLING	400,000	400,000
INTEREST EARNINGS	150,000	150,000
TOTAL REVENUES	**7,914,000**	**7,914,000**
TOTALS	**$ 20,034,900**	**$ 20,650,700**

EXPENSE SUMMARY

EXPENSES	2019/20 BUDGET	2019/20 REVISED
ELECTRIC ADMINISTRATION	$ 1,643,200	$ 1,643,200
ELECTRIC GENERATION	115,000	376,000
TRANSMISSION AND DISTRIBUTION	1,255,000	1,255,000
ELECTRICAL ENGINEERING	3,293,000	3,293,000
METER READING	21,800	21,800
ERP SYSTEM	488,000	842,800
TOTAL EXPENSES	**6,816,000**	**7,431,800**
BUDGET BALANCE	**13,218,900**	**13,218,900**
TOTAL BUDGET BALANCE & EXPENSES	**$ 20,034,900**	**$ 20,650,700**

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

CITY OF DOVER ORDINANCE # 2020-01

ELECTRIC UTILITY RATE STABLIZATION RESERVE
SOURCES AND USE OF FUNDS FOR 2019-2020

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

The amount hereinafter named aggregating Twenty Million Two Hundred Forty-One Thousand dollars ($20,241,000) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

CASH RECEIPTS

	2019/20 BUDGET	2019/20 REVISED
BEGINNING BALANCE	**$ 16,280,500**	**$ 19,980,500**
INTEREST EARNINGS	260,500	260,500
TOTALS	**$ 16,541,000**	**$ 20,241,000**

BUDGET SUMMARY

	2019/20 BUDGET	2019/20 REVISED
TRANSFER TO ELECTRIC FUND	$ -	$ 3,700,000
CURRENT YEAR BALANCE	16,541,000	16,541,000
TOTALS	**$ 16,541,000**	**$ 20,241,000**

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

CITY OF DOVER ORDINANCE # 2020-01

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

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

The amount hereinafter named aggregating Eight Hundred Thirty-Four Thousand dollars ($834,000) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

OPERATING REVENUES

	2019/20 BUDGET	2019/20 REVISED
PRIOR YEAR BALANCE	**$ 70,900**	**$ 334,000**
GRANTS REVENUE	500,000	500,000
TOTALS	**$ 570,900**	**$ 834,000**

OPERATING EXPENSES

	2019/20 BUDGET	2019/20 REVISED
PROGRAM EXP. GRANT RELATED	$ 500,000	$ 763,100
CURRENT YEAR BALANCE	70,900	70,900
TOTALS	**$ 570,900**	**$ 834,000**

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

COMMITTEE ACTION FORM

PROCEEDING: Council Committee of the Whole (LF&A)
DEPARTMENT OF ORIGIN: City Manager's Office **DATE SUBMITTED**: January 2, 2020
PREPARED BY: Matt Harline, Assistant City Manager
SUBJECT: Dover Library – Kent County Reciprocal Borrowing Funds
REFERENCE: N/A
RELATED PROJECT: N/A
REVIEWED BY: Donna Mitchell, City Manager
EXHIBITS: A – Letter from Susan Durham, Kent County Director of Finance dated November 20, 2019
EXPENDITURE REQUIRED: $125,000 **AMOUNT BUDGETED**: $0.00 **FUNDING SOURCE (Dept./Page in CIP & Budget)**: Kent County Residual Library Tax Allocation
TIME TIMETABLE: Completion by end of FY 2019-20
RECOMMENDED ACTION: Authorize the City Manager or her designee to send a letter detailing the proposed uses for the $125,000 allocation.

BACKGROUND AND ANALYSIS

The Dover Public Library received $125,000 from Kent County from the residual amount of funds leftover in the Reciprocal Borrowing Fund. This is the City's share of three years of accumulated funds. The vast majority of these funds are distributed annually based on the actual usage of city libraries by County residents in unincorporated parts of Kent County. These funds (as the letter indicates) are to be used for capital projects only.

Funds for the exterior cameras were originally budgeted in the Police Budget with the assumption that grant funds might become available. With this library funding becoming available, any grant funds received by the police could be used for other needs. Staff is requesting authorization now so that we can move forward with the security cameras as quickly as possible. The other projects will require additional review but are identified needs. The Library has not previously developed a true CIP list.

Before retiring, Margie Cyr compiled the following list of projects, which staff has prioritized.

Priorities	Project	Cost	Determined by:	Vendor	Status
1	**Exterior Cameras**	**$ 25,000.00**	**Proposal Cost**	**Advantech**	**In FY 2019-20 Budget**
2	Additional Access Control Panels for 15 Doors	$ 33,195.00	Estimated Cost	Advantech	Meeting scheduled 7-Jan
3	Upgrade AV System in Kids, Theater, Lobby, Small Business Ctr	$ 56,865.50	Staff estimate	Bel	In development
4	Consider additional camera(s) for Children's Dept		Unknown	Advantech	Meeting scheduled 7-Jan
5	Consider projectors x 3	$ 12,500.00	Staff estimate		In development
6	Painting Touch Ups for Interior of Library		Unknown		Mike Hamlett preparing quote; Site visit 12/10/19
7	Window cleaning of the Library		Unknown		requested cost estimate
		$ 127,560.50			

City Staff recommends that the Council authorize the City Manager to send a letter to Susan Durham, Kent County Director of Finance with the proposed schedule listed above.

Kent County

Department of Finance

Susan Durham - Director of Finance
Mary Karol - Assistant Director

Kent County Administrative Complex
555 Bay Road
Dover, DE 19901
(302) 744-2386
Fax: (302) 736-2270

November 20, 2019

City Of Dover Library
35 Loockerman Plaza
Dover, DE 19901-7327

RE: Dover Public Library Residual Tax Allocation

Dear Ms. Cyr:

On November 12, 2019, the Kent County Levy Court approved the distribution of residual library tax in equal allocations of $125,000 to each of the four municipal libraries – Dover, Smyrna, Harrington, and Milford – and to the Kent County Public Library for the purpose of capital improvements or capital type expenditures. The Department of Finance was directed to create a letter to each of the Municipal Libraries requesting the following information:

- As stated above Kent County Levy Court approved the funds to be used only for capital improvements or capital type expenditures related to the Library.
- Each Library is asked to send a letter to the Finance Director stating how they intend to use the funds.

If you have any questions, please contact me at (302) 744-2386.

Respectfully yours,

Susan Durham
Director of Finance