Council Committee of the Whole Agenda

June 23, 2020 - 6:00 p.m.

City Hall Council Chambers
15 Loockerman Plaza, Dover, Delaware

This meeting will be held electronically. Public participation information is as follows:

Dial: 1-408-418-9388
Link:
https://cityofdoverde.webex.com/cityofdoverde/onstage/g.php?MTID=e55b7acde1c5b51cff822793f3dcfeb7c
Event number: 129 108 9754
Event password: DOVER (if needed)

Public comments are welcomed on any item and will be permitted at appropriate time. When possible, please notify the City Clerk (736-7008 or email at cityclerk@dover.de.us) should you wish to be recognized.

Utility Committee

Adoption of the Agenda

1. **Evaluation of Bids - Meeting House Branch Sewer Replacement**
   (Staff recommendation: Award the contract to Teal Construction, Inc. for the City of Dover Meeting House Branch Sewer Replacement Project, Bid #20-0027PW, for $205,665.00)

2. **Extension of NAES (North American Energy Services) Contract through June 30, 2021**
   (Staff recommendation: Approve the Second and Amended Restated Operation and Maintenance Agreement between NAES Corporation and the City of Dover, a one-year extension through June 30, 2021)

3. **Adjournment of Utility Committee meeting**

Legislative, Finance, and Administration Committee

Adoption of the Agenda

1. **Motor Vehicle Record Review Policy**
   (Staff recommendation: Approval of the Motor Vehicle Record Review Policy)

2. **Discussion - Fiscal Year 2021 Audit Program**
   (Staff recommendation: Acceptance of the audit program)

3. Adjournment of Legislative, Finance, and Administration Committee meeting

Safety Advisory and Transportation Committee

Adoption of the Agenda

1. Update on Code Enforcement and Division Goals

2. Community Announcement Regarding Actions and Initiatives Designed to Increase the Accountability of the Dover Police Department to Our Residents and Visitors

3. Adjournment of Safety Advisory and Transportation 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.

ACTION FORM

PROCEEDING: Council Committee of the Whole – Utility Committee
DEPARTMENT OF ORIGIN: Water & Wastewater **DATE SUBMITTED**: 06/12/2020
PREPARED BY: Jason A. Lyon, P.E., Director of Water & Wastewater
SUBJECT: Evaluation of Bids – Meeting House Branch Sewer Replacement
REFERENCE: CIP- Meeting House Branch Sewer Replacement
RELATED PROJECT: N/A
APPROVALS: City Manager, Controller
EXHIBITS: Exhibit A – Aerial Map
EXPENDITURE REQUIRED: $205,665 **AVAILABLE BUDGET**: $213,159
FUNDING SOURCE (Dept./Page in CIP & Budget): Department of Water & Wastewater- Wastewater Management, CIP Project #WW1906, CIP Project Name: Meeting House Branch Sewer Replacement Account No.: 403-41-69-99-000-54030.
TIME TABLE: Notice to proceed to be issued within thirty (30) days of Council approval. Project anticipated to be completed in sixty (60) calendar days.
RECOMMENDED ACTION: Award the contract to Teal Construction, Inc. for the City of Dover Meeting House Branch Sewer Replacement Project, Bid #20-0027PW, for $205,665.00.

BACKGROUND AND ANALYSIS

This capital investment project will remove and replace approximately 299 linear feet of fifteen-inch (15") sanitary sewer main and two (2) manholes, located east of South State Street and south of Elm Terrace. Due to the increased amount of debris being deposited into the sewer line in recent years, the operation of this line is failing. Historically, this location has had sanitary sewer overflows due to this issue, causing environmental impacts to the area.

The bid was advertised to the public as an Invitation to Bid in accordance with the City's purchasing policy by the City's Purchasing Agent under ITB #20-0027PW. Bids were opened on May 27, 2020. The City of Dover received two (2) bids. The contract values are as follows:

CONTRACTOR	LOCATION	BASE BID	CONTINGENCY COSTS	TOTAL COST	EVALUATED PRICE
TEAL CONSTRUCTION, INC.	**DOVER, DE**	**$161,635**	**$44,030**	**$205,665**	**$199,495.05***
GATEWAY CONSTUCTION	CLAYTON, DE	$260,600	$34,400	$295,000	$295,000

**- Teal Construction was awarded a 3% reduction, due to local vendor preference*

City staff reviewed the submissions and found that the Teal Construction, Inc. bid met all requirements for the qualifications of the project. The staff recommends awarding the contract to Teal Construction, Inc.in the amount of $205,665 for the Meeting House Branch Sewer Replacement

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City of Dover

AERIAL MAP

DEPARTMENT OF WATER & WASTEWATER

DRAWN: JAL	DATE: 12 June 2020
CKD: ---	SCALE: NTS
APRVD: ---	DWG. NO: Exhibit A

ACTION FORM

PROCEEDING: Council Committee of the Whole – Utility Committee
DEPARTMENT OF ORIGIN: City Manager **DATE SUBMITTED**:
PREPARED BY: Donna Mitchell, City Manager
SUBJECT: Extension of NAES Contract through June 30, 2021
REVIEWED BY: Donna Mitchell, City Manager & Matt Harline, Assistant City Manager
EXHIBITS: Redlined Version of Second Amended and Restated Operation and Maintenance Agreement between The City of Dover and NAES Corporation
EXPENDITURE REQUIRED: $1,217,000 **AMOUNT BUDGETED**: $1,384,300 **FUNDING SOURCE (Dept./Page in CIP & Budget)**:
TIMETABLE:
STAFF RECOMMENDATION: Approve the Second and Amended Restated Operation and Maintenance Agreement between NAES Corporation and the City of Dover, a One-Year Extension through June 30, 2021.

BACKGROUND AND ANALYSIS

NAES is the current operator of Dover's two generating stations, McKee Run and Van Sant. It has operated both generating stations since 2006. Its operating and maintenance agreement has been amended and renewed two times and it expires on June 30, 2020. Dover's generation, which now totals 144 MW, requires a qualified operator through May 31, 2021, as Dover's generation is obligated to be available and to provide capacity and energy to PJM through that date to receive capacity credits. After May 31, 2021, McKee Run will be closed and decommissioned as an electric generating facility.

Changes and corrections were made to the recommended agreement to adjust capacity, services, termination, and decommissioning of McKee Run. A one-year agreement is recommended because a substantially different staffing and operating arrangement will be advantageous for Dover when McKee Run closes. Van Sant, a natural gas-fired turbine-generator, will allow for a more economical and substantially different type of operating plan due its technology and capability of being operated and dispatched remotely. RFPs will be issued for an operator in the coming months that will perform dispatch, operations, and maintenance, and for decommissioning services.

Cost: The recommended agreement includes a fixed annual fee of $737,500 for services included in Appendix A, Sections I and II; a Performance Adjustment of $479,500 for accomplishing commercial availability, capacity testing, safety performance, and environmental compliance; and budgeted operating expenses for staffing, contract and in-house maintenance, parts, and materials, safety gear, environmental compliance and testing, and fuels, all of which are necessary to meet Dover's PJM obligations through May 31, 2021. Total maximum cost $1,217,000.

ACTION FORM

PROCEEDING: Council Committee of the Whole - Legislative, Finance and Administration Committee
DEPARTMENT OF ORIGIN: Human Resources **DATE SUBMITTED**: June 12, 2020
PREPARED BY: Kim Hawkins, Human Resources Director
SUBJECT: Motor Vehicle Record Review Policy
REVIEWED BY: Donna Mitchell, City Manager
RECOMMENDED ACTION: Staff recommends City Council approval of the Motor Vehicle Record Review Policy.

BACKGROUND AND ANALYSIS

The City's vehicle insurance carrier has directed Dover to develop and implement a motor vehicle record (MVR) review policy. Employees who drive a city vehicle, use their personal vehicle for city related business or drive a rental car for city related business will have their MVR reviewed no less than annually.

The policy is effective immediately for new hires however a two (2) year phrase in period is provided for current employees.

The implications of the policy must be negotiated with each of the labor unions. AFSCME and IBEW will be negotiated in 2020 while DOE will occur in 2021.

The suggested policy is provided for your review.

City of Dover

MOTOR VEHICLE RECORD REVIEW POLICY

Prepared by Human Resources Department

Approved by City Council (insert date upon approval)

MOTOR VEHICLE RECORD REVIEW POLICY

In keeping with the City or Dover's Vision of a clean, safe community where people want to live, it is important that all our employees who operate motor vehicles do so in a safe and responsible way. Vehicle operations create substantial risk to the City and its citizens. Therefore, a best practice for reducing risk is to ensure only safe drivers are allowed to operate City vehicles. Evaluating an employee's motor vehicle record (MVR) has long been a recognized component of a driver screening process. The following constitutes our MVR policy.

Any staff member who operates a vehicle for business is subject to the MVR Policy. This includes all staff operating city owned vehicles, personal vehicles for business purposes or rental cars.

- All drivers must have a valid driver's license of the proper class and appropriate endorsements where necessary.
- Drivers must not drive and immediately notify their supervisor or Human Resources if their license has been suspended or revoked.
- Drivers must report all accidents and moving vehicle violations in any jurisdiction, including those received operating non-City owned vehicles to their supervisor or Human Resources.
- Employees using their personal vehicle for city business, must provide proof of insurance coverage with the appropriate amount of coverage.

This policy is effective (insert date of approval) for new hires; however, current City employees will be phased-in to this policy over the next two (2) years, (insert time frame once approved,) to allow ample time to address current violations that may be on the MVR. During the phasing-in period, current employee MVR's will be reviewed and addressed with the employee by the employee's supervisor. During the phase in period, for those employees with a score of up to eleven points, no formal action will be taken however the conversation regarding the employee's MVR will be documented and placed into the employee's personnel file. Employees who have 12 or more points will be issued a written warning rather than a one (1) day suspension, required to provide documentation of their successful completion of a behavior modification/attitudinal driving course and may incur the loss of city driving privileges. The employee will be placed on driver probation when points are 12 or more. After the two (2) year period of phasing-in has expired, employee's MVR will be obtained and scored according to the Profile Points/Risk Category.

Prior to any employee driving a city vehicle, using their personal vehicle for business related purposes or driving a rental car for city relate business, Human Resources must be notified. Notification is to be received no later than 48 hours for Delaware Residents and seven (7) days for out of state residents. Human Resources will provide this policy to the employee and obtain a copy of the employee's valid driver's license and MVR.

The Human Resources Department will be responsible for conducting MVR reviews for all civilian employees and advising the employee's supervisor of any findings. The Police Department will assume the responsibility for police officers. MVRs for Delaware residents will be obtained through the Delaware Division of Motor Vehicle. For employees who resident in another state, the MVR will be obtained through a third party. If unattainable, the employee will be responsible for providing the MVR. MVR's will be reviewed for prospective employees after an offer of employment is accepted. This is considered a part of the new employee's background investigation. Existing employees MVR will be reviewed when employees need to drive for city related business. All employees that are subject to this policy will have their MVR reviewed no less than annually. The employee's record will be obtained during the month of the employee's birthday. MVR's will also be reviewed following any accident involving a City vehicle, a personal vehicle used for business purposes or a rental car used for business purposes. Drivers may be subject to more frequent reviews based on accumulated points and offense. The accumulation of 12 or more points on your MVR will result in revocation of city driving privileges and those whose job requires them to drive shall be subject to termination.

Employees with motor vehicle records which indicate revocation or suspension shall not be permitted to drive a city-owned vehicle or drive any vehicle in the performance of city duties. Employees whose license has been revoked or suspension and whose position description requires the retention of a valid motor vehicle operator's license shall be subject to termination.

Driver Probation: The employee will be placed on driver probation when points are 12 or more. The accumulation of 12 or more points on your MVR will result in revocation of city driving privileges and those whose job requires them to drive shall be subject to termination. Employees whom are placed on driver probation by the City of Dover will have their MVR reviewed at least quarterly. New violations discovered at periodic review may result in progressive discipline up to and including dismissal.

PROFILE POINTS/RISK CATEGORY	
PROFILE POINTS/ RISK CATEGORY	**CORRECTION ACTION GUIDELINES**
1 TO 3 **LOW RISK**	- Generally no action necessary
4 to 5 **MINOR RISK**	- Supervisor to discuss record and improvement with employee. Employee will be advised of responsibility to drive in a safe and courteous manner in accordance with defensive driving principles.
6 TO 7 **BORDERLINE RISK**	- Supervisor to discuss record and improvement with employee. - Verbal warning - Driver training – classroom defensive driving program. Driver to pay first $50 of the training
8 TO 11 **MEDIUM RISK**	- Supervisor to discuss record and improvement with employee. - Written Warning - Possible loss of city vehicle, to be determined on an individual basis based on offenses. This is to include the use of city vehicle for on-call purposes.
12 OR MORE **HIGH RISK**	- Supervisor to advise employee that his or her driving record has resulted in "revoked driving privileges." - One (1) day unpaid suspension - If the employee can no longer perform the essential functions of his or her position, or other job assignments are not an option, dismissal could result.

Employees enrolling and successfully completing the DUI first offender's program may retain their position, provided the individual agrees to random alcohol and/or drug testing at his or her cost as directed by the Human Resources Director. The City's Substance Abuse Policy as contained in the Personnel Policy shall apply. There must be another staff member able to drive and provide transportation for work related duties to the employee.

All drivers remain subject to the driving laws for the state of issuance and for the type of license held.

The City reserves the right to make exceptions and changes to this policy as deemed necessary where there is an explicitly stated compelling reason.

Acknowledgement:
I have read and understand this policy. My signature below provides authorization for the City of Dover to obtain my motor vehicle record (MVR).

_____ _____
Employee Signature Date

_____
Employee Name - Printed

AUDITOR'S RESPONSIBILITY FOR COMMUNICATING WITH AUDIT COMMITTEE

Presented by:
Lori Peddicord
Controller/Treasurer
June 23, 2020

What we will cover

- Three primary purposes/matters to be communicated
  - Auditor's responsibility
  - Planned scope and timing of audit
  - Significant findings from the audit

Three Primary Purposes

- To clearly communicate an overview of the audit scope, the timing of the audit, and the auditor's responsibilities.
- To provide timely observations arising from the audit that are relevant to oversight of the financial reporting process.
- To obtain relevant audit-related information from those charged with governance.

Auditor's Responsibility

- **The auditor's responsibilities under generally accepted auditing standards.**
- **This will be detailed in the auditor's engagement letter.**

Planned Scope & Timing of Audit

- An overview of the planned scope and timing of the audit that is not so detailed as to compromise audit effectiveness.
- This will be summarized and communicated to committee.

Significant Findings from the Audit

- The auditor's views about findings or issues that the auditor considers to be significant and relevant to those charged with governance regarding their oversight of the financial reporting process.
- These will be communicated near or at the end of the audit.

Audit Calendar

City of Dover
2020 Audit Calendar

MAY

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	Detail Audit Plan Submitted	12	13	14	15	16
17	18	19	20	21	22	23
24	**25**	26	27	28	29	30
31						

JUNE

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	Auditors Prelim	Measure fuel @ plant				

JULY

S	M	T	W	T	F	S
			Auditors - prelim audit work		**3**	4
5	Auditors - prelim audit work			Close AP & GL	Auditors Prelim	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

AUGUST

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

SEPTEMBER

S	M	T	W	T	F	S
		1	2	3	4	5
6	**7**	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	Test of controls started	29	30			

OCTOBER

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	Test of Controls Completed	10
11	12	13	14	15	16	17
18	Draft Schedules/Statements to auditor	20	21	22	Draft CAFR Complete *	24
25	Draft CAFR to auditor	27	28	29	30	31

***Draft CAFR completed by October 23 (includes Notes & Statistical Section)**

NOVEMBER

S	M	T	W	T	F	S
1	2	3	4	5	Final chgs from Auditor	7
8	Draft CAFR to City Clerk	10	**11**	12	13	14
15	16	17	18	19	20	21
22	23	24	Final Changes made to CAFR	**26**	**27**	28
29	LF&A Meeting					30

Final CAFR completed by November 25 (includes all Sections and TOC)

DECEMBER

S	M	T	W	T	F	S
		1	2	3	4	5
6	CAFR Sent to GFOA	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	**25**	26
27	28	29	30	31		

Holidays - Green

Meetings with Auditors if requested by LFA

Key Dates in Yellow

QUESTIONS ???

CITY OF DOVER
POLICE DEPARTMENT

An Accredited Law Enforcement Agency

Community Announcement Regarding Actions and Initiatives Designed to Increase the Accountability of the Dover Police Department to our residents and visitors.

Policy Improvements

Chokeholds/Strangleholds:

Are currently considered **outside** of department policy with an exception for extreme circumstances. Policy revision will **clearly define** that they remain outside of department policy with the rare and extreme exception of an officer fighting for their life.

Policy Improvements

De-escalation:

Currently, de-escalation training is required during initial police academy training with refresher training required on an annual basis. The department is committed to maintaining this standard as a minimum with goals of expanding the scope of the training. In addition, the department will continue to employ de-escalation techniques as a **REQUIRED** primary strategy during escalating circumstances and encounters.

Policy Improvements

Warning Before Shooting:

The Use of Force Continuum in current policy includes verbal warning and commands. A warning before shooting **is** to be delivered unless the behavior of the aggressor makes this impossible.

Policy Improvements

Exhaust All Other Means Prior to Lethal Force:

The Dover Police Use of Force policy includes a continuum that requires use of force **proportionate** to the actions of a suspect and **requires** exhausting all alternatives prior to discharging a firearm. All available "less lethal" options, time permitting, will be employed **prior** to using deadly force/firearms.

Policy Improvements

Duty to Intervene:

The Current version of General Order 26 (Code of Conduct) **requires** all officers to report any members who violate laws, ordinances, or department rules/policies. This applies to **ALL** department policies, including Use of Force. The revised policy will include an explicitly clear policy pertaining to Use of Force and an **officer's duty** to **intervene** if such an event is observed or known.

Policy Improvements

Ban Shooting at Moving Vehicles:

Department policy **forbids** shooting at a motor vehicle and/or the occupants therein unless as a **last resort**, ***and*** the operator of the vehicle is directing the vehicle as deadly force against the officer or other innocent persons, except as set forth in Section IV D-3 (see below) of this notice, and the officer believes that employing deadly force creates no substantial risk of injury to innocent persons.

Section IV D-3 states: Discharging a firearm from a moving vehicle at a moving vehicle is considered **outside of policy** unless occupants of the other vehicle use deadly force against the officer by means other than the vehicle.

Policy Improvements

Require Comprehensive Use of Force Reporting:

Dover Police policy includes a robust reporting and review process following the use of force, which includes a review and investigation by no less than four levels of supervisors and command staff. The policy revision will add an additional review by the newly created **Office of Professional Standards**.

Policy Improvements

Current policy:

The officer using such force shall submit a **Use of Force Report** detailing the force used and the circumstances leading up to its use which shall be forwarded to the Deputy Chief via the chain of command. The condition of the subject, treatment and antidote administered, the identity of treating physicians and all other pertinent data, including the full identity of all **witnesses**, shall be included in said report.

Photographs will be taken of all injuries to the subject and the officer. These photographs will be included with the Use of Force Report. The photographs will properly document any injuries to either party and help to protect the officer from claims of excessive force.

Policy Improvements

Upon notification of any Use of Force employed by any officer, including extra duty officers, the Platoon / Section Leader will be responsible for locating and collecting **video evidence** of the incident if any exists.

The Platoon / Section Leader can assign another officer not involved in the incident to obtain the video if necessary. Reasonable steps shall be taken by the officer tasked with collecting the video that **all possible sources** are checked for footage of the incident.

(The following slide offers some possible sources).

Policy Improvements

Require Comprehensive Use of Force Reporting:

Current policy (continued):

All video of the incident shall be submitted with the Use of Force Report for review through the chain of command. Locations checked and sources of video shall be noted on the cover page of the report where appropriate.

Additionally, any malfunctions of equipment leading to the failure to capture footage shall be noted in same location. (E.g. In car video failed to record or incident was out of frame)

- Dover Police vehicles equipped with in car cameras at the scene
- Other Law Enforcement agency camera vehicles at the scene
- Commercial and residential surveillance or security cameras
- City of Dover Downtown cameras
- Any area business with video recording devices
- Personal electronic devices such as cell phones
- Any agency's officers body cameras that may be present

Policy Improvements

Require Comprehensive Use of Force Reporting:

If a **cell phone video** is taken by a citizen whom was present. The Platoon / Section Leader or their designee will request that a copy of the video be sent immediately via email or text to the Platoon / Section Leader. The citizen's name, address and contact number will also be obtained and forwarded. If the citizen refuses to voluntarily send a copy of the video as requested, the Platoon / Section Leader or designee will make every reasonable attempt to identify the person in possession of such video. This may include asking for the person's name, address and contact number or obtaining a photo ID or vehicle registration.

Policy Improvements

Require Comprehensive Use of Force Reporting:

Current policy (continued):

If an **Attorney General's subpoena** is required to obtain a video the Platoon / Section leader shall note same on the Use of Force report and indicate what officer is requesting that subpoena.

All information obtained will be included in the Use of Force report or a supplement report and the information will be forwarded thru the chain of command to the Deputy Chief.

USE OF FORCE REVIEW

1. **All** Use of Force Reports and Firearms Discharge Reports shall be submitted via chain of command to the Deputy Chief.

Policy Improvements

Require Comprehensive Use of Force Reporting:

2. The Deputy Chief, who is charged with responsibility for the internal affairs function and ultimate responsibility for the inspections function, shall review all such reports to determine if the officer(s) complied or failed to comply with the Rules, Regulations, General Orders, Procedural Notices, Directives, policies and procedures of this Department. The Deputy Chief shall also review the applicable directives in light of the facts of each case.

3. The **Deputy Chief shall report** all findings to the Chief of Police, recommending therein the need for corrective action in regard to the officers and/or directives involved.

Police Chief's Advisory Committee

Prior to Chief Johnson's arrival in February 2020, the Center for Public Safety Management (CPSM) conducted a thorough study of Dover Police Department management and operations. In that study, the CPSM stated "CPSM recommends that the chief establish a **chief's advisory group**. This group would be made up of community stakeholders such as local clergy, business leaders, school administrators, community advocates, etc., who would meet with the chief perhaps on a quarterly basis to informally discuss community needs and police-community relations. Advisory groups of this type have proven to be extremely successful in many American police departments."

Police Chief's Advisory Committee

This recommendation is endorsed by Chief Johnson and he had announced his intentions internally to apply this to the Dover Police Department prior to current events in the nation. The timing of the Covid-19 pandemic delayed the formation of this committee. Now that restrictions on gatherings are being relaxed, the process of seating the committee **will be accelerated**.

Police Chief's Advisory Committee

The Police Chief's Advisory Committee will consist of **nine community stakeholders** that represent a cross-section of the City of Dover's diverse population.

The committee will **NOT** include Dover officials. This will allow more voices to inform and advise the Chief of Police.

It is desirable that the board includes individuals who can offer informed and **constructive criticism** to promote a professional delivery of services.

The committee will meet **as often as necessary** and new members will rotate through on a predetermined schedule to ensure fresh voices are provided access.

Expand Officer Training

The Dover Police Department's goal is to expand the number of training hours received by officers with special attention to **justice, equity, de-escalation, and use of force**.

Current required training includes:*

-Effective Communication in Law Enforcement
-Evidence and Search/Seizure/Laws of Arrest
-De-Escalation Techniques
-Recognizing and Assisting Persons with Disabilities
-U.S. Constitution/Bill of Rights
-Response to Resistance
-Mental Health
-Cultural Diversity

Expand Officer Training

Current required training includes:*

-Use of Force/Force on Force that include Scenarios for De-Escalation, Less lethal, Force or No Force

-Civil Disobedience/Labor Disputes
-Crisis Intervention Training (C.I.T.)
-Weaponless Defense
-1st Aid/CPR
-City Sponsored Ethics Training
-First Responders/1st Aid Course (40 hours)
-Police Discipline and Ethics
-De-Escalation/Defensive Tactics
-Cultural Diversity/Bias Based Policing
-Leadership Training (LEEDA, etc.)

-Mental Illness training (yearly for EVERY employee)

*The list of training above includes required police academy training and yearly departmental training. This list only represents training that relates to justice, equity, de-escalation, and use of force.

Expand Officer Training

-In collaboration with the City of Dover Mayor and Council, the training program will be expanded.

-Training will be delivered by **experts** in the topics selected.

-Training will include **anatomical** and **physiological** issues that come into play when force is used to overcome resistance.

-This additional training will supplement already **existing programs** that provide education on bias, de-escalation, cultural diversity, and ethics.

Office of Professional Standards

The Dover Police Department will form the Office of Professional Standards. This office will be overseen by the rank of Captain. This move ensures that this function of the agency will be present in **all decisions** formulated by the senior command staff of the Dover Police Department.

Accompanying this move will be a realignment of existing units to the Office of Professional Standards:

Office of Professional Standards

-Internal Affairs

-Accreditation Manager/Crime Analyst

-Planning and Training Unit

-Police Academy/Recruitment

-Firearms/Use of Force

These moves will ensure that there is an **immediate feedback loop**, complete with command staff authority, that connect outcomes to training.

Additional Objectives

Body Worn Cameras:

The Dover Police Department has on several occasions publicly stated it's support and desire for a body worn camera program. The department has participated in a number of trial programs and studies.

Budget constraints remain an issue. The department will continue to explore funding opportunities and push for funding from government resources to implement a body worn camera program.

Additional Objectives

Recruitment:

The Dover Police Department will continue its push to recruit a diverse police force that reflects the community it serves, with an emphasis on improving upon recruitment efforts in under-represented communities.

Additional Objectives

Community Policing:

The Dover Police Department considers Community Policing to be an **agency-wide** mission. As staffing levels improve, the department remains committed to this model, with the added goal of expanding the community policing unit and building upon already successful community outreach programs.

Additional Objectives

Technology:

The department is currently in the process of implementing new **internal affairs software** that will greatly enhance the monitoring of officer conduct and the **Personnel Early Warning System (P.E.W.S.)**. This program has been in the building phase with an estimated implementation date of August 2020.