Council Committee of the Whole Agenda

October 13, 2020 - 6:00 p.m.

This meeting will be held remotely via WebEx. Public participation information is as follows:

Phone: 1-408-418-9388

Link:
https://cityofdoverde.webex.com/cityofdoverde/onstage/g.php?MTID=e5e697e0d286cbe4e6d99ae1abcbf1b25

Event number: 173 470 5787

Event password: DOVER (if needed)

If you are new to WebEx get the app now at https://www.webex.com/ to be ready when the meeting starts.

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. **Presentation - Wilmington Hope Commission and Bobby Wilson**
   (Deferred by Committee on September 15, 2020)

2. **Update on Innovative Readiness Training (IRT)** (Captain Brooks of the Delaware Army National Guard)

3. **Library Reopening Plan**
   (During the Regular City Council meeting of September 28, 2020, Council members approved the Committee's recommendation to refer this item back to Staff until a clear vision of guidelines and protocols are in place, during the Regular City Council meeting of September 28, 2020.)
   (Staff recommendation: Staff proposes a partial capacity re-opening the week of November 1st. If the Committee is in agreement the Committee should provide direction on sanitation requirements and no contact entry, then direct staff to proceed.)

4. **Updates on the Progress of the Master Plans for Each of the Major Parks**

5. **Gate/Park Security (Schutte Park)**
   (Staff recommendation: 1. Create signage that specifies the hours for Schutte Park. 2. Proceed with a gate at the entrance to the main parking lot to the John W. Pitts Recreation Center. 3. Pursue options for a second gate across Electric Avenue directly south of the main entrance to the Pitts Center. 4. Look into installing security cameras in the Pitts Center Parking lot and near the skate park/dog park/playground areas.)

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

Legislative, Finance, and Administration Committee

Adoption of the Agenda

1. **Downtown Dover Partnership Parking Solutions**
   (During the Regular City Council meeting of June 22, 2020, Council members approved the Committee's recommendation approving continuation of the Memorandum of Understanding (MOU) discussion to be brought back to Council, during the Regular City Council meeting of June 22, 2020.)

2. **Grants**
   A. **Fiscal Year 2020 Edward Byrne Justice Assistance Grant Program – Joint Grant with Smyrna Police Department & Kent County**
      (Staff recommendation: Approval of the grant project as requested.)
   B. **Fiscal Year 2021 Fund to Combat Violent Crime**
      (Staff recommendation: Approval of the grant and intended purchases.)

3. **Pay for Performance Evaluation System**
   (Staff recommendation: Approval of the implementation of a Pay for Performance Evaluation system for non-bargaining employees. Pilot period to begin July 1, 2021 – June 30, 2022. Full implementation July 1, 2022. First pay for performance increase to be provided July 1, 2023.)

4. **Proposed Ordinance #2020-14 - Project Carry-Forward Budget Balances/Proposed Budget Amendments**
   (Staff recommendation: Approval of the proposed Budget Amendments totaling $8,420,300 for Fiscal Year 2021 and adoption of Ordinance #2020-14.)

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

Adjournment of Council Committee of the Whole meeting

S:\AGENDAS-MINUTES-PACKETS-PRESENTATIONS-ATT&EXH\Committee-Agendas\2020\10-13-2020 CCW Agenda.wpd

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.

COMMITTEE ACTION FORM

PROCEEDING: Council Committee of the Whole - Parks, Recreation, and Community Enhancement
DEPARTMENT OF ORIGIN: Library **DATE SUBMITTED**: Oct. 1, 2020
PREPARED BY: Brian Sylvester, Library Director
SUBJECT: Library Reopening Plan
REFERENCE: N/A
RELATED PROJECT: N/A
REVIEWED BY: Matthew Harline, Assistant City Manager
EXHIBITS: None
EXPENDITURE REQUIRED: N/A **AMOUNT BUDGETED**: $0.00 **FUNDING SOURCE (Dept./Page in CIP & Budget)**: N/A
TIME TIMETABLE: See below
STAFF RECOMMENDATION: Staff proposes a partial capacity re-opening on the week of November 1st. ***If the Committee is in agreement the Committee should provide direction on sanitation requirements and no contact entry, then direct staff to proceed.***

BACKGROUND AND ANALYSIS

Date of proposed re-opening: Tuesday, Nov 3rd.
Deadline for notifying Sunstates Security: Oct. 19th

Hours of operation: Sun/Mon: closed | Tues/Thurs/Sat: 10 AM to 2 PM | Weds/Fri: 2 PM to 6 PM
This schedule has been adjusted to stagger work schedules, allow extra cleaning, and still allow some evening and weekend hours for patrons.

Timeline: The week of Nov. 16th staff will provide an assessment on whether/when hours of operation can be safely expanded for consideration at the Nov. 24th CCW meeting.

For the Library to successfully and safely open, Sunstates Security personnel must be on site. To do this, Sunstates Security requires a minimum of two full weeks' notice from the date of the Council's decision to re-open. Additional notice may be required if Sunstates personnel require on-site training.

The most recent re-opening plan presented on September 15th contained provisions for opening a temporary computer lab as a means of offering computer/internet access to patrons until such time as it is safe to open the library more fully. Due to the short period of time between the Oct. 13th Council Committee of the Whole meeting and the proposed re-opening date, those provisions have been removed.

A summary of the Library's actions taken in response to several sets of COVID-19 safety protocols follows. Items which require direction from Council are marked with an ***.

CDC guidelines recommend:

- A daily cleaning/sanitation for public spaces. This is being done.
- All staff and visitors (except young children) must wear a facial mask. The library will require face masks for ages 2 and up.

- Frequent hand sanitation. The library is providing hand sanitizer at multiple points throughout the building.
- Social distancing. Furniture has been removed, and remaining furniture has been spaced to six feet or more apart. Six foot distances for lines at service desks are marked. Physical plexiglass barriers have been installed at service points.

Governor's Phase 2 orders require:

- Operate at a 60% occupancy limit. An occupancy table is included with this proposal. An electronic people counter solution (cost: $5,690) is being purchased as part of this plan in order to monitor building occupancy. Rooms where there is not enough space to meet the requirement to "[ensure] six-foot radius around individual household units" will be closed to the public.
- Quarantine of sick employees/restrict access to ill patrons. Employees are screened daily and required to stay home if sick. Because body surface thermometers are often incorrect and temperature is not a reliable indicator of COVID-19, staff will not take patrons' temperatures prior to entry.
- Promote teleworking. The nature of library work prohibits teleworking for in-person services. Currently there is a city-wide prohibition against teleworking except in special circumstances as it is difficult to monitor and accommodations for frontline workers is not possible. We are reviewing this policy.
- *** Clean "all surfaces touched by customers" every "fifteen minutes to two hours." The Library's custodial service provider, ATeam, can provide additional sanitation services to achieve this by having an assigned dayporter at the Library during all hours of operation, at an estimated cost of $1,974.51/month. If items in the collection (books, movies, etc.) are to be counted as "surfaces touched by customers", my professional opinion is that the Library should remain closed for browsing until that is no longer the case. It is not feasible to quarantine every item in the building a person touches while browsing.
    - Alternate proposal: a weekly or as-needed 'deep cleaning' by ServicePro could be considered. Funding available from savings on security services.
- Hand sanitizer must be available and used regularly by staff. This is in place.
- Signage on how to properly wear a face mask, sanitize hands, and prevent the spread of COVID-19 must be displayed. This is in place.

Governor's Phase 2 Industry Specific Orders for Arts and Culture, Museums, Galleries, and Historical Attractions additionally require:

- Adjust workplace hours and shifts. The current proposal reduces operating hours and staggers between afternoon and early evening hours.
- Allow visits without reservations. The library is not requiring reservations.
- Maximize Contactless payment methods. Administrative staff is working on reducing the minimum charge to pay with a credit card and allowing credit card payments for photocopies. Contactless payment is not currently available for the passport office or the Friends book sale.
- Provide electronic receipts. The library is offering electronic library card sign up and electronic notification of holds, due dates, and charges.
- *** No touch entry should be maximized. This can be done at the entrances and bathrooms. I recommend that the doors to the bathrooms on the main floor be propped open for the duration of the pandemic. The family restroom in the children's area and the restrooms on the second floor will be available by request only.
    - To clarify this recommendation: under current procedure, the bathrooms are kept locked. A staff person must physically take an item from a patron, give them a key, then repeat that interaction in reverse when the patron returns the key. This exposes both the patrons

and the staff to multiple interactions with high touch points and vastly increases the risk of transmitting viruses.

Delaware Division of Libraries additionally recommends:

- Where possible, services should be moved outside or provided virtually. Per City of Dover administration, Dover Public Library did not activate outdoor Wi-Fi, but has moved all programs to virtual delivery through March 2021.
- Installation of MERV 13 or better air filters in HVAC system. Central Services reports DPL has MERV 14 filters in place.
- Follow state provided guidance for keeping IT equipment clean. This guidance will be followed to prolong the life of the equipment.

REALM (Reopening Archives, Libraries, and Museums – a joint project of ILMS, OCLC, and Battelle) study recommends:

- Quarantine all returned library items for a minimum of 72 hours. This is being done.

Specific Library Elements:

- The street side entrance has been designated Emergency Exit Only. All visitors must use the Parking Lot side entrance.
- Curbside: Curbside pickup of Library items will cease on Nov. 2nd. Curbside can be offered as-needed (by appointment only) for patrons with high risk factors. There is not adequate staff to continue this program and follow guidelines for opening the library for patrons.
- The self-check stations for checking out books/materials will be available to patrons and the public will be strongly encouraged to use this option to reduce person-to-person contact with the staff.
- Passport Center: When the library re-opens in any capacity, the Passport Center will resume normal operations for patrons without requiring an appointment. Social and physical distancing protocols are in place.
- Inspiration Space / Job Assistance Center: The computers in the job assistance center will be used as additional space for patrons to use the Library's computers while observing social/physical distancing. In-person programing in the Inspiration Space/Job Assistance Center will be suspended until at least January 1st.
- Capitol Room: The Capitol Room will be open, with social distancing rules in effect, for visitors looking for quiet study space. Patrons will be encouraged to complete their tasks and limit the amount of time spent in the space.
- Teen Loft: The teen loft space will be open for visitors to select materials and use computers at 60% capacity which is 24 patrons. The makerspace lab will not resume in-person programing until after March 2021.
- Children's Room: The children's room will be open for visitors to select materials and use computers. The children's room will not resume in-person programming until after March 2021.
- Fines/Borrowing: Fines on late or overdue material will be suspended through January 1st 2021. Borrowing periods will be unchanged. Items returned to the library will continue to appear on patron's accounts during the quarantine period. Patrons will be billed for any items as lost after 120 days.

While the Library was closed to the public, numerous physical renovations and policy changes have been implemented to improve the safety of our patrons. A summary of those changes follows:

- Pro-Watch electronic access panels have been added to the doors in the Library, including on the restrooms, to allow staff and security guards to quickly access all areas.
- A significant amount of furniture has been discarded or placed in storage, to improve

visibility and reduce the likelihood of inappropriate behavior in difficult to monitor spots. Books have been removed from the top and bottom shelves of each shelfing unit to significantly improve visibility in the stacks.

- Additional cameras and monitors (there are now 30 interior and 15 exterior cameras) have been installed by Advantech that allow the security guard and the Library Director to view the cameras live or search recorded information. The feed is directly available to the Dover PD. Cameras have been successfully used while the facility is closed to monitor and report to PD on problematic behavior on library grounds in real time.
- Several difficult to monitor areas have been closed to the public.
- Sunstates Security will return to the Library under the state contract to provide security all hours the Library is open.
- Areas outside the Library have been cleared of vegetation or fenced off to eliminate access to areas where people had previously been sleeping, leaving trash, urinating, or defecating.
- The Acceptable Behavior Policy is being amended to explicitly prohibit misuse of the bathrooms, sexual activity, carrying luggage/bedding/camping gear in the Library, and other minor changes to bring the policy in line with expectations.
- An unattended items procedure is being developed.
- A chart itemizing behaviors that are prohibited in the Library and the corresponding appropriate response is being developed so that staff response to unacceptable behavior is uniform and consistent.

Dover Public Library
Occupancy Limits by room
Data provided by Fire Marshal's Office April 2020

First Floor		**Second Floor**		**Third floor**	
Reading area	16	Stacks	34	Teen collection	24
Bookstore	17	Reading area	28	Stacks	5
Storage	1	Dover room	6	Reading Room	7
Storage	1	Mechanical room	3	teen admin	2
Multipurpose room A		Storage	1	teen admin	2
with seats	*42*	Admin suite	18		
without seats	*91*	storage	1		
Storage	1	Directors conference room	12		
kitchen	1	Conference room	15		
Storage	1	Reading area	3		
Multipurpose room B		Admin suite	18	**Totals**	
with seats	*66*	storage	1	580 w/ seating in multipurpose rooms	
without seats	*141*	Tech lab	7	704 w/out seating in multipurpose rooms	
Café	15	Admin suite	3		
Admin suite	15	Lounge	16		
Service area	2	mechanical room	3		
admin suite	9	storage	2		
Mech/elec room	6	Reading room	6		
stacks	18	roof patio	31		
reading room	2	Capitol room	35		
Storage	1				
AV room	9				
stacks	17				
Storage	1				
Admin suite	6				
Reading room	19				

ACTION FORM

PROCEEDING: Council Committee of the Whole - Parks, Recreation & Community Enhancement Committee
DEPARTMENT OF ORIGIN: Parks & Recreation **DATE SUBMITTED**: October 7, 2020
PREPARED BY: Robin Eaton, Director of Parks, Recreation and Grounds
SUBJECT: Updates on the Progress of the Master Plans for Each of the Major Parks
REFERENCE: Dover Park Master Plan and Schutte Park Master Plan
RELATED PROJECT: n/a
REVIEWED BY: Matt Harline, Assistant City Manager
EXHIBITS: n/a
EXPENDITURE REQUIRED: n/a **AMOUNT BUDGETED**: n/a **FUNDING SOURCE (Dept./Page in CIP & Budget)**: n/a
TIMETABLE: Now thru Spring of 2021
STAFF RECOMMENDATION: n/a

BACKGROUND AND ANALYSIS

As restrictions have been slightly lifted, our staff thought outside of the box to find new and enticing opportunities to get families back outside with programming for all ages. Working within the guidelines, staff has developed a path forward to get us back on track, offering our citizens the quality recreational programming they have come to know.

Summer Performing Arts Series programming has concluded with great success. Staff was able to complete the Concert on the Green series with only one date modification due to rain as the John W. Pitts Recreation Center was not an option this year due to COVID restrictions. Staff was able to offer five nights of movies on the Green as well.

Sports Coordinator, Steve Pickering was able to offer girls High School Field League and a Kent County Church Softball League over the summer months. Mr. Pickering was able to utilize Schutte Park for a Fall Youth Soccer League, and an Adult Flag Football League is underway in Dover Park.

Bike to Work Day was offered on September 22 in partnership with DelDOT Bicycle Planning staff. This year both Kent County MPO and RideShare Delaware participated with us. Carolyn Courtney also worked with Whitman Requardt & Associates to publish the Bicycle/Pedestrian Plan update draft for public review and comments.

Staff has been working Whitman Requardt & Associates on the Five Projects Plan for Schutte and Dover Parks. Staff participated in a virtual meeting for the Skate Park and a public workshop held in Dover Park. Currently surveys for Dover Park, Schutte Park Dog Park and Skate Park are open for public comment. (These surveys will be closing October 9.)

Dover Park Master Plan Recommendations		
Short Term Improvements (0-5 years)		
Recommendation	**Status**	**Notes**
An asphalt multi-use loop trail system and pathway connections throughout the park	Ongoing Partially completed	2,000 feet installed 2019. Approximately another 2,000 feet to install
Resurfacing of tennis courts and basketball courts	Completed	Pickle ball lines added the Summer of 2019
Access points and trails from the east side of the park at Acorn Lane and Manchester Square and the west side at Mapleton Square and The Laurels	Ongoing	The Laurels and Mapleton have access to newly installed trail
Park entrance enhancements at all existing and proposed official access points	Ongoing	New sign at White Oak Road
Install and monitor 3 security cameras	Ongoing	1 installed and operational. Fiber being installed for 2 other locations
Clearing undergrowth near the main entrance and through the center of park in the hardwood forest area. Removing large specimen trees that are hazardous	Completed	Continue to maintain
Long Term Improvements (3-7 years)		
Recommendation	**Status**	**Notes**
Water Play Pad (accommodates 20-30 children)	Ongoing	Being Developed with WRA under contract. See note below
Accessible Playground	Ongoing	Being Developed with WRA under contract. See notes below
Building (Indoor Classroom, Restrooms, Office)	Ongoing	Being Developed with WRA under contract. See notes below
Enhance Disc Golf Course	On hold	Spring 2021
Park Benches (10+)	Ongoing	3 added to date
Wildlife Enhancements	On hold	Spring 2021
Long Term Improvements (6-10 years)		
Recommendation	**Status**	**Notes**
Pond Enjoyment Area	On hold	Cost prohibitive considering other priorities.
Community Garden (with fence)	On hold	Cost prohibitive considering other priorities.
Nature Play Area	On hold	Cost prohibitive considering other priorities.
Linear Skate Obstacle Trail (1,000 SF)	On hold	Skate Park to be installed at Schutte Park

Dover Park

- The pond and ditch line have been maintained for vegetation.
- A workshop was held for the three projects (building, water pad and accessible park) on site the evening of October 1. The information boards from the Dover Park Workshop have been uploaded to the project Secure Shares site in the Public Outreach folder: https://secureshares.wrallp.com/Default.aspx?alias=secureshares.wrallp.com/32233000 You will need to register to access the information.
- Playground safety surface added.

Schutte Park Master Plan Recommendations		
Phase 1		
Recommendation	**Status**	**Notes**
Finish loop trail; plant additional trees and wooded areas and install benches along paths	Partially completed	Last phase extended the trail to the area for the dog park and skate park. Waiting on further funding.
Install disc golf course	On hold	interferes with field usage
Pave and stripe existing parking lots; use pervious pavement for parking spaces	On hold	Cost prohibitive considering other priorities.
Grade and seed west of Former Wyoming Mill Rd; begin using additional field space	Ongoing	IRT grant and Army National Guard Coordination. Scheduled for Summer 2022
Construct concrete skate park	Ongoing	Being Developed with WRA under contract. See notes below
Dog Park	Ongoing	Being Developed with WRA under contract. See notes below
Phase 2		
Recommendation	**Status**	**Notes**
Construct multi-use artificial turf field and entrance plaza	On hold	Cost prohibitive considering other priorities.
Add additional storage space	Completed	New Building
Phase 3		
Recommendation	**Status**	**Notes**
Install outdoor exercise equipment along loop trail	On hold	Cost prohibitive considering other priorities.

Schutte Park

- Skate Park survey closes October 9th.
- Skate Park Virtual workshop was held Tuesday September 29th. The following is a link to The attendee list, Q&A log, and video from the Skatepark Workshop folder: https://secureshares.wrallp.com/Default.aspx?alias=secureshares.wrallp.com/32233000 You will need to register to access the information.
- Lisa Chase is working on funding sources for the dog park.
- Staff has moved to the new building.
- Staff is developing options for securing the back part of Schutte Park.
- Bench areas at the softball fields have been upgraded with new fill material.
- Trail through the woods filled with material and leveled.
- Playground safety surface added.

Silver Lake Park

- Masterplan is in RFP development.
- New lighting and Fiber for cameras have been installed.
- A new deck was installed at the boat ramp.
- Bulk head areas have been maintained for vegetation.
- Installed story walk in collaboration with the library.
- Removed old worn unnecessary fencing.
- Added additional safety railing to the dam infrastructure.
- Will be lowing the lake starting on Monday October 12th.
- Playground safety surface added.

Memorial Park

- The shoreline has been mowed.

Mallard Pond Park

- Playground safety surface added.
- Trees limbed up for security.
- Maintained pond and trail edge for vegetation.
- Removed large dead tree.

Millcreek Park

- Playground safety surface added.

Dover Street Park

- Playground safety surface added.
- Removed lighting from ball field (safety).
- Free little library installed.

Saulsbury Park

- Free little library installed.

Kirkwood Street Park

- Playground safety surface added.

Orville Myers Park

- Three flower beds maintained.

Richardson Park

- Brick shoreline cleaned of vegetation and debris.

Mayfair Park

- Free little library installed.

Williams Park

- Playground safety surface added.

Councilman David Anderson
Dover City Council
Dover, DE

October 5, 2020

Dear David,

I have enclosed letters that were written a year ago. I am proposing a dog park at the current Dover Street Park. Its main advantage is that it's in the center of the city. It is within walking distance of many of our elderly citizens.

My layout for the park has a water source on the west end from the pump house. The west end of the park needs further design for a seating area for the dog owners. They basically need seating and shade for a gathering space.

There is adequate parking on Dover Street. There are right-of-way issues that need to be sorted out by professional staff.

Thank you for your time and attention to these materials.

Sincerely,

Tom

Tom Dix
Civilian Member, Parks & Recreation Comm.
Dover City Council
302-672-7404
kathytomm@verizon.net

From: WILLIAM GARFINKEL <wgarfinkel@aol.com>
Sent: Tuesday, October 29, 2019 10:56 AM
To: Anderson, David <david.anderson@dover.de.us>
Subject: Re: Dover Street Dog Park

Dave I think Dover St., Park checks all the boxes for a dog park. It central Dover, has potable water, electricity, and the lands already owned by the city. What would be the next steps in the evaluation turn it over to Staff for evaluation? Your thoughts.

Sent from Will's iPhone
302-670-0195
Wgarfinkel@aol.com

On Oct 29, 2019, at 9:59 AM, Anderson, David <david.anderson@dover.de.us> wrote:

Your thoughts?

Respectfully,

The Honorable David L. Anderson
4th District Dover City Council
(302)736-7006 office
(302) 339-1047 Cell (personal)
david.anderson@dover.de.us
davidlevianderson@gmail.com (personal)

From: Thomas Dix <kathytomm@verizon.net>
Sent: Monday, October 28, 2019 7:30 PM
To: Anderson, David <david.anderson@dover.de.us>
Subject: Dover Street Dog Park

HI, DAVID,

HERE IS MY DRAWING OF THE PROPOSED DOVER STREET DOG PARK. FYI.

TOM DIX
<Oct 28 2019 - Drawing.pdf>

Virus-free. www.avg.com

Thomas Dix

From: Thomas Dix <kathytomm@verizon.net>
Sent: Tuesday, October 29, 2019 2:13 PM
To: 'Anderson, David'
Cc: Kirby Hudson (Khudson@dover.de.us); 'KIRBY A'
Subject: RE: Dover Street Dog Park

DEAR DAVID,

WHAT IS THE NAME OF THE PARK IN TOWN POINTE? THE BIG ADVANTAGE OF DOVER PARK AS A DOG PARK IS ITS CENTRAL LOCATION. I F YOU ONLY HAVE ONE DOG PARK IT SHOULD BE IN A CENTRAL LOCATION.

SINCERELY,

TOM DIX

From: Anderson, David [mailto:david.anderson@dover.de.us]
Sent: Tuesday, October 29, 2019 1:29 PM
To: wgarfinkel@aol.com
Cc: Hudson, Kirby A <khudson@dover.de.us>; thomas j. dix <kathytomm@verizon.net>
Subject: Fw: Dover Street Dog Park

Will,

It is this simple, I will CC Mr. Hudson. I agree. It has everything. Parking could be a potential issue if we are successful. I think it was one of two great sites that we own that would be great. Another is a currently under utilized park in Town Pointe that would be ideal as well. It offers an opportunity to revitalize a place I have never seen more than two people use. I think it could be made better in terms of parking than even this location and also the right size and no one would be disrupted, but it is harder to find and less central than a block off S. Governors Ave., which is the negative. I will submit all citizen suggestions and have utmost confidence that staff will evaluate the options and have a suggestion soon. I would like to get this on the agenda in the next couple of months to at least move it forward so we can do the designs. I could see this in phases and getting it up and running in phase 1 in the next budget. Staff does not need to be convinced we need one. Now they need the support to make it happen. I hope you gentlemen will add your voices to it when we bring this to Committee.

Thank you for your input! We will try to make it happen.

Respectfully,

The Honorable David L. Anderson
4th District Dover City Council
(302)736-7006 office
(302) 339-1047 Cell (personal)
david.anderson@dover.de.us
davidlevianderson@gmail.com (personal)

Thomas Dix

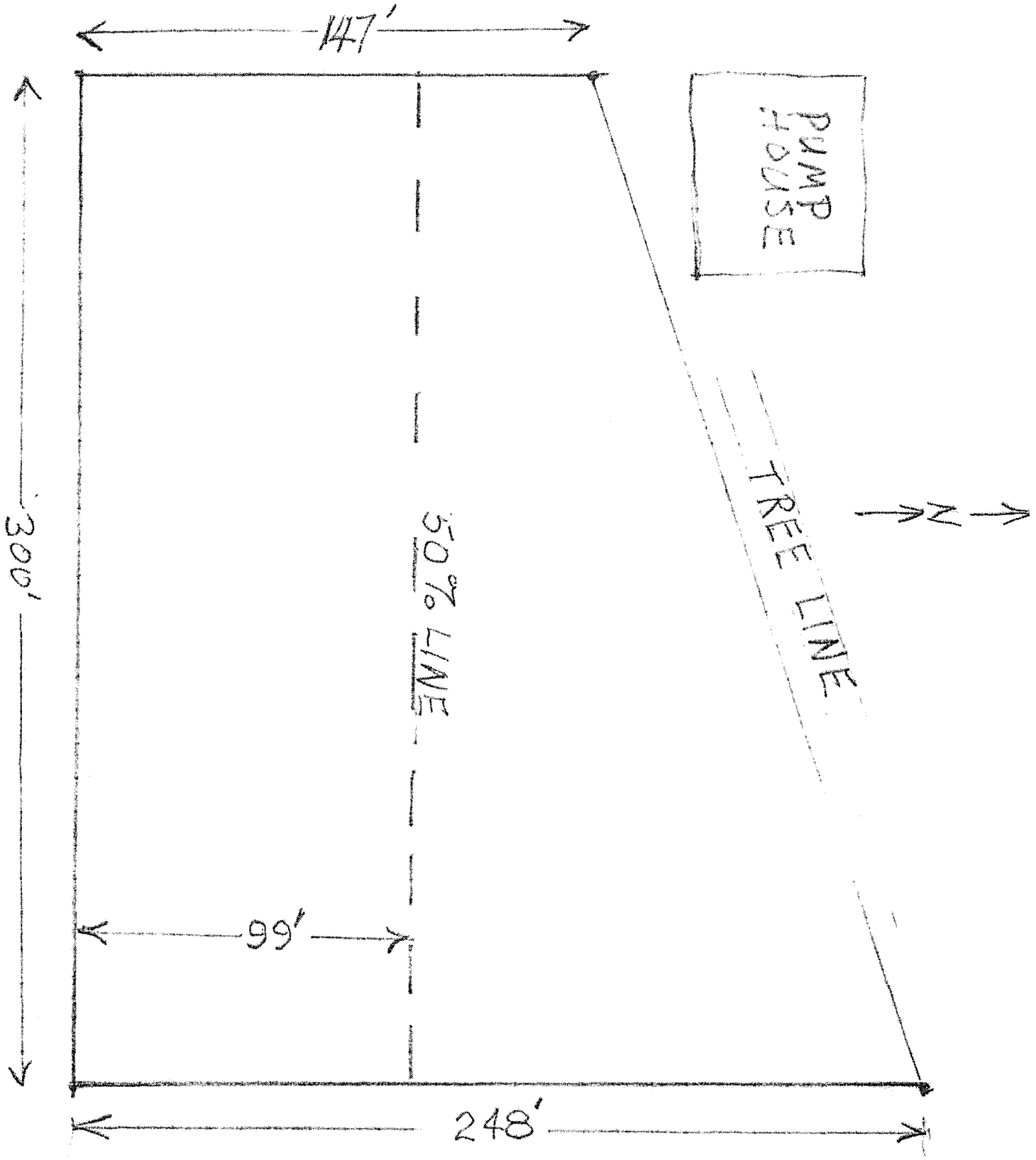
From: Thomas Dix <kathytomm@verizon.net>
Sent: Tuesday, October 29, 2019 2:16 PM
To: Kirby Hudson (Khudson@dover.de.us)
Subject: FW: Dover Street Dog Park
Attachments: Oct 28 2019 - Drawing.pdf

From: Thomas Dix [mailto:kathytomm@verizon.net]
Sent: Monday, October 28, 2019 7:31 PM
To: David Anderson (david.anderson@dover.de.us) <david.anderson@dover.de.us>
Subject: Dover Street Dog Park

HI, DAVID,

HERE IS MY DRAWING OF THE PROPOSED DOVER STREET DOG PARK. FYI.

TOM DIX

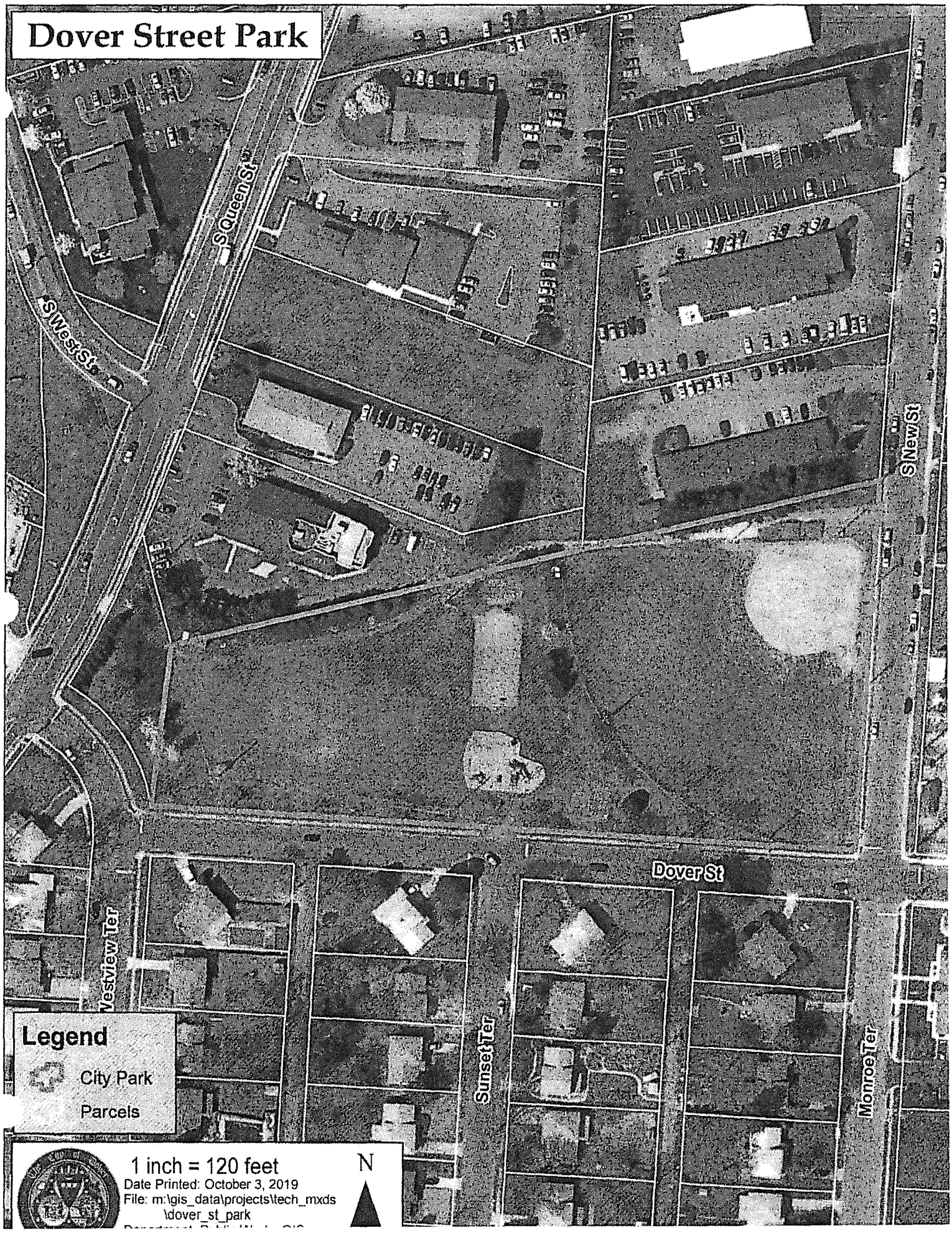


SCALE 10' → ←

DOVER ST. PARK

1.36 ACRE

FENCED IN


Dover Street Park
S Queen St
S West St
S New St
Dover St
Vestview Ter
Sunset Ter
Monroe Ter
Legend
City Park
Parcels
1 inch = 120 feet
Date Printed: October 3, 2019
File: m:\gis_data\projects\tech_mxds
\dover_st_park
N

DOG PARK

R&R COMMERCIAL REALTY

MENU

46 South State ST.

Validation Error (validation)

Sorry, no properties match your search.

Please use your browser's back button and try again.

ErrCode: 16142 [4C]

1389 Saulsbury Rd
302 322 9500
NAI Emory Hill

R&R COMMERCIAL REALTY

Phone : 302.674.3400
Fax : 302.674.8479

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Delaware State News

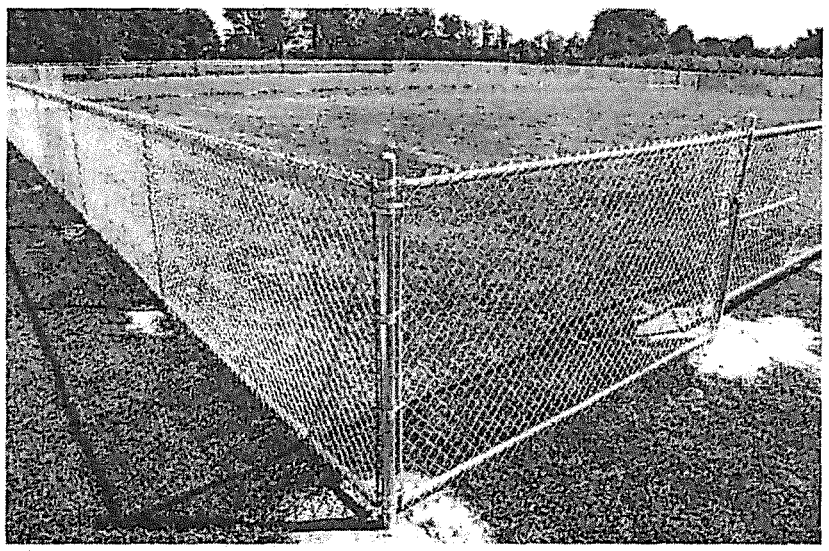
9 Benefits Seniors Get in 2019
Quick Ways To Save

Seniors are Entitled to These 9 Discounts and Benefits, But Most Fail to Claim Them

DE STATE FAIR 7/27 GLADYS KNIGHT

Little Creek gets ready to unleash dog park

Sep 17th, 2017 · by Ian Gronau · Comments: 0



The Little Creek dog park was approved by Kent County Levy Court back in mid-June. It was awarded $35,000 in county funding. The project is on schedule for completion by the end of the month, the town says. (Delaware State News/Marc Clery)

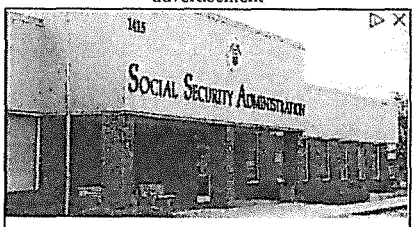
DOVER — Little Creek Mayor Glenn Gauvry says the town will put the finishing touches on its new dog park by the end of the month. The $35,000 Kent County-funded project was given the green light back in mid-June.

"None of this would have been possible without the confidence and support of our Levy Court commissioners, who have partnered with the town of Little Creek in this important community building initiative," said Mayor Gauvry.

The town-owned park is being built near the Little Creek Post Office at the intersection of Main Street and Port Mahon Road. In the lead up to the work, the park was surveyed and trees were removed to provide access by emergency vehicles. The park has been fenced in, existing fencing has been restored and a concrete entrance pad was poured. Corner benches and trash receptacles have also been installed. Mayor Gauvry said that next week two wells will be installed with hand-operated pumps — the labor and supplies for that feature are being donated by the Little Creek Fire Company.

"A considerable amount of volunteer labor has been provided by both the community at large as well as the Little Creek Fire Company, which has allowed us to divert funds from one area covered by volunteer work, to another area that may have had cost

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Delaware State News

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Invasive species vexing residents in Dover area

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overruns," said Mayor Gauvry. "To date, we are on target for completion by the end of September and on budget."

The town plans to take responsibility for maintaining the park once it's complete. A two-person park commission was established to help manage the park and guide its programming.

"We're going to be looking into county-wide and community events like dog training and immunization workshops — there are a lot of things that can be done with that kind of platform," he said. "The commission is looking at ways to get Pet Smart, Petco, Concord Pet Foods & Supplies and local vets involved in events too. To date, we haven't received any commitments. We are also hoping to have their presence in some capacity at our grand opening that will probably be around mid-October."

The town is also in the process of forming a "Friends of the Little Creek Dog Park" and hope to have their first meeting later this week.

"It's important to have this group established before we open the dog park, so that we have user guidance and oversight," said Mayor Gauvry.

Anyone interested in joining the group can email the mayor at kabutogani@comcast.net.

New Dover dog park?

A letter and a petition signed by "over 50" residents, addressed to Dover Mayor Robin Christiansen spurred discussion about a new dog park and "passive playground" in the Acorn Farms development recently.

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The prospect was discussed at last Tuesday's city council meeting. Mahala Duffy, the Dover resident who penned the letter, said the park would help bring the community together and increase home values. The proposal has the support of the development's homeowners association as well, she added.

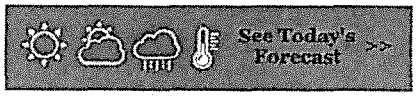
"We are looking to have something that will be great for our surrounding neighbors to not have to travel as far and to feel at home with their children and dogs," said Ms. Duffy

Ms. Duffy said that the petitioners are seeking financial assistance from the city with setting up the park, but because they are only in the very early planning stages, cost estimates and project scope have not yet been explored. The idea for the park came up during a "Community Unity Day" celebration in the Acorn Farms subdivision.

City Councilman Brian Lewis thinks the proposal shows "great initiative," but would like the city to do its due diligence before moving forward with discussion.

"Dog parks have been increasing in popularity in today's world," he said. "I know Middletown completed a dog park not too long ago and New Castle County has many

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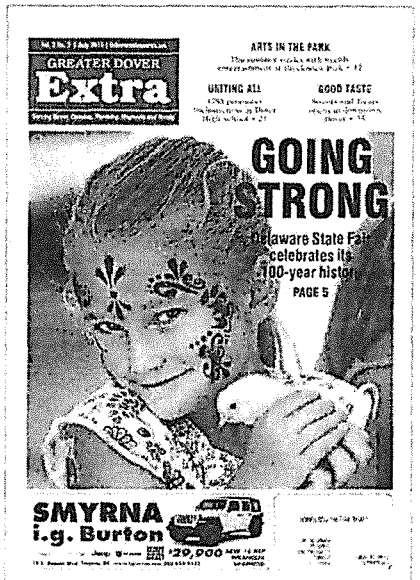


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in their communities. I would first like to see director of planning and community development David Hugg ban together with the residents of the community proposing the dog park to evaluate the pros and cons, extent of city involvement and who would be responsible for keeping the area clean and sanitary."

According to Ms. Duffy, the proposed site of the park is on 1 Acacia Place in Dover. According to Mr. Hugg, some legwork will be necessary to determine whether or not the park is feasible on the parcel in question.

"The council hasn't taken any action yet," said Mr. Hugg. "At the meeting, there were questions about what piece of land is city-owned in the development and what restrictions or covenants may be attached to it."

The land parcel being considered is near a "drainage way," and thus may be currently earmarked for drainage or as some sort of buffer, Mr. Hugg said.

"The council has instructed staff to gather more information at this point," he added. "It's an older development so we'll need to examine it further and look into any restrictions."

According to Mr. Hugg, several residents came to the city council meeting on Tuesday to speak in support of the proposal and one person spoke out against it.

Tidbury Park

Although it's about 5 miles away from the Acorn Farms development, Dover already does have at least one dog park. Kent County paid $22,481 to set up Tidbury Park on 2233 S. State St. in Dover back in 2008. According to Kent County Parks and Recreation Assistant Director Michael Rigby, the purchase included a well, pumps, fencing, concrete, signage, trees, benches, grass seed, fertilizer and lumber. Since then, the park has seen continuous and sustained use, said Mr. Rigby.

"It absolutely gets used daily by patrons," he said. "We try to meet the demands of the citizens of Kent County, and we had a fair number of inquiries about dog parks beforehand so we decided to build one because we had that location that was basically an open area not really being utilized."

Owners are welcome to walk their dogs at all county parks, but Tidbury Park is the only county-run "off leash" park. The park is open to the public, but users must have their dogs licensed, be current on vaccinations and follow posted rules.

Milford built a dog park of their own in 2014 and Lewes Unleashed Dog Park, a private park, was completed last summer. According to BringFido.com, a resource that aggregates dog amenities, Delaware has about 35 "off leash" dog parks.

As far as online rating resources like SafeWise and Rankings are concerned, Delaware does pretty well in terms of "dog-friendliness." Compiling data concerning number of animal shelters, "no-kill" shelters, animal cruelty laws, Humane Society rankings and other regulations and amenities, SafeWise ranked Delaware the 11th most dog-friendly state in 2017 and Rankings rated it the 16th in 2016.

Staff writer Ian Gronau can be reached at 741-8272 or igronau@newszap.com

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Parks & Recreation Division

Kent County Recreation Center

1683 New Burton Road, Dover, DE 19904
Main: (302) 744-2495 **Fax:** (302) 744-9681
General Office Email: ParksRec@co.kent.de.us

Office Hours: 8:00 A.M. - 5:00 P.M. Mon. - Fri.



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Brecknock
Big Oak
Browns Branch
Tidbury Creek
Kesselring
Lebanon Landing
Hunn Nature Park
St. Jones Greenway
Suburban Parks
Dog Park
Park Rules
Pavilion Use Guidelines
Waiver Information

Park Facility Chart	Brecknock	Browns Branch	Big Oak	Lebanon Landing	Tidbury Creek	Kesselring	Hunn Nature
Public Restroom	√	√	√			√	
Playground	√	√	√		√		
Horseshoes	√	√					
Nature Trail	√	√			√		√
Walking Trail	√	√	√			√	√
Sand Volleyball	√	√					
Pavilion	√		√		√		
Softball Fields	√	√	√				
Multi-Purpose Fields	√	√	√			√	
Picnic Area	√	√	√	√	√		
Outdoor Grill	√	√	√		√		
Nature Center	√						
Fitness Area	√						
Bike Rack	√	√	√	√	√	√	
Field Rentals	√	√	√			√	
Stage	√						
Fishing Pond					√		
Dog Park					√		
Fishing Pier				√			
Boating Ramp				√			
Recreation Center						√	

Kent County Park Map

Kent County Park Trail Distances

Brecknock Loop - 0.9 miles
Brecknock Nature Extention (Park to W.B. Simpson Elementary) - 0.8 miles

Tidbury Creek Loop - 0.5 miles

Big Oak Park Loop - 1.1 miles

Browns Branch Nature Trail - 0.3 miles
Browns Branch Boundary Loop - 1.1 miles

St. Jones Greenway
- Capital City Segment (Silver Lake to Winner Ford) - 1.5 miles

- Issac Branch Phase 1 Segment (Winner Ford to Capital Park) 1.4 miles
- Issac Branch Phase 2 Segment (Capitol Park to Route 10 Trailhead) - 1.2 miles

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New dog park opens in Little Creek

Dec 10th, 2017 - by Ian Gronau - Comments: 0



Third district Levy Court commissioner Allen Angel, at-large commissioner Terry Pepper and Little Creek Mayor Glenn Gauvry met residents at the freshly-completed dog park in Little Creek for its grand opening on Saturday morning. (Delaware State News/Ian Gronau)

LITTLE CREEK — Despite the snowfall and near freezing temperatures, Little Creek town officials and Kent County Levy Court commissioners held the grand opening of the town's new dog park on Saturday morning.

Sitting on about 1.6 acres adjacent to the Little Creek Post Office, the dog park features separate fenced areas for small dogs and large dogs to roam off-leash. The park also contains benches, trash cans and will soon have drinking fountains (installed by the Little Creek Fire Company). Little Creek Mayor Glenn Gauvry noted that although the park is now open, the project won't likely be fully complete until the end of the month.

Back in June 2017, Kent County Levy Court awarded the Town of Little Creek a $35,000 Community Projects Assistance Grant to help cover the costs of construction and brush clearing on the plot of land. The community assistance fund is funded annually with the real estate transfer tax.

Third district Levy Court commissioner Allen Angel and at-large commissioner Terry Pepper were on hand to laud the project's success.

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"Everyone was able to do more with fewer resources because we worked together," said Mr. Pepper. "The county probably would have never bought a piece of land like this to put a dog park in, but because Little Creek came to us with the idea and were willing to furnish the land, labor and organization, we were able to provide the funds. It turned out to be a great partnership."

Last spring, Mayor Gauvry met with Levy Court Commissioners to propose the concept of having the dog park on town-owned land. Mr. Angel feels that when the county partners with local municipalities, it can spur regrowth and be a boon for economic activity.

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"The historic portion of Little Creek goes back to the '40s when it was the oyster capital of the world," he said. "Disease killed off a lot of the oyster bed which damaged that economic activity, and it's taken some time to come back from that. Anything we can do to enhance a community and start bringing people back in is great, because it get ideas flowing and boosts interest in investing."

Mayor Guarvy said that even though the park just opened, residents have been rallying around the idea for months. A "friends of the dog park" group was established to be responsible for maintaining the park after funds were received from the county. The group, starting with only three members, has since ballooned to almost 20 participants, said the mayor.

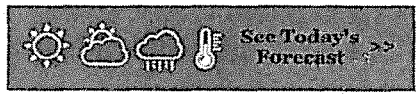
"We just recently had someone from the nearby Topknot Canine Center — a dog grooming and training business — join the group too," he said. "We're hoping to attract community involvement and get things like dog training classes here. We think this can be a seed that grows into something that drives more resident participation, rather than just some place people bring their dogs. It has a lot of potential to be a community building vehicle."

Kent County's Tidbury Park on State Street in Dover was built for $22,481 back in 2008. According to Kent County Parks and Recreation Assistant Director Michael Rigby, the purchase included a well, pumps, fencing, concrete, signage, trees, benches, grass seed, fertilizer and lumber. Since then, the park has seen continuous and sustained use, said Mr. Rigby.

The commissioners and mayor feel that the dog park, in combination with a DNREC-led project to build a fishing pier and boat dock on the Little River, may herald new opportunities for the commercially vacant town of Little Creek.

"We've been trying to get behind all sorts of ideas," said Mr. Angel. "We've talked to the mayor and DNREC, suggesting things like holding a regatta boat race from Leipsic to Bowers with Little Creek as its center — even trying to rebuild the old Port Mahon lighthouse back up as a point of interest on the Delaware Bayshore Byway."

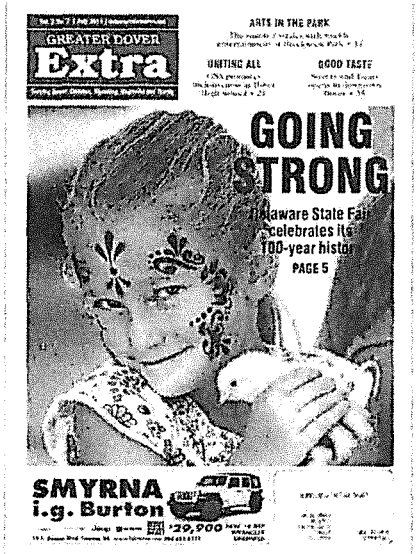
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Mr. Pepper encourages other small towns to approach the Levy Court with community-building project ideas.

"We're always looking for partnerships like this, anything that makes the community a better place and brings people together," he said. "Between this park and the docks coming up on the south part of town, I feel like people will start to see that Little Creek is worth looking into."

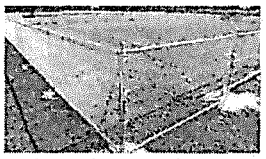
As the first dogs began relieving themselves at the park on Saturday morning, officials cheered that it had officially been "christened."

The handicap-accessible park is now open to the public free of charge.

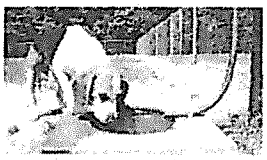
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COMMITTEE ACTION FORM

PROCEEDING: Council Committee of the Whole – Parks, Recreation & Community Enhancement Committee
DEPARTMENT OF ORIGIN: City Manager's Office **DATE SUBMITTED**: October 6, 2020
PREPARED BY: Matt Harline, Assistant City Manager
SUBJECT: Gate/Park Security at Schutte Park
REFERENCE:
RELATED PROJECT: N/A
REVIEWED BY: City Manager, Donna Mitchell
EXHIBITS: N/A
EXPENDITURE REQUIRED: $2,000 - $30,000 (estimate) **AMOUNT BUDGETED**: None **FUNDING SOURCE (Dept./Page in CIP & Budget)**: Various
TIMETABLE: ASAP
STAFF RECOMMENDATION: 1. Create signage that specifies the hours for Schutte Park. 2. Proceed with a gate at the entrance to the main parking lot to the John W. Pitts Recreation Center. 3. Pursue options for a second gate across Electric Avenue directly south of the main entrance to the Pitts Center. 4. Look into installing security cameras in the Pitts Center Parking lot and near the skate park/dog park/playground areas.

BACKGROUND AND ANALYSIS

The John W. Pitts Recreation Center opened in April of 2008 at 10 Electric Avenue and has largely operated without major incidents. Recently a raucous party that included students at Delaware State University led to a homicide in the Pitts Center parking lot. However, in addition to the recent tragedy, we have had several occasions where cars have driven off Electric Avenue where the road bends to the east at a 90° angle. In the most recent accident, a car drove through the fence and did some damage near the water pump station.

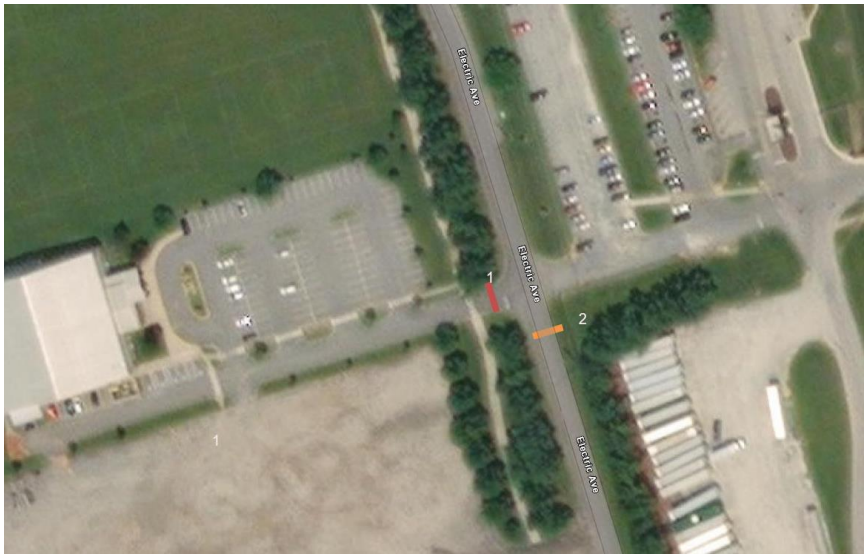
Finally, we have had some problems with illegal dumping in the area. Remember, with the Van Sant power plant and the permitted yard waste area, this area is under the supervision of DNREC, and we are obligated to minimize illegal dumping.

After studying the issue for the past week with the leadership in Parks, Recreation and Grounds, the Police Department, Central Services, Public Works and the Mayor we have developed a plan for review. The Electric Department, NAES and the Water/Wastewater Departments have not been involved any great degree yet, and we only have very general cost estimates.

The plan involves four parts.

We need to improve signage that clearly states when the park is open, and when people will be trespassing. Currently there is none. The exact location and wording will be worked out by staff. We are also pursuing a possible ordinance that says gatherings in the City park of more than 100 people require a permit to rent a space, or an event permit. The details and legality of this have not been researched, but this has been a problem in other parks as well.

Based on the problem with vehicles accessing the parking lot for one large party that eventually turned violent as well as vehicles that spend the night, limiting access to the parking lot seems wise. This refers to the **RED GATE (1)**. City staff is moving forward with this project which we estimate will cost less that $1,000 to purchase and install. A second automated gate, the **ORANGE GATE (2)**, is also recommended. Advantech has a possible solution that would allow access by an employee badge or a badge/key card given to other approved individuals. It would be possible to give Proctor & Gamble a remote code that would allow them to open the gate from their guard tower. This would allow them to allow construction vehicles through the gate if they expand their facility in the future or for access to shipping trailers. Finally, for other consideration that would be memorialized in a written agreement, P&G might be willing to manage a small number of "badges" to allow other individuals to access the other facilities such as contractors at the Van Sant power plan.



None of these options would create a perfect security solution as it is financially and practically important to prevent pedestrian traffic and the individual who is willing to risk their vehicle by driving through the tree line. Some additional fencing will be necessary to make the gates effective, but it is suggested that additional security cameras be purchased and added to the City network. The short term and annual costs have not been totaled yet. Additional fences will remain in place at the Van Sant Generator and at the entrances to the yard waste area. We will also evaluate if additional traffic safety measures may be needed to prevent vehicles from missing the turn and colliding with the Water Department facilities

At the Committee meeting on Tuesday, October 13, we are asking for direction to pursue a full-cost analysis of an automated gate and for staff to identify funding sources. Staff would also develop the cost to install and maintain security cameras on the Pitts Center and/or the new Parks Operations and Maintenance building. It may be useful to install cameras at the card reader at the gate and from positions that can visualize the area where the skate park, and dog park are planned and where the playground and pavilion already are.

City staff plans to proceed with the gate across the main parking lot and the signage.

Downtown Dover Partnership
Main Street Dover
101 W. Loockerman Street, Ste 1A
Dover, DE 19904
(302)678-2940

Attachments for 10-13-20 Council Committee of the Whole meeting:

- Talking points for Oct. 13, 2020 meeting
- Proposed ordinance revisions, per City Solicitor
- Revised MOU from vendor, Colonial Parking Inc.

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DOWNTOWN DOVER PARTNERSHIP PARKING SOLUTIONS

OCTOBER 13, 2020 meeting:

Summary for Member of the City of Dover Legislative, Finance, and Administration Committee and Council as a Committee of the Whole, meeting of October 13, 2020:

On June 2, 2020, the Downtown Dover Partnership met with the City Council of the Whole and presented the need for a comprehensive, unified parking solution for downtown Dover. Such a solution would provide for efficiency, convenience and value that comes with a well-designed, effective, comprehensive parking solution that combines both SMART technology with user-friendly mechanics, suitable for the broadest range of ages and abilities.

Prior to the June 2 meeting earlier this year, in the fall of 2019 the Downtown Dover Partnership requested and received permission from the City to explore parking solutions for the central business district, and to include the city's real estate to ensure a unified solution. As a result, the DDP processed a formal Request For Information in January 2020 and the board unanimously agreed that Colonial Parking Inc. was the most qualified vendor to work with the DDP and its partners to develop and implement such a solution.

This summer, in response to the June 6 City Council of the Whole's request, the DDP worked with the City Solicitor to review the current ordinances that relate to city parking, use of city streets, meters, enforcement and anything else related to the intended development of a parking solution. In addition, several edits were made to the proposed Memorandum of Understanding between the DDP and Colonial Parking. This document is in your packet. (Primary changes: Establish parking fee and fine structure, in adherence to City of Dover ordinance," and "Determine portion of parking fine revenue to be paid to City of Dover...")

> NOTE: The ordinance change will cost the City no lay out of funds, and relieves one- to two police officers from downtown parking enforcement.

At this time, and having completed the due diligence necessary to proceed, the DDP now seeks favor from City Council to move forward. Specifically, we seek your blessing to:

- *Sign the MOU (DDP with Colonial Parking Inc.)*
- *Proceed with development of a comprehensive parking solution, with city and public input.*
- *Implement the parking solution, with a target implementation date of third quarter of the 2021 calendar year.*

NOTE: It is important to note that proceeding with signature of the MOU to design the parking solution includes blessing to implement that solution. If the implementation does not take place, the DDP will be required to pay +/- $35,000 in planning fees for the solution. With City council member input during the process, there should be no surprises in the final solution.

(Previous) JUNE 6, 2020 meeting:

Overview of DDP Parking Solutions project

May 20, 2020

Consistent with the business retention, expansion and recruitment components integral to the economic development mission of the Downtown Dover Partnership (DDP), the DDP is seeking cost-effective and efficient solutions to enhance parking capacity and capabilities throughout the commercial core of the City of Dover that stimulate community and economic development and improve parking services, convenience and efficiency to parking users in the downtown business area.

To achieve these goals, the DDP has undertaken a thorough process to select best qualified vendor. Overview of RFI process is summarized on Pages 3 and 4.

Integral to proceeding with execution of the MOU (separate attachment), and once all necessary legislative action has been successfully completed through the City of Dover Leg & Fin Committee*, is the understanding that the City of Dover will grant authority to DDP for the responsibility to develop and manage the entire parking solution for the central business district of Dover. (For extent of parking areas, reference Exhibits A-1 and A-2 in the attached draft MOU between the DDP and Colonial Parking, Inc.)

> *Legislative action needed may include: permitting the DDP to utilize city roads for fee-based parking, to install related hardware and signage, to carry out parking enforcement on public streets/lots including collection of fees, and to enter into a legal/binding agreement with the City and to implement the solution, without additional requests from Council.

Once the Downtown Parking Program has been fully developed, DDP will report to City Council on the details prior to implementation of that solution.

It is important to note that members of Council and the public-at-large are invited and encouraged to participate with the DDP Parking Committee in the process to design the parking solution, the development of which shall take place after the MOU is executed with selected vendor.

Roll-out of final solution/parking plan is targeted for the first half of 2021.

* Parking RFI Summary to date

January 15 **Issued Parking RFI** – Circulated the document nationally via NPA (National Parking Assoc.) and three Delaware statewide news outlets including The State News, The News Journal and The Cape Gazette. The RFI can be viewed at https://www.downtowndoverpartnership.com/

March 16 **Five responses to RFI were received:**

1. Colonial
2. Dover Parking Partners
3. Flowbird
4. ParkMobile
5. Passport

March 18 **RFI's were reviewed and discussed** by DDP Parking Committee members.

- Immediate concurrence to rule out one respondent. (Too many questions; no strategy offered by Dover Parking Partners.)
- DDP staff noted to take into consideration that current staff responsibilities include oversight of many volunteer committees and working groups (within committees) in addition to oversight of DDP-owned properties and maintenance thereof. The decision for DDP to continue to fully manage parking would require additional staff.
- DDP staff noted a recent experience with one vendor to be marginal. (Flowbird)
- Several in the meeting expressed having good experiences with two of the respondents.

March 23 **Questions were sent to three responders** (Colonial, ParkMobile, Passport) for written response within two weeks:

1. What is the pricing/fee structure of your company's parking solution? Including daily "to park" fee(s); hardware, software, staffing/management if necessary/option pricing; other. (You/Your company may have already provided this; nevertheless, we ask that you please provide it succinctly and clearly at this time.)

2. Demonstrate/Describe how your solution will keep current with all kinds software and communications going forward, while keeping Dover's streets free of, or to a minimum, unnecessary hardware, including meters, kiosks, signage, etc.

3. How does your solution provide for both mobile and non-mobile technology? For instance, what are the options for seniors and visitors who do not have an account already set up? How are groups such as elderly, handicapped, non-tech, etc., accommodated?

4. Are there ways to streamline (any further efficiencies, budget, options or otherwise) your solution beyond or different from what you've already provided in the formal response?

5. Is there anything else you would like to detail or comment on regarding your company or parking solution to reinforce or supplement what you've already provided in your formal response?

March 26. Three DDP representatives (Todd Stonesifer, Dave Hugg, Diane Laird) participated in **reference calls** with the following:

Parkmobile	Thurs, Mar 26	1:30	Winchester Parking Authority Parking	Winchester, VA	Corey MacKnight	Executive Director
Passport	Thurs, Mar 26	2:00	City of Newark	Newark, DE	Courtney Mulvanity & Marvin Howard	Parking Supervisor
Colonial	Thurs, Mar 26	2:15	Queen Street Parking Lot	Lancaster, PA	William Krasne	Principal
Parkmobile	Thurs, Mar 26	2:30	Town of Dewey Beach	Dewey Beach, DE	Scott Koenig	Town Manager
Colonial	Thurs, Mar 26	2:45	Avenue North-Shuttle Service	Newark, DE	Patrick Honeycutt	VP of Site Development

April 7. Conference call was held with Colonial to further confirm details of proposed service.

April 21. DDP Parking Committee meeting. Reviewed process, concurred on recommended action to board. Unanimous committee approval to make recommendation to DDP to proceed with MOU.

April 22. DDP Board meeting. Unanimous board approval to proceed with MOU.

April 23. Call held with Colonial. Discussed next steps, including development of MOU.

NEXT STEPS:

DDP work with Leg & Fin Committee to prepare for presentation to City Council to request concurrence to procced with MOU to design and implement a comprehensive parking solution.

Version 2 – 7/28/2020

NOTE BY DL 10-6-20: Black – current wording, Blue – additions, Red – deletions

CITY OF DOVER ORDINANCE # 2020-XX

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

That Chapter 106, of the Dover Code of Ordinances, Traffic and Vehicles, Article III, Stopping, Standing and Parking, Division 2 Metered Parking and Division 4, Downtown Parking shall be amended to facilitate creation of a metered parking system for the downtown business district, as follows:

Sec. 106-161. Payment for leasing Parking Meters.

The payment for the leasing or purchase of parking meters within the designated area is to be provided by the Downtown Dover Partnership solely from the receipts, funds and revenues obtained by the city Partnership from the operation of the parking meters system.

Sec. 106-162 – Marking parking spaces and erecting meters

a) Upon those street or portions of streets which the city council has designated as parking meter zones, the city manager shall cause parking spaces to be marked on the curb or pavement, or by other appropriate means, shall cause a parking meter to be erected at each space so marked, the Downtown Dover Partnership shall be authorized to install a parking meter at each space or series of spaces so marked, as they deem appropriate.
b) The City Council may authorize the City Manager to enter into an agreement with the Downtown Dover Partnership to manage parking on City-owned lots within the designated area and extend the installation and management of a parking system thereon.

Sec. 106-163 – Use of meters required.

a) *Payment*. Upon entering a parking meter zone when the parking meter regulations are in effect, the operator of a vehicle shall immediately make the required payment in U.S. currency by coin, cash, debit card, credit card, or other acceptable method of payment, in the parking meter situated at or near the parking space and operate the meter according to the instructions thereon. Failure to make the required payment shall result in a fine as provided in Appendix F – Fees and Fines in accordance with the provisions of Sec. 106-212, fines and fees set by the Downtown Dover Partnership.
b) *Payments accepted*. All parking meters shall be adjusted so that when properly operated, payments may be made at any time throughout the time range of the meters, with each payment permitting the vehicle to be parked in a metered parking space for a period as provided in Appendix F – Fees and Fines in accordance with the provisions of Sec. 106-212, fees and fines set by the Downtown Dover Partnership.

Sec. 106- 181. Definitions.

Enforcement Officer means the health inspector any duly authorized person granted authority in writing to enforce parking regulations by the Downtown Dover Partnership or any member of the police department.

Sec. 106-211 Definitions.

"Designated Area" means those areas streets or portions of streets within the downtown business district and any city-owned parking lot controlled by the Dover Parking Authority so designated by the City Council as parking meter zones to be controlled by the Downtown Dover Partnership.

"Downtown business district" means that part of the city bounded by and including South State Street, North Street, Queen Street and Reed Street, and any other areas designated by the chief of police and the city manager.

Sec. 106-212. Downtown Dover Partnership authority and parking limitations.

(e) Within the designated area, the Downtown Dover Partnership shall have the authority to establish parking regulations and policies consistent with Chapter 106, as deemed appropriate, including, but not limited to, the installation of parking meters, setting and collection of parking fees, enforcement of parking regulations and collection of fines, and shall retain all receipts therefrom.

Sec. 106-213 Effective date and duration:

This ordinance shall be effective upon the designation of the parking meter zones and shall be reviewed at the end of the first two years and at least every five years thereafter to ensure that the purposes of this ordinance are being achieved and may be void if not effective.

Synopsis

This ordinance grants the authority to the Downtown Dover Partnership to install and manage parking meters within parking meter zones designated by the City Council in the Downtown Development District, and to retain the proceeds from such operation.

Black – current wording, Blue – additions, Red – deletions

DSH 7/25/2020

April 27, 2020

Diane Laird
Downtown Dover Partnership
101 West Loockerman Street, Suite 1-A
Dover, DE 19901

Dear Diane:

The following Memorandum of Understanding (MOU) has been developed to establish the basis for an agreement between the Downtown Dover Partnership, ("DDP") and Colonial Parking, Inc. ("CPI") for the development, implementation and management of the Downtown Dover Parking Program in Downtown Dover, DE (the "Program"). Consistent with the business retention, expansion and recruitment components integral to the economic development mission of the DDP, the DDP is seeking cost-effective and efficient solutions to enhance parking capacity and capabilities throughout the commercial core of the City of Dover that stimulate community and economic development and improve parking services, convenience and efficiency to parking users in the downtown business area. In order to achieve these goals, the relationship between DDP and CPI shall be subject to the following terms and conditions:

1. The Program shall consist of developing parking policies for the Downtown Dover Business District On-Street parking consisting of 238-spaces as illustrated in Exhibit "A-1" - Downtown Dover On-Street Parking and the Off-Street parking facilities consisting of 3-parking facilities, (i) Bradford Street Lot, (ii) Minor Street Lot & (iii) Governors Avenue Lot, with a total of 222-spaces as illustrated in Exhibit "A-2" - Downtown Dover Off-Street Parking Facilities.

2. Development of the Program:
   a. CPI shall work with DDP to develop the details of the Program including:
      i. Confirm parking inventory,
      ii. Establish parking fee and fine structure, in adherence to City of Dover ordinance.
      iii. Determine portion of parking fine revenue to be paid to City of Dover.,
      ~~iii.~~iv. Developed specifications for parking fee collections system, Multi-Space Meters (MSMs),
      ~~iv.~~v. Develop the procedures for Contract (Monthly) Parking program in Off-Street Facilities,
      ~~v.~~vi. Develop specifications for Pay-by-Phone/Mobile Payment options for MSMs,

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vi.vii. Determine the legal requirements for on-street parking enforcement and scoff law collections.

vii.viii. Evaluate off-street parking facilities for Electric Vehicle (EV) Charging,

viii.ix. Evaluate cost-benefit of setting up parking availability with On-Line Reservations (Spot Hero + others),

ix.x. Develop Marketing Program for the Program to include public meetings to inform prior to the final roll-out/implementation of the Program,

x.xi. Review graphics/signage for Downtown Dover wayfinding and parking,

xi.xii. Develop Pro Forma/Budget of Revenue and Expenses for Program as more details are available from above efforts,

xii.xiii. Develop an Implementation Schedule for the above work.

b. The costs of developing the Program shall be paid by CPI during the course of the development of the Program, estimated to be $37,900.

   i. If after the development of the Program, DDP and CPI proceed with executing a Management and Operation Agreement for the implementation & management of the Program, the costs of developing the program will absorbed by the program and paid over the initial 5-year term of the Program.

   ii. If after the development of the Program, DDP decides not to proceed with the implementation of the Program, CPI shall be reimbursed the full cost of developing the Program by DDP.

2. Implementation of the Program / Management and Operation Agreement:

   a. DDP and CPI may enter into a Management and Operation Agreement ("M & O Agreement") for the implementation and management of the Program at the completion of the development of the Program, solely at DDP's option.

   b. The Management and Operation Agreement shall be for a term of not less than five (5) years and provide DDP with three (3) additional options to extend of five (5) years each.

   c. CPI shall implement the Program as developed during the Development Phase to include the following:

      i. Distribute the specifications for parking fee collections system, Multi-Space Meters (MSMs) and obtain proposals from prequalified MSM equipment Vendors,

      ii. Evaluate MSM proposals,

iii. Select the MSMs/Vendor.

iv. CPI will manage the procurement and funding of the purchase and installation of the MSMs,

v. CPI will manage the installation of the MSM system,

vi. Develop the procedures to implement the MSM system,

vii. Set-up facilities for purchase of a parking space through CPI's on-line registration system,

viii. Issue customer credential for parking facility (barcoded electrostatic sticker),

ix. Implement Pay-by-Phone/Mobile Payment options for MSMs if deemed appropriate,

x. Establish enforcement method for the Program both on-street and off-street (Transient & Contract Parking Customers),

xi. Develop On-Line Presence for addition to www.ColonialParking.com,

xii. Set-up Program facilities on Colonial Customer Care Portal (Zephire),

xiii. Implement Electric Vehicle (EV) Charging at off-street facilities if deemed appropriate,

xiv. Implement On-Line Reservations (Spot Hero + others) if deemed appropriate,

xv. Implement Marketing Program for the Program to include public meetings to inform prior to the final roll-out/implementation of the Program,

xvi. Implement with DDP assistance and grant funding already available, graphics/signage for Downtown Dover wayfinding and parking,

xvii. Finalize Budget of Revenue and Expenses for Program,

xviii. Execute the Implementation Schedule as prepared and approved during the Development Phase of the project.

d. Upon completion of the Implementation Phase of the Program and during the term of the M & O Agreement, CPI shall manage the Program providing the following services to DDP:

i. CPI shall supply, train, and supervise the employees necessary for the management of the Program,

ii. CPI shall carry out DDP's policies and execute directives pertaining to the management of the Program,

iii. CPI shall be responsible for the general maintenance of the off-street parking Facilities including the general housekeeping and routine repairs like cleaning, trash removal, line painting, maintenance of signs & markings and maintenance of the parking equipment.

iv. The parking facility Owner, whether DDP or the City of Dover, shall be responsible for all off-street parking facilities maintenance and repairs of a capital nature, including, but not limited to: mechanical, electrical, plumbing, surface repair, replacement of all light bulbs, ballasts and other lighting components, repairs to any walls and floors, and sinkholes.

~~iv.~~v. All city-registered light poles (as numerically identified by the City) will be maintained by the City of Dover.

~~v.~~vi. CPI shall impose and collect parking charges for all users of the Program in accordance with the parking fees determined from time to time by the DDP, with recommendations from CPI.

~~vi.~~vii. CPI shall pay all necessary, proper, and reasonable expenses of managing the Program as set forth in an operating budget prepared by CPI, subject to DDP's prior written approval.

~~vii.~~viii. CPI shall cause all receipts from the Program to be promptly deposited in CPI's bank account. Disbursements from the account shall be made by CPI to pay all expenses of the Program.

~~viii.~~ix. At the end of each month, CPI shall prepare and submit to DDP a monthly and Year-To-Date summary of revenue, expenses, and the resulting net operating income illustrating the actual revenue & expenses vs. budget, per line item, for the Program by the 15th of the following month.

~~ix.~~x. Net operating income may be (1) reserved by CPI for future expansions of the Program as directed by DDP, (2) paid to DDP with the delivery of the monthly statements or (3) a portion reserved by CPI for future expansions of the Program as directed by DDP and a portion paid to DDP with the delivery of the monthly statements.

~~x.~~xi. CPI shall provide comprehensive insurance coverage for the Program, the costs of which shall be included in the operating budget for the Program.

~~xi.~~xii. CPI shall apply for and secure, in its own name, all municipal permits and licenses required for the Program.

Should the above terms meet with your approval, please indicate by signing below and returning the signed original to me. If you have any questions or require additional information, please do not hesitate to call. I may be reached at the office at (302) 651-3606, on my cell phone at (302) 218-7151 or by e-mail at jhatfield@colonialparking.com whichever is most convenient.

Very truly yours,

Jed Hatfield
President

Colonial Parking

Agreed and Accepted this _____ day of _____, 2020

Downtown Dover Partnership

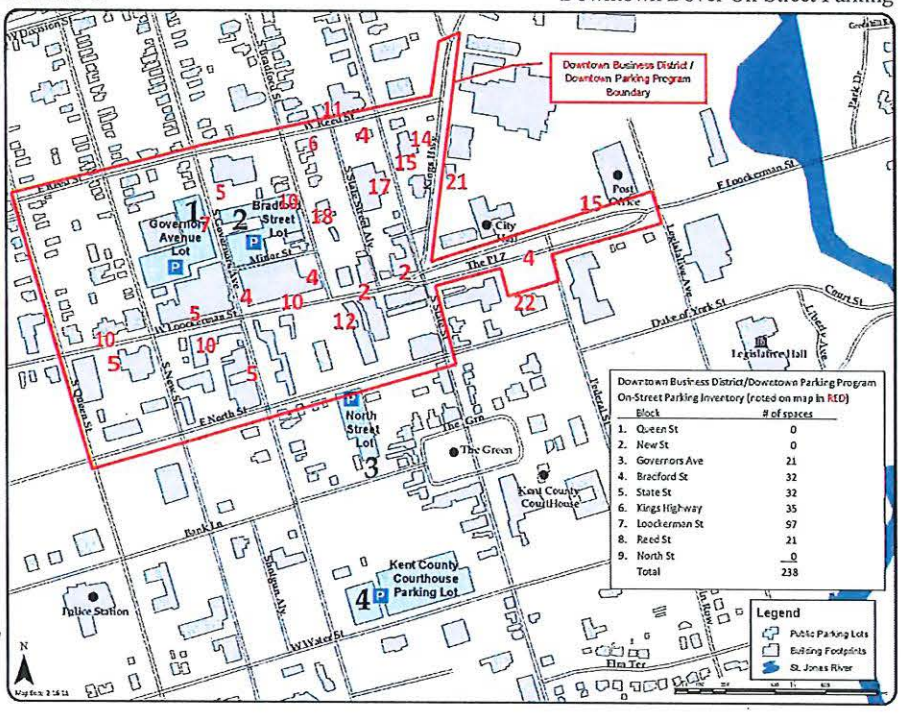
By: _____
Signature

By: Diane Laird
Name (Print or Type)

Title: Executive Director

Exhibit A-1

Downtown Dover On-Street Parking



Colonial Parking

Exhibit A-2

Downtown Dover Off-Street Parking Facilities



FIRST READING

CITY OF DOVER ORDINANCE #2020-12

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

That Chapter 106 - Traffic and Vehicles, Article III. - Stopping, Standing and Parking – Division 2. – Metered Parking, be amended by inserting the text indicated in blue font and deleting the text indicated in red strikeout as follows:

DIVISION 2. - METERED PARKING

Sec. 106-161. - Payment for leasing parking meters.

The payment for the leasing or purchase of parking meters within the designated area is to be provided by the Downtown Dover Partnership solely from the receipts, funds and revenues obtained by the ~~city~~ Partnership from the operation of parking ~~meters~~ systems.

(Code 1968, § 31-72; Code 1981, § 13-46)

Sec. 106-162. - Marking parking spaces and erecting meters.

(a) Upon those streets or portions of streets which the city council has designated as parking meter zones, the city manager shall cause parking spaces to be marked on the curb or pavement, or by other appropriate means, and ~~shall cause a parking meter to be erected at each space so marked~~ the Downtown Dover Partnership shall be authorized to install a parking meter at each space or series of spaces so marked, as they deem appropriate.

(b) The city council may authorize the city manager to enter into an agreement with the Downtown Dover Partnership to manage parking on city-owned lots within the designated area and extend the installation and management of a parking system thereon.

(Code 1968, § 31-70; Code 1981, § 13-47)

Sec. 106-163. - Use of meters required.

(a) *Payment.* Upon entering a parking meter zone when the parking meter regulations are in effect, the operator of a vehicle shall immediately make the required payment in U.S. currency by coin, cash, debit card, credit card, or other acceptable method of payment, in the parking meter situated at or near the parking space and operate the meter according to the instructions thereon. Failure to make the required payment shall result in a fine ~~as provided for in Appendix F – Fees and Fines~~ in accordance with the provisions of Sec. 106-212 - Downtown Dover Partnership authority and Parking limitations., fines and fees, set by the Downtown Dover Partnership.

(b) *Payments accepted.* All parking meters shall be adjusted so that when properly operated, payments may be made at any time throughout the time range of the meters, with each payment permitting the vehicle to be parked in a metered parking space for a period as ~~provided for in Appendix F – Fees and Fines~~in accordance with the provisions of Sec. 106-212 - Downtown Dover Partnership authority and Parking limitations., fees and fines, set by the Downtown Dover Partnership.

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(c) *Overtime parking.* It shall be unlawful for any person to allow a vehicle to remain parked in a parking meter zone for a period of time in excess of that prescribed in subsection (b) of this section for the particular payment. It shall be prima facie evidence of an overtime parking violation when the parking meter shall indicate by proper signal that the lawful parking period has expired.

(d) *Exceptions.* The use of parking meters shall not be required on Sundays and legal holidays.

(Code 1968, §§ 31-73, 31-74; Code 1981, § 13-48; Ord. No. 2009-09, 6-22-2009; Ord. No. 2015-09, 6-8-2015)

Sec. 106-164. - Violations; penalties.

(a) *Generally.* Any person convicted of violating the provisions of this article or of aiding, abetting or assisting in the violation of said provisions shall be sentenced to pay a fine as provided for in Appendix F—Fees and Fines.

(b) *Enhanced civil enforcement authority.* If three or more violations of this article have been issued to a vehicle and those violations are more than 30 days past due, or if accumulated unpaid violations of this article exceed more than $100.00, the vehicle shall be subject to enhanced civil enforcement, as follows:

(1) Such vehicle found parked on any street in the city shall be immobilized by any police officer or parking enforcement employee of this city in such manner as to prevent its operation. Any vehicle so immobilized or impounded shall not be released to its lawful owner until all unpaid violations and applicable administrative fees issued to such owner have been discharged by payment in full, together with payment for the costs of immobilizing, releasing, and storing such vehicle. The owner shall sign a receipt for such vehicle. Payment for any such towing shall be in accordance with the towing costs outlined in the current agreement between the police department and the towing operator. If the vehicle is a tractor-trailer combination, the trailer may be released to an authorized agent if the tractor-trailer is immobilized pursuant to this section.

(2) In any case involving immobilization of a vehicle pursuant to this section, the police officer or parking enforcement employee shall place on such vehicle, in a conspicuous manner, notice sufficient to warn any individual that such vehicle has been immobilized and that any attempt to move such vehicle might result in damage to such vehicle.

(3) Any vehicle remaining immobilized and not released for 24 hours may be towed and impounded at the direction of a police officer or parking enforcement employee.

(4) Any person who unlawfully removes a device for immobilization of a vehicle shall be fined as provided for in Appendix F—Fees and Fines.

(5) Any person who tows or otherwise moves an immobilized vehicle without authorization by the chief of police or his designee shall be fined as provided for in Appendix F—Fees and Fines.

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(c) *Cost.* No cost will be assessed if payment of the penalty as hereinbefore imposed is voluntarily paid without the necessity of a hearing before the proper official.

(Code 1968, § 31-77; Ord. of 8-25-1971, § 1; Code 1981, § 13-49; Ord. No. 2009-09, 6-22-2009; Ord. No. 2011-22, 9-26-2011; Ord. No. 2015-09, 6-8-2015 ; Ord. No. 2015-16, 10-26-2015 ; Ord. No. 2016-05, 2-22-2016)

Secs. 106-165—106-180. - Reserved.

BE IT FURTHER ORDAINED:

That Chapter 106 - Traffic and Vehicles, Article III. - Stopping, Standing and Parking – Division 3. – Removal and Disposition of Illegally Parked or Abandoned Vehicles, Sec. 106-181. - Definitions, be amended by inserting the text indicated in blue font and deleting the text indicated in red strikeout as follows:

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

Enforcement officer means ~~the health inspector~~ any duly authorized person granted authority in writing to enforce parking regulations by the Downtown Dover Partnership or any member of the police department.

(Code 1981, § 13-56)

BE IT FURTHER ORDAINED:

That Chapter 106 - Traffic and Vehicles, Article III. - Stopping, Standing and Parking – Division 4. – Downtown Parking, be amended by inserting the text indicated in blue font and deleting the text indicated in red strikeout as follows:

DIVISION 4. - DOWNTOWN PARKING

Sec. 106-211. - Definitions.

As used in this division, all terms shall have the same meaning as provided in 21 Del. C. § 101 et seq., unless the context requires otherwise. In addition, the following terms shall have the meanings indicated:

Designated area means those ~~areas~~ streets or portions of streets within the downtown business district and any city-owned parking lot ~~controlled by the city parking authority~~ so designated by the city council as parking meter zones to be controlled by the Downtown Dover Partnership.

Downtown business district means that part of the city bounded by and including South State Street, North Street, Queen Street and Reed Street, and any other areas designated by ~~the chief of police and~~ the city manager.

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(Code 1981, § 13-70; Ord. of 12-11-1995)

Sec. 106-212. ~~-~~– Downtown Dover Partnership authority and Parking limitations.

(a) *Overtime parking.* No person shall stop, stand or park a vehicle within any designated area for a longer period of time than is permitted by the applicable traffic control device.

(b) *Evading time limits.* No person shall move a vehicle from one parking space to any other parking space for the purpose of evading time limitations on parking. There shall be a rebuttable presumption that any vehicle that is moved from one space to another space in the immediate area has been moved for the purpose of evading time limitations on parking.

(c) *Second ticket.* A second parking ticket may be issued for the same violation, provided that more than two hours have elapsed since the issuance of the first ticket. No more than two parking tickets may be issued per day for violating subsection (a) of this section.

(d) *Towing of vehicles.* Vehicles parked in a time-limited zone in excess of 24 hours may be towed.

~~(d)~~(e) Within the designated area, the Downtown Dover Partnership shall have the authority to establish parking regulations and policies consistent with Chapter 106 – Traffic and Vehicles, as deemed appropriate, including, but not limited to, the installation of parking meters, setting and collection of parking fees, enforcement of parking regulations and collection of fines, and shall retain all receipts therefrom.

(Code 1981, § 13-71; Ord. of 12-11-1995; Ord. of 10-22-2007)

Secs. 106-213 – Effective date and duration:

This ordinance shall be effective upon the designation of the parking meter zones and shall be reviewed at the end of the first two years and at least every five years thereafter to ensure that the purposes of this ordinance are being achieved and may be void if not effective.

Secs. 106-214—106-234. - Reserved.

ADOPTED: *

S:\ORDINANCES\2020\DRAFT\ORDINANCE #2020-12 - CH 106 - TRAFFIC AND VEHICLES\PROPOSED ORDINANCE #2020-12 - CHAPTER 106 - TRAFFIC AND VEHICLES.DOCX

Ssynopsis

This ordinance grants the authority to the Downtown Dover Partnership to install and manage parking meters within parking meter zones designated by the City Council in the Downtown Development District, and to retain the proceeds from such operation.

(Sponsors: Neil and Hugg)

Actions History:
10/12/2020 – Scheduled for First Reading – City Council
09/29/2020 – Introduction – Council Committee of the Whole/Safety Advisory and Transportation Committee

DRAFT

COMMITTEE ACTION FORM

PROCEEDING:	CCW – Legislative, Finance and Administration Committee
DEPARTMENT OF ORIGIN:	Police **DATE SUBMITTED:** 9/16/20
PREPARED BY:	Captain Chris Hermance / Administrative Division Commander
SUBJECT:	Fiscal Year 2020 Edward Byrne Justice Assistance Grant Program – Joint Grant with Smyrna Police Department & Kent County
REFERENCE:	Annual Recurring Grant Funding
RELATED PROJECT:	N/A
APPROVALS:	City Manager, Controller/Treasurer
EXHIBITS:	None
EXPENDITURE REQUIRED:	$58,395 **PROJECT BUDGET:** $60,000
FUNDING SOURCE (Dept./Page in CIP & Budget):	USDOJ Grant (Fund 207, Div 33)
TIMETABLE:	The grant was awarded on 9/19/20 and accepted on 9/21/20. Grant items will be ordered 30 days after council approval in accordance with the grant special conditions.
RECOMMENDED ACTION:	Approve the grant project as requested.

BACKGROUND

The Dover Police Department recently received its annual allocation from the Office of Justice Programs (OJP) for the 2020 Justice Assistance Grant (JAG). Similar to previous years, Dover Police Department was identified as a disparate funding agency along with Smyrna Police Department and Kent County. This disparate condition requires the submission of a joint grant application for the three agencies.

No funds were designated for Kent County because they are not eligible for an award from this program since there are no criminal justice services provided at the county level. These services are either provided by the municipal police departments or by the State. A Memorandum of Understanding was completed and signed by all three agencies and states that Kent County is not eligible for funding on the grant. The Dover Police Department will serve as the fiscal and administrative agent for the grant. The following table shows the breakout for the grant funds:

Department	Amount
Dover Police Department – parking enforcement system & fleet key management system	$48,061
Smyrna Police Department – continuation of the mental health partnership program from the grant program last year	10,334
Grand Total	$58,395

ACTION REQUESTED

The Council Committee of the Whole approve the application for this grant and the purchases identified.

Department Grant Application Analysis Form
For Use in Evaluating Grant Opportunities

General Information

Department: Police Staff Contact: Capt Hermance

Grant/Project Title: FY20 Byrne Memorial Justice Assistance Grant (JAG)

Brief Grant/Project Description: Recurring formula based Federal grant program which provides funding for various Law Enforcement programs. This grant is a joint grant with Smyrna Police Department and Kent County. The disparity of funding between the entities exists because there are no criminal justice services (prosecution, incarceration, law enforcement, etc.) provided at the county level, so the county is not eligible for a direct award under this program.

Application Information

Due Date: 8/19/20

New ☐

Recurring ☒

Related Grants:

Previous years' grants

Anticipated Award Date: 11/1/20

Anticipated Notification Date: 11/1/20

Start Date: 10/1/20

End Date: 9/31/22

Award Amount: $58,395.00

Cash ☐ Reimbursement ☒

Approx. reimbursement turn-a-around time 1-2 weeks

Council Approval Needed: Yes ☒ No ☐

(Council approval is needed for grant projects > $25,000, when match amounts equal or exceed $25,000, or when expressly required by the granting authority.)

Which apply?

Match amount ☐

Project shortage ☐

Other grant requirement ☒

Grant/Project Costs

Budget Category	Award Amt	Match Amt	Match Source
Contractual			
Equipment/Supplies	$48,061.00	$0.00	Not Applicable
Indirect Cost (ie, vehicle repairs, mileage, IT, telephone)			
Personnel			
Additional Personnel/Over-time (ie, support costs, administrative salaries)			
Travel/Training			
Contract Services	10,331.00	0.00	Not Applicable
Other (ie, informant/buy money)			
Total	$58,395.00	$ 0.00	

GRAND TOTAL $58,395.00 **Award + Match**

Department Grant Application Analysis Form
For Use in Evaluating Grant Opportunities

Other Information

1. Are any of this project's costs included in the City budget?
   Yes, a portion of the purchase cost ($31,440 grant funded & $569.80 police budget) for the parking enforcement system will be expensed to the FY21 police budget. Recurring maintenance fees for both systems will be included in the FY22 budget.

System	Purchase Price	Warranty Period	Annual Maintenance
Parking Enforcement	$32,009.80	12 mos	$7,378.20
Fleet Key Management	$16,621.00	12 mos	$599.00

   The large majority of the cost for the parking enforcement system ($5,700) is for DELJIS compliant cloud storage which provides ticket writers real time data to ticket/boot violators and enables on-line payments. Coordination with Customer Services and Finance will be needed to establish the process for receiving on-line payments.

   The current parking enforcement system in use is the Cardinal system. The pricing above upgrades the system with numerous improved features. These improvements will enhance workflow, accountability, tracking and revenue generation for all DCOs issued by the Department. The DCO enforcement not only covers parking but all other revenue generating city ordnance violations issued within the scope of law enforcement. The DDP parking systems and collection of parking revenue generated by them will be independent of the Police Department and its collection system. The revenue generated by the Department is sent to customer service and applied to the applicable accounts. Any funds not collected will be processed through the City's contracted collection agency. This software will allow us to report revenue quicker and with quantity over the outdated version of Cardinal we have now. A copy of the quotation is attached.

   The current fleet key management system in use is the KeyTrak system which broke down in August and is not reparable due to its age and the non-availability of parts. Although we reviewed several other systems to replace it, we would like to update/replace it with the newest system version of KeyTrak because the pricing and features needed to maintain strict accountability for our vehicles as well as the old system did in the past, is the best match for our operational needs. A copy of their quotation is attached.

2. Are there any long-term costs or commitments?
   Maintenance costs for the systems will be picked up by the Dover Police Department budget after the end of the first year warranty period.

3. How will this program/project be funded after the grant expires?
   Not Applicable.

4. What is the maximum amount of funds available from this funding source?
   The amounts shown on the preceding table are the maximum amounts available.

5. If the Department receives only a portion of the amount requested, how will the project be funded?
   The funds are explicitly authorized for Dover PD's and Smyrna PD's use, so the full amount will be available.

6. Are there other departments in the City eligible for this funding?
   No.

7. Are other departments in the City willing to collaborate on this project?
   Not Applicable.

8. Will this project duplicate or compete with other services or programs provided by the City or other local agency?
   No.

COMMITTEE ACTION FORM

PROCEEDING: CCW – Legislative, Finance and Administration Committee			
DEPARTMENT OF ORIGIN: Police		**DATE SUBMITTED:**	9/16/20
PREPARED BY: Captain Hermance / Administrative Division Commander			
SUBJECT: Fiscal Year 2021 Fund to Combat Violent Crime			
REFERENCE: State Grant Funding			
RELATED PROJECT: N/A			
APPROVALS: City Manager, Controller/Treasurer			
EXHIBITS: None			
EXPENDITURE REQUIRED: $136,862.70		**PROJECT BUDGET:**	$200,000 budgeted in Fund 209
FUNDING SOURCE (Dept./Page in CIP & Budget): Recurring grant program expenses			
TIMETABLE: Upon receipt of council approval, the equipment will be bid according to the City's Purchasing Policy or purchased using State Contract vendors			
RECOMMENDED ACTION: Approve the grant and intended purchases.			

BACKGROUND

The Fund to Combat Violent Crime Program is a recurring grant program managed by the Department of Safety and Homeland Security for use by local law enforcement agencies in connection with initiatives to combat violent felonies pursuant to Section 4201(c) of Title 11 of the Delaware Code. The first increment of funding was released during FY13.

Items requested for grant funding must be supplemental to local funding programmed/budgeted. The summary of the items requested and approved by the Fund to Combat Violent Crimes grant committee on 9/9/20 follows:

Approved Items	Amount
Extra Duty Patrols	$56,100.00
DVOC undercover vehicle lease	8,400.00
City wide camera system expansion	56,000.00
FARO digital software and scanning tripods	7,810.00
Riot defense equipment - protective gear	5,000.00
Promotional materials	3,552.70
Total	$136,862.70

ACTION REQUESTED

The Council Committee of the Whole approve the application for this grant and the purchases identified.

Department Grant Application Analysis Form
For Use in Evaluating Grant Opportunities

General Information

Department: Police Staff Contact: Capt Hermance

Grant/Project Title: Police Equipment and Extra Duty Patrols

Brief Grant/Project Description: Funding will be used for: Police Extra Duty Patrols ($56,100), DVOC undercover vehicle rental ($8,400), city wide camera system expansion/upgrade ($56,000), FARO digital software and scanning tripods ($7.810), riot defense equipment ($5,000) and promotional materials ($3,552.70)

Application Information

Due Date: 8/12/20

New ☐

Recurring ☒

Related Grants: Previous years' grants

Anticipated Award Date: 9/8/20

Anticipated Notification Date: 9/8/20

Start Date: 9/8/20

End Date: 9/30/21

Award Amount: $ 136,536.66

Cash ☒ Reimbursement ☐

Approx. reimbursement turn-a-around time 1-2 weeks

Council Approval Needed: Yes ☒ No ☐

(Council approval is needed for grant projects > $25,000, when match amounts equal or exceed $25,000, or when expressly required by the granting authority.)

Which apply?

Match amount ☐

Project shortage ☐

Other grant requirement ☐

Grant/Project Costs

Budget Category	Award Amt	Match Amt	Match Source
Contractual	$64,400.00	$0.00	Not Applicable
Equipment/Supplies	16,362.70	$0.00	Not Applicable
Indirect Cost (ie, vehicle repairs, mileage, IT, telephone)			
Personnel			
Additional Personnel/Overtime (Police Extra Duty)	56,100.00	$0.00	Not Applicable
Travel/Training			
Capital Voicemail System			
Other (ie, informant/buy money)			
Total	$136,862.70	$ 0.00	

GRAND TOTAL $136,862.70 **Award + Match**

Department Grant Application Analysis Form
For Use in Evaluating Grant Opportunities

Other Information

1. Are any of this project's costs included in the City budget?
   Funds for this grant and the associated operating expenses were included in the FY21 budget.

   Grant Fund 209 - $200,000 in revenues and expenses were budgeted. The amount was high because the amount of the grant was unknown during the budget process. $150,000 was budgeted for program expenses and $50,000 for extra duty. A budget amendment will be submitted at a later point to revise the amount for extra duty expenses.

   General Fund 100 - $39,600 was budgeted in contract expenses for camera maintenance costs associated with system components in place longer than three years and no longer covered under warranty.

2. Are there any long-term costs or commitments?
   The city camera maintenance contract will increase after the three year warranty period expires for the city wide camera system expansion/upgrade, depending on the number of cameras that are added to the system and what is done to the system infrastructure. The system includes the cameras, computer server software/hardware and fiber and/or radio equipment to send/receive the digital information to/from the cameras. This year, we would like to make the system more reliable by providing more fiber connectivity in the network to more camera locations (replacing radio connected locations).

   The current maintenance contract covers 68 cameras and associated radio equipment for a total of $39,600 in FY21. There are also 24 additional cameras still under warranty, for a total of 92 cameras in the network that are owned by the city. Maintenance costs are projected to increase by $9,000/year starting in Jul 21 (FY22) and by another $1200/year starting in Oct 22 (FY23) as the three year warranties expire for the 24 cameras under warranty now.

3. How will this program/project be funded after the grant expires?
   Not Applicable.

4. What is the maximum amount of funds available from this funding source?
   The allocation of funds is specified by State legislation and is formula driven and based on police manpower assigned each year as of July 1st

5. If the Department receives only a portion of the amount requested, how will the project be funded?
   The amount allocated is the amount that is requested, so there are no additional funds available.

6. Are there other departments in the City eligible for this funding?
   No.

7. Are other departments in the City willing to collaborate on this project?
   Not Applicable.

8. Will this project duplicate or compete with other services or programs provided by the City or other local agency?
   No.

ACTION FORM

PROCEEDING: Legislative, Finance and Administration Committee
DEPARTMENT OF ORIGIN: City Manager and Human Resources **DATE SUBMITTED**: 10/6/20
PREPARED BY: Matt Harline, Assistant City Manager and Kim Hawkins, Human Resources Director
SUBJECT: Pay for Performance (PFP) evaluation system for non-bargaining employees
REFERENCE:
RELATED PROJECT: Compensation and Benefit Survey conducted by Segal
REVIEWED BY: Donna Mitchell, City Manager
EXHIBITS: Presentation by Segal
EXPENDITURE REQUIRED: **AMOUNT BUDGETED**: **FUNDING SOURCE (Dept./Page in CIP & Budget)**:
TIMETABLE: Pilot period to begin July 1, 2021 – June 30, 2022. Full implementation July 1, 2022.
STAFF RECOMMENDATION: Approval of the implementation of a Pay for Performance Evaluation system for non-bargaining employees. Pilot period to begin July 1, 2021 – June 30, 2022. Full implementation July 1, 2022. First pay for performance increase to be provided July 1, 2023.

BACKGROUND AND ANALYSIS

In late 2019 a Request for Proposal (RPP) was issued to hire a firm to complete a classification, compensation, benefits system and pay for performance evaluation system. After a careful review of the three submitted proposals, staff recommended that City Council approve/award the project to the vendor Segal Waters Consulting which the Council approved at their regular meeting on March 9, 2020.

The Pay for Performance portion of the study has been concluded with recommendations.

In June 2020 Segal conducted virtual meetings with the stakeholders; Department Heads and two (2) members of City Council. During these virtual meetings, attendees were asked questions to learn of their perspective of our current operations as it relates to compensation and performance evaluation. Out of the meetings a Pay for Performance evaluation system was developed and presented to Dover for implementation. The suggestion is being made that the system be piloted for fiscal year 2022 with full implementation in fiscal year 2023. The first pay for performance salary increase would be awarded on July 1, 2023.

In the proposed model, employees meeting expectations would be awarded a pay increase that is in line with the increase provided to represented employees. Employees exceeding expectations, would receive a greater increase. In order to budget for these additional raises, performance evaluations would have to meet the March deadline described below.

For employees who do not meet expectations, a professional improvement plan (PIP) must be developed. Failure to successfully meet the expectations of the PIP, would subject the employee to termination.

With the new pay for performance evaluation system, the evaluation period would be from April through February/March. All evaluations would be completed by March 31 of each year. Regarding City Council appointees, these employees would either be evaluated by a small group of City Council members or one Council member who has direct association with the Council Appointee. Following the evaluation period, the Human Resources Director would provide a summary of all performance scores, excluding Department Head scores, to

the department heads for a quality control process. The review would be looking for such things as does one department head score too easy and one score too hard.

Regarding new hires, an employee must be employed for at least six (6) months before being eligible for a pay increase. Employees with less than six (6) months would be eligible for a pro-rated amount of increase. This practice would apply not only to new hires but also to employees who are promoted into a non-bargaining position.

The implementation of a pay for performance evaluation system will hold employees accountable for accomplishing organizational goals and improved organizational performance. It will also provide a monetary recognition to employees who are performing to obtain the organizational goals.

Segal has also provided the performance evaluation that should be used with the implementation. The competencies being evaluated are as follows: accountability, achievement orientation, communication, customer service, initiative, diversity and inclusion and teamwork and collaboration. Supervisors will be evaluated on three additional competencies; coaching and development, people management and project management. The scoring will change from a five (5) point system to a three (3) point system.

It is recognized that for the system to be fair and equitable, the system will need modifications as it is implemented. It is through implementation that we will learn of these modifications.

Staff requests your support of the Pay for Performance evaluation system.

City of Dover

Performance Management Redesign

Directional Recommendations for Non-Bargaining Unit Employees – For Council Approval

October 13, 2020

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Segal

Introduction

Overview

Background

- The City of Dover ("Dover" or the "City"), located in Delaware, is dedicated to providing residents, businesses and visitors with a great place in which to live, work and visit
- To ensure that the City of Dover is able to attract and retain top talent, as well as serve their community, Dover has engaged Segal to perform a classification, compensation and benefits study, as well as a redesign of performance management, which will affect approximately 80 non-bargaining unit employees across 62 job titles
- Segal conducted 6 interviews with City of Dover's Leadership, Department Heads, and Council members, listed below, in June 2020 to gain insight and context around the current and desired state of performance management
  - Traci McDowell
  - Andy Siegel
  - Patricia Crosby
  - Sharon Duca
  - Councilman Matt Lindell
  - Cheryl Bundek
  - Dave Hugg
  - Mike Hamlett
  - Patricia Marney
  - Robin Eaton
  - Matt Harline
  - Donna Mitchell
  - Tom Johnson
  - Councilman Scott Cole
  - Jason Lyon
  - Kim Hawkins
  - Lori Peddicord

This Report

- This report has reflects the interview findings and views of the 17 interviewees, input and feedback from Department Heads from the City of Dover in the design recommendations for non-bargaining unit employees and next steps

Introduction
Agenda

We are seeking your comments and approval of the new performance management program for non-bargaining employees at the City of Dover

1. **Approval of the plan design for July 1, 2021 to June 30, 2022 for the pilot year**
2. **Approval of the use of merit based increases that will be budgeted for fiscal year 2023**

Role of Performance Management and Development

Performance management and development is a key component of talent management, which consists of the integrated programs and processes used to source, attract, select, train, develop, retain, promote, and engage employees.



Performance Management is a key, foundational component of Talent Management.

Key Trends in Performance Management

	From	To
Mindset	Management Focus on the Past Historic performance	Development Future focus Growth/development
Manager/ Employee Relationship	Top Down Annual Evaluation Feedback on the “negative”	Shared ownership Ongoing feedback Guidance and Coaching
Data/Tools/ Processes	Same program for all Ratings/Rankings Word/PDF form/spreadsheets	Flexible and individualized No Ratings/Rankings Supported by tools and tech

Holistically, this is a transition from performance management to development

Performance Development Strategy and Guiding Principles

Draft for Non-Bargaining Unit Employees

Strategy and Leadership Support
1. Employees drive their own development, with support of their manager, department heads, and HR
2. Increased trust between employees and management
3. More growth-oriented, future-looking approach
4. Culture of accountability and continuous improvement shared by all
Design
5. Increased employee and manager engagement with ongoing dialogue
6. Meaningful and clear development opportunities
7. Transparent, consistent, and fair process for all employees
8. Provisions for multi-source feedback – this may be aspirational, long-term
9. Consistent program design (e.g., performance standards/expectations, meeting frequency)
10. Focus on more qualitative assessment and development with fewer rating designations
Execution
11. Clear and concise purpose with ongoing, meaningful conversations
12. Support from tools and technology
13. Readily available training and resources
14. Reward performance through compensation and other non-cash rewards/recognition
15. Regular evaluation and refinement of program to ensure effectiveness

Directional Performance Management Recommendations for Non-Bargaining Unit Employees

1. **Pilot the new performance management program:** For one year before linking it to compensation and other non-cash rewards/recognition
2. **Increase the frequency of conversations:** At least 4 check-ins per year
3. **Prepare and exchange manager and employee assessments prior to the scheduled check-in:** This encourages the manager to reflect on employee performance throughout the designated time frame and employees to take ownership for their performance and development
4. **Increase the quality of conversations:** Implement the Five Conversations Approach, shown in the following slides. Provide training to both managers and employees
5. **Add job results and goals as performance standards:** Recommended weighting would be 40% job results, 35% competencies and 25% goals[1] and nonexempt positions would have a weighting of 55% job results, 35% competencies and 10% goals
6. **Streamline the competencies:** Key competencies for all employees include Diversity and Inclusion, Communications, Customer Service, Accountability/Results Orientation, Teamwork, and Initiative
   - ***Management Competencies*:** People Management, Coaching/Development, Project Management

[1] In the future, we anticipate that City and individual goals would be weighted higher once the performance development program has been implemented and there is a well-defined process around setting goals

Directional Performance Management Recommendations for Non-Bargaining Unit Employees *continued*

7. **Reduce the number of ratings:** Clearly define 3 levels of performance of Exceeds Expectations, Meets Expectations, Does Not Meet Expectations
8. **Change review cycle to focal review date from employment anniversary date:** Focal reviews, also called common review date or scheduled reviews, are when all employees are evaluated at one set time instead of at varied points of the year based on their employment anniversary date
9. **Implement a consistency review:** This ensures performance standards and ratings are more consistently and fairly applied
10. **Create a more robust, collaborative goal setting process:** Starting with the Council, then cascading to department by department and across departments to an individual level
11. **Seek opportunities to automate the process:** Through current HRIS system and Excel template to start
12. **Reevaluate the process for the Council to conduct performance evaluations:** Either a member of the Council who has direct association with a Council appointee or a small subcommittee of the Council would complete the performance evaluations for the Council appointees.
13. **Develop an appeals process (as suggested by some Department Heads):** For a limited number of days after the results of the evaluation are provided to an employee, an employee may appeal the results to Human Resources and the City Manager

[1] In the future, we anticipate that City and individual goals would be weighted higher once the performance development program has been implemented and there is a well-defined process around setting goals

Proposed Consistency Review Process Steps

- Multiple levels of review are included in the process to ensure performance standards, ratings and merit increases are consistently applied across the City of Dover. The steps of the consistency review process are shown below:



[1] Excludes department head's evaluation. The City Manager and Human Resources will review the final ratings of department heads.

Proposed Performance Development Form
Snapshot

Performance Development Form for Non-Bargaining Staff - Draft

Only items in yellow filled cells can be modified.

Employee Name:	<NAME HERE>
Employee Job Title:	<JOB TITLE HERE>
Employee ID:	<EMPLOYEE ID HERE>
Manager Name:	<NAME HERE>

Date of Self Assessment: <DATE>

Date of Manager Assessment: <DATE>

Job Results

At the beginning of the year, in the space provided, please note the day-to-day core job responsibilities. **At year end**, employees and their supervisor complete the employee assessment of job knowledge, results orientation, and overall employee performance against key job responsibilities and exchange the completed form 24 hours before their scheduled meeting. During the performance development meeting, the employee and the supervisor discuss and finalize the evaluation. **The weighting for this section is set at 40%.**

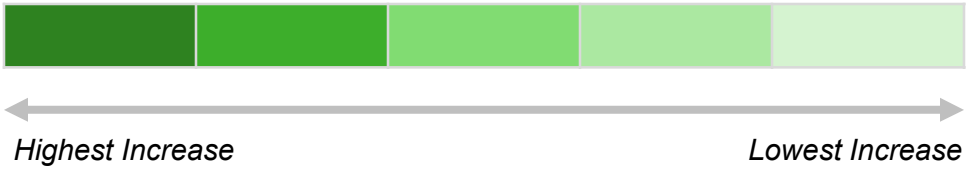
Day-to-Day Core Job Responsibilities	Weighting	Employee Self-Assessment	Manager Assessment	Manager Rating
Job Responsibility 1 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating
Job Responsibility 2 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating
Job Responsibility 3 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating
Job Responsibility 4 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating
Job Responsibility 5 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating

Proposed Pay for Performance Matrix

ILLUSTRATIVE ONLY

- Segal recommends using a matrix, similar to the one shown below, to provide salary increases based on performance ratings. The actual amounts or ranges for the increases are based on the City of Dover's budget availability and financial realities (e.g., 2.5%). Most department heads expressed a desire that the baseline would be equal to the bargaining population.

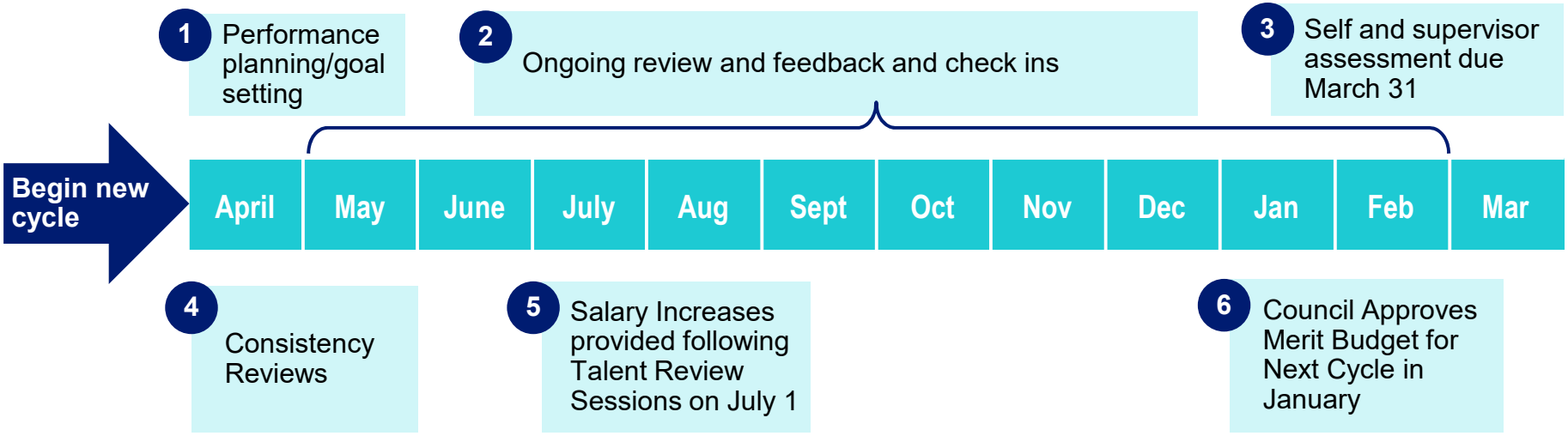
Performance Rating	Illustrative Amounts	Illustrative Range	Targeted Distribution
Exceeds Expectations	4%	3.5 - 4.5%	30%
Meets Expectations	2%	1.5 - 2.5%	60%
Does Not Meet Expectations	0%	0%	10%



Market best practice suggests differentiating between performance ratings by **approximately 2%** to adequately reward high performers

Proposed Performance Development Calendar

- Currently, the City of Dover conducts performance evaluations of employees on their anniversary date. As detailed on **slide 8**, Segal recommends moving all employees to a focal point in order to ease administration of the program and support compensation decision-making. A proposed calendar is presented below:



Draft Policy Statements for Pay for Performance

New Hires

New employees must be employed for at least 6 months to be eligible for a merit based salary increase. The City of Dover prorates salary increases for those employees hired between 6 and 12 months of the focal review date. This practice provides newer employees with a proportionate increase amount compared with other employees. The following are the basic steps in calculating the employees' pay increase appropriate to the period of time they have been employed:

1. Determine newer employees' expected pay increase amounts that they would have otherwise been entitled to if they had worked the full year (based on performance rating).
2. Count the number of months actually worked, and divide it by the number of months under the current increase policy (typically 12 months).
3. Multiply the result by the increase percentage the person would otherwise be entitled to. This is the prorated increase percentage.
4. Employees hired midmonth are rounded up to the nearest full month.

Example calculation:

- An employee worked 6 months of the year. The employee would normally receive a 3 percent pay increase had he or she worked the full year.
- Six months actually worked divided by 12 months in the review period equals 0.5. Three percent multiplied by 0.5 equals 1.5 percent. The employee in this example would receive a 1.5 percent salary increase.

Next Steps

1. Segal incorporates feedback from Council on the performance management strategy, tool and matrix
2. Segal and the City of Dover to virtually train Department Heads and Managers on the new performance management system
3. The City of Dover to implement the approved performance management program

City of Dover

Performance Management Redesign

Appendices – For Council

October 13, 2020

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Appendices

1. Interview Guide for Department Heads
2. Interview Guide for Council
3. Summary of Interview Findings
4. Current and Proposed Rating Definitions
5. Proposed Competency Definitions
6. Additional Performance Management Best Practices
7. Project Approach and Timeline

1. Interview Guide for Department Heads

1. How often do managers provide formal vs. informal (positive or constructive) feedback? How often should they be providing feedback? How skilled are managers at having performance conversations?
2. How effectively is performance being managed and developed in accordance to day to day responsibilities outlined in the job description (1.e., demonstrating the knowledge, skills, abilities to perform the work)?
3. What works and does not work, and why? How can these issues be addressed?
4. What is working well with the current performance evaluation form? What could be improved?
5. What are the critical changes you would like to see in the process and program? What key outcomes would you like to see?
6. Let's step back and consider the results and competencies that should be rewarded/reinforced. What do you think they should be? Some examples might be:
   - Job performance: performance of key job responsibilities
   - Goals and objectives: operational efficiency (e.g., quality, costs, productivity, etc. based on city growth and capacity), customer service
   - Competencies: e.g., accountability, customer service orientation, collaboration/teamwork, diversity/inclusion, results orientation, energy/enthusiasm
     - Management Competencies: e.g., people management, coaching, development, project management
   - Development plans: professional development and continuous improvement



1. Interview Guide for Department Heads
continued

7. How are goals set each year? How effective is the current process and quality of goal setting?
8. What rewards should be linked to the performance management program (e.g., pay increases, promotions, development opportunities, etc.)? How much should performance ratings influence pay raises?
9. What do you think the challenges, if any, would be in implementing a new performance management program?
10. How would you define success for this program?



2. Interview Guide for Council

1. What is motivating the discussion and redesign of performance management? Why now?
2. How effectively is performance being managed and developed?
3. What works and does not work, and why? How can these issues be addressed? What could be improved?
4. What are the critical changes you would like to see in the process and program? What key outcomes would you like to see?
5. Let's step back and consider the results and competencies that should be rewarded/reinforced. What do you think they should be?
   Some examples might be:
   - Job performance: performance of key job responsibilities
   - Goals and objectives: operational efficiency (e.g., quality, costs, productivity, etc. based on city growth and capacity), customer service
   - Competencies: e.g., accountability, customer service orientation, collaboration/teamwork, diversity/inclusion, results orientation, energy/enthusiasm
     - Management Competencies: e.g., people management, coaching, development, project management
   - Development plans: professional development and continuous improvement



2. Interview Guide for Council *continued*

6. How effective is the current process and quality of goal setting?
7. What rewards should be linked to the performance management program (e.g., pay increases, promotions, development opportunities, etc.)? How much should performance ratings influence pay raises?
8. What would make you comfortable approving the new performance management program? How would it need to be different from the last performance management program?
9. What do you think the challenges, if any, would be in implementing a new performance management program?
10. How would you define success for this program?



3. Summary of Interview Findings

Current Performance Evaluation System

- **Feedback Quality and Frequency:** In general, interviewees shared there is a wide spectrum of practices around informal and formal feedback. Some managers are better than others at providing timely, positive and constructive feedback. Several Department Heads expressed an interest in having more frequent performance conversations (e.g., at least on a quarterly basis) with their subordinates to ensure the formal evaluation given at the end of the year is reflective of the full year's performance
- **Current Evaluation Form:** Almost all Department Heads and City Leadership[1] interviewed mentioned the current evaluation form is too time consuming, tedious and not applicable to all positions within their department. Some interviewees also expressed frustration around the scoring mechanism, commenting that there is ambiguity around the scoring matrix and a supervisor has to justify giving out top scores
- **Consistency:** Some interviewees mentioned that the quality and timeliness of performance evaluations vary significantly based on an individual's department and manager. They hypothesize that the lack of a link between performance and rewards contributes to the casual attitude towards the evaluations
- **Goal Setting:** Most interviewees agree that having a standardized process and more flexible and measurable goals would be beneficial; however there are mixed opinions about the effectiveness of the current process. Some interviewees praise the SMART goals, noting that they are typically achievable and short-term. Others believe the process is ineffective due to the fluid nature of the City, work that is deadline-driven and an overall lack of accountability within the City. Generally, interviewees comment that ensuring annual goals are cascaded from the top down and increasing collaboration of goal setting across departments would significantly improve the current process

[1] City Leadership includes both appointed and elected officials (e.g. Council, City Manager)

Notable remarks

"The performance evaluation form is tedious and doesn't function the way it was intended"

"People are not doing evaluations or making tough decisions on ratings"

"Viewed as a dreaded process, like going to the doctor or dentist"

"The focus on creating goals outside of regular job duties makes the process disjointed"

"If you're not a good writer on the review, you can't give high scores to your department"

3. Summary of Interview Findings *continued*

Manager Interactions and Training

- **Manager Interactions:** The general perception is that the quality and frequency of conversations on job performance, goals and development varies across the City. Some managers meet with employees weekly, bi-weekly or monthly to discuss performance, provide guidance and coaching (particularly for more new hires). Some managers are better than others at providing praise. Other managers feel understaffed with multiple priorities that leads to limited interactions with their direct reports

- **Manager Training:** Interviewees mentioned the City recently offered manager raining, which covered how to set SMART goals and deliver effective feedback. While they believe managers tend to have the appropriate skills to effectively evaluate and develop their subordinates, additional training on goal setting and performance discussions would be appreciated to ensure consistency across the City

Career Development

- **Training Opportunities:** Department Heads and City Leadership[1] interviewed appreciate the management training they've received, but would like to see more consistency in opportunities for their subordinates. Some interviewees also expressed that the current onboarding program isn't comprehensive

- **Promotions:** A couple of interviewees mentioned that promotion opportunities within their departments and the City are limited, as individuals need to wait for natural attrition to occur. Due to this phenomena, interviewees suggested that promotion is not considered a reliable reward for top performers at the City

[1] City Leadership includes both appointed and elected officials (e.g. Council, City Manager)

Notable remarks

"Feedback is not usually timely and managers need to be reminded to give praise – people need encouragement"

"Day to day responsibilities are so overwhelming that sometimes I don't see my team every day"

"Advancement opportunities are limited, need ways to keep individuals motivated and rewarded for their contributions"

3. Summary of Interview Findings *continued*

Considerations for the New Performance Management Program

- **Employee Buy-In:** Interviewees emphasized the importance of gaining employee buy-in for the new program, especially considering the challenges with previous performance management program and Department Head's desire for an employee-driven process. Department Heads and City Leadership[1] understand that introducing a new program will be a radical change for the City
- **Setting Goals:** Creating a process to set individualized goals that are flexible, easily measurable and reflective of overall City and departmental goals is of key interest to interviewees
- **Competencies:** Interviewees highlighted diversity and inclusion, cross-departmental communication, customer service, accountability/results orientation, teamwork, energy/enthusiasm. For managers, people management, coaching/development, project management were competencies considered important to move the City forward. For some positions, safety should also be considered
- **Rewards:** Department Heads and City Leadership[1] hypothesize that employees are primarily motivated by pay; however, offering professional development opportunities, additional vacation days and verbal recognition to top performers are also beneficial
- **Involvement of Council:** Currently, the Council is involved in a handful of performance evaluations for Department Heads. In the new program, Council interviewees would prefer that those involved in the day to day performance of these individuals, for example the City Manager, conduct the evaluation. Council will continue to support the performance evaluation system
- **Definition of Success:** According to the Department Heads and City Leadership[1] interviewed, for the new performance management program to be successful, it needs to be perceived as fair and clear, accepted City-wide, based on performance throughout the entire year and funded by the City Council. Most importantly, interviewees would like to see an increase in employee morale and a decrease in turnover

[1] City Leadership includes both appointed and elected officials (e.g. Council, City Manager)

Notable remarks

"Goals are developed in each department, but not integrated between departments"

"The new process needs to be perceived as fair and adding value"

"Feedback needs to be more frequent with regular check-in's to get everyone on the same page and keep activities aligned"

"Without any link to pay, it just doesn't have any teeth"

"The City, especially Council, needs to believe in the program and identify the value to make sure it keeps going"

4. Current Rating Definitions

Performance Rating Definitions		
5	**Distinguished Contributor**	Effects measurable and lasting improvements in organizational performance.
4	**Performance Improver**	Contributes more than effective performance of essential functions and enhances the performance of self and others.
3	**Valued Contributor**	Performs all essential functions of the job effectively.
2	**Improving Contributor**	Learning the essential functions of the job, or improving toward effective performance of all essential functions.
1	**Non-Contributor**	Not able or willing to perform the essential functions of the job & unacceptable.

4. Proposed Rating Definitions for Non-Bargaining Employees

- Below, Segal proposes three ratings for the City of Dover's new performance management system. The City's current performance ratings can be found in ***Appendix III***

Performance Rating Definitions		
3	**Exceeds Expectations**	Performance is above the expected level or requirement. Exceeds expectations in many core functions or has demonstrated aptitude outside of these core functions. Consistently generates results above those expected of the position. Contributes in a superior manner to the department and the City.
2	**Meets Expectations**	Performance is consistently acceptable and meets expectations of the position. Good performance allows for core position requirements and competencies to be successfully fulfilled.
1	**Does Not Meet Expectations**	Performance is below expectations and work requires supervision, correction, direction and monitoring. Needs improvement to allow for core position requirements to be successfully fulfilled consistently. These individuals will develop a performance improvement plan with their supervisor to improve job performance

5. Proposed Competency Definitions

For All Non-Bargaining Employees

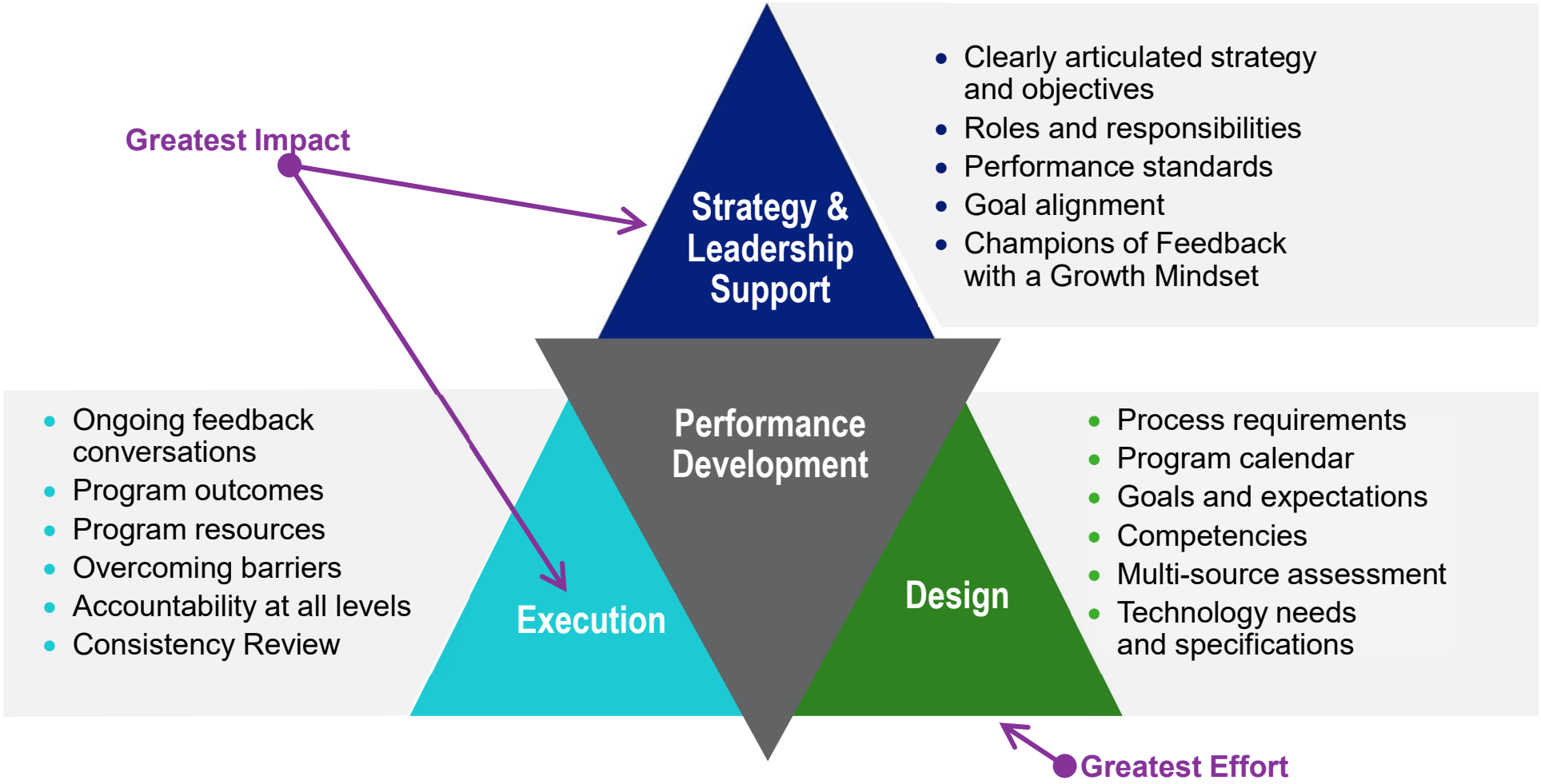
Competency Definitions	
Accountability	Takes personal responsibility for meeting commitments. Ensures that expectations are clear and results are achieved. Encourages others to be accountable.
Achievement Orientation *(Job Performance)*	Continually improves performance (e.g., accomplishes results faster, more simply, at lower cost, with fewer problems). Sets and strives to meet challenging objectives/standards.
Communications	Shares, disseminates, and delivers clear and accurate messages in a manner that is appropriate for the individual or audience in both written and oral communication. Listens openly, attentively and seeks appropriate clarification.
Customer Service	Keeps in close touch with the needs of internal/external customers, takes actions and works to achieve resolutions that recognizes the needs of all parties and the City. Gives high priority to customer satisfaction and service for both internal and external customers.
Diversity & Inclusion	Demonstrates mutual respect and empathy towards others and actively supports the City's commitment to diversity, equity and inclusion in the workplace. Pursues deliberate efforts to ensure that differences are welcome, different perspectives are respectfully heard, and where individuals feel a sense of belonging and inclusion. Proactively seeks opportunities for learning and personal development related to diversity, equity and inclusion and demonstrates a commitment to learning to build and develop intercultural competency and capacity.
Initiative	Is a self-starter and seeks opportunities to contribute to the City. Proactively evaluates, selects, and acts on information, various methods, and strategies to identify and address problems and/or opportunities before being asked or required to do so. Promotes and encourages initiative in others.
Teamwork & Collaboration	Effectively shares information, helps others, and works collaboratively and cooperatively with others within and across departments. Actively listens for multiple perspectives to achieve a common goal or to complete a task in the most effective and efficient way.

5. Proposed Competency Definitions

For All Non-Bargaining Managers

Competency Definitions	
Coaching/Development	Works with others to identify their strengths and development needs. Provides others with developmental work assignments, timely feedback, and helpful coaching and advice. Effectively uses the performance management system to develop and monitor subordinates
People Management	Manages people effectively. Encourages, recognizes, and supports employees as essential elements for success. Provides current, direct, complete, and actionable positive and corrective feedback to others. Motivates direct reports and teams or project members.
Project Management	Understands the principles and concepts of project management. Manages the planning, organization, and execution of a project to achieve objectives. Leads efforts to plan, schedule, and determine the goals and requirements for specific projects.

6. Additional Performance Management Best Practices
Segal's Performance Development Success Triangle



- Clearly articulated strategy and objectives
- Roles and responsibilities
- Performance standards
- Goal alignment
- Champions of Feedback with a Growth Mindset

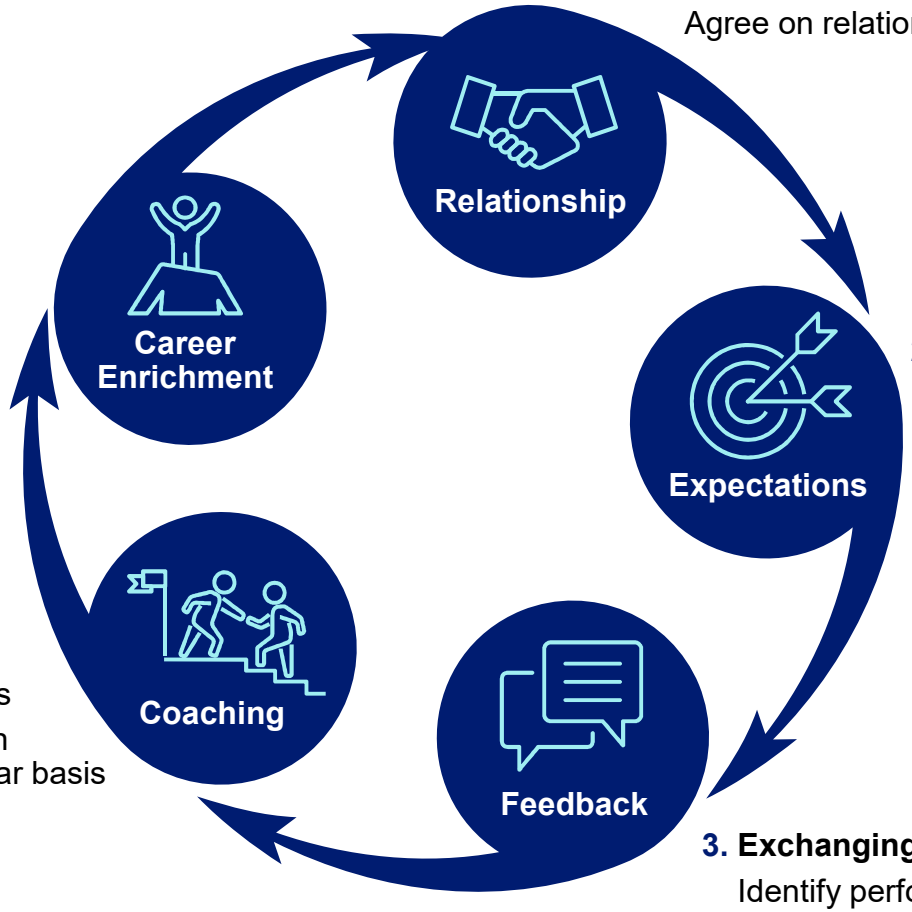
- Ongoing feedback conversations
- Program outcomes
- Program resources
- Overcoming barriers
- Accountability at all levels
- Consistency Review

- Process requirements
- Program calendar
- Goals and expectations
- Competencies
- Multi-source assessment
- Technology needs and specifications

Effective Performance Development is achieved through a balanced focus on leadership support, design, and execution.

6. Additional Performance Management Best Practices
Segal's Five Conversations for Manager-Employee Interactions

1. Establishing the Relationship
Discuss and set priorities, goals, styles
Agree on relationship norms and roles



2. Setting Expectations[1]
Exchange performance information
Agree on potential actions

3. Exchanging Feedback[1]
Identify performance challenges
Plan for success

4. Coaching[1]
Identify opportunities
Actively in engage in coaching on a regular basis

5. Planning for Development[1]
Understand organizational and unit goals/objectives
Translate to actionable expectations
Discuss respective manager/employee roles

[1] These conversations take place at least quarterly

6. Additional Performance Management Best Practices
Focal Reviews vs. Anniversary Date Reviews

Focal reviews, also called common review date or scheduled reviews are when all employees are evaluated at one set time; the process usually takes 1-2 months to complete depending on the number of employees and the complexity of the process.

The benefits of this approach are numerous:

1. They require less administration time from HR, because the process typically runs over a few months rather than an entire year
2. City wide goals can be established before you begin your process, so everyone can align their goals to these
3. Managers can also assess employee performance in light of City wide results, further linking individual and City wide goals
4. Everyone's performance is being evaluated at the same time, so managers can easily compare employees' performance and provide ratings and feedback that are fair and consistent
5. Any changes to evaluation criteria, forms or workflow can be rolled out to everyone at the same time
6. On-time completion rates are typically higher than for anniversary processes, because the entire organization is focused on completing appraisals at the same time
7. It's easier to arrange and offer training on tools and process, as well as on the management skills needed to conduct effective employee performance appraisals, since training is conducted with at once, and employees will be applying the learning immediately
8. If compensation adjustments are being made at the same time, it's easier to keep them fair and consistent. Focal reviews also make the whole compensation budgeting process simpler and easier

6. Additional Performance Management Best Practices
Benefits of Consistency Reviews

The Role of Leadership

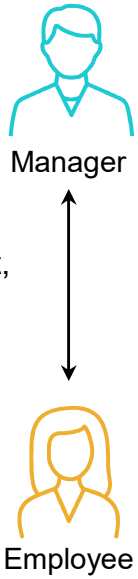
- Insist that the talent pool be constantly developed
- Set a “high bar” for talent assessment (e.g., performance and competencies standard)
- Create a “straight talk” environment
- Insist that real tangible actions be decided in the meeting
- Insist that actions send a strong clear message
- Treat talent as an organization-wide resource

Better Consistency Drives the Following Benefits

- Improves the quality of assessments
- Increases the likelihood that assessments are completed
- Increases the likelihood that performance messages are delivered
- Increases employee confidence in the “fairness” of HR processes
- Increases the performance culture by driving higher standards of performance and potential
- Helps new managers learn from seasoned managers
- Reduces favoritism and reluctance to share talent
- Allows individuals to move into other departments of the City

6. Additional Performance Management Best Practices
Consistency Reviews Increase Consistency and Fairness

Low Visibility



Old Assumption

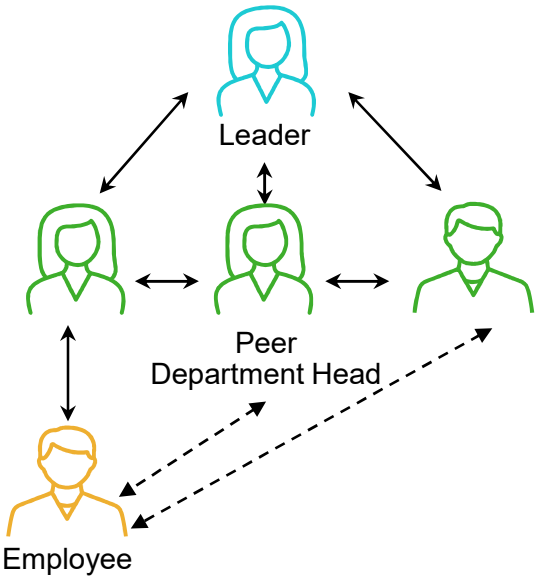
Performance Management, Talent Management and Pay is between Manager and Employee

- Without consistency review, supervisors set goals, ratings, and rewards in silos
- Supervisors tend to rate most employees either high or in the middle
- As a result, there is little ability to ensure consistency in ratings. Perceptions of inequity are created between groups

High Visibility

New Assumption

These decisions are too important to be made individually without visibility

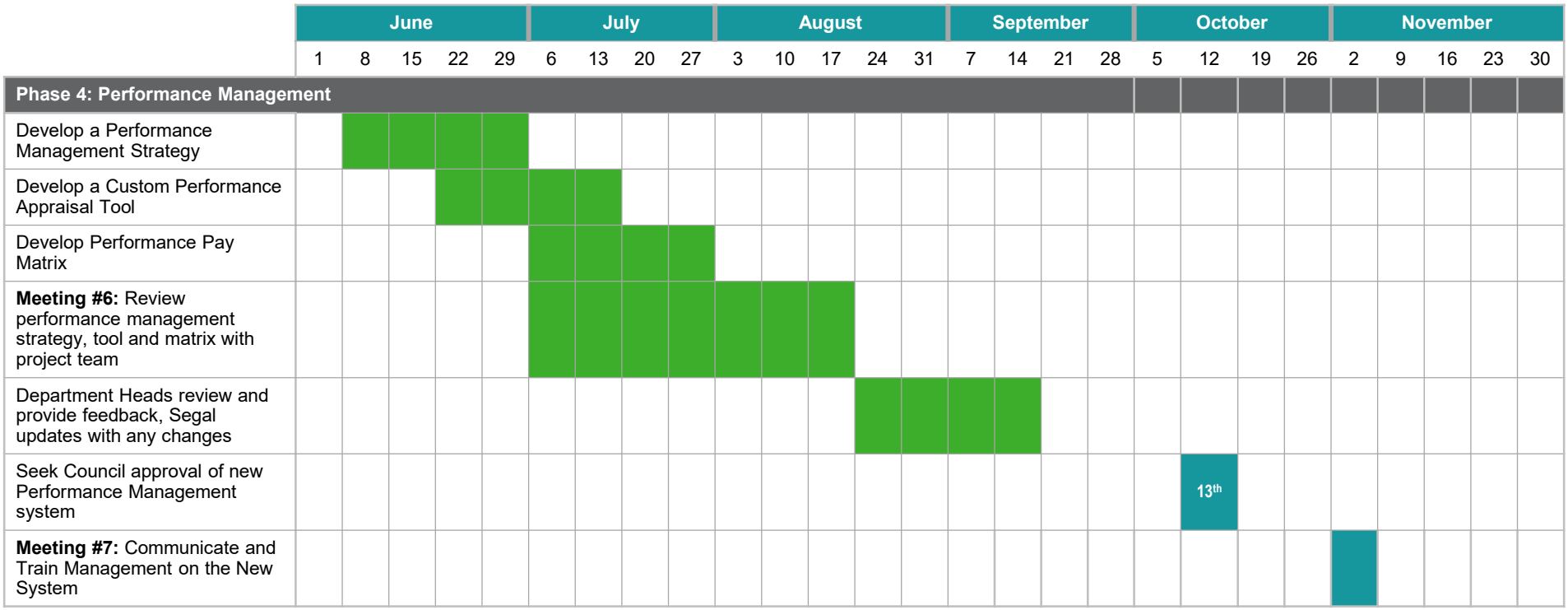


- With consistency review, peer department heads and leaders review and refine proposed goals, ratings and rewards before finalizing
- Norms of difficulty and differentiation are developed[1]
- Consistency of differentiation allows greater rewards for the highest performers, and perceptions of equity between groups

Consistency reviews that make the proposed messages and actions visible among peer department heads to ensure consistency of standards and delivery of messages and actions.

[1] The norms of difficulty and differentiation refer to the key differences and standardization between does not meet, meets and exceeds expectations ratings

7. Project Approach and Timeline



Segal will provide training to management in late October/early November.

Complete Next Step Key Meeting



Performance Development Form for Non-Bargaining Staff - Instructions

1. The employee and the supervisor complete drafts of the forms independently and exchange them at least 24 hours before their scheduled meeting to discuss the employee's performance.

2. The employee and supervisor meet to review and compare their respective versions including the employee's strengths, accomplishments, growth opportunities, ways to be more effective.

3. A final version of the form is completed by the supervisor including an assignment of the ratings for job results, competencies and goals. Any changes made to the document should be discussed during the performance discussion meeting.

4. The employee and supervisor both sign the final version of the form. The employee's signature does not imply agreement with the appraisal; the signature indicates that the employee has received and reviewed the evaluation.

5. Job results, competencies and goals are discussed at the beginning of the performance cycle. Quarterly reviews are conducted to discuss progress. A final assessment is conducted at the end of the performance cycle.

Performance Development Form for Non-Bargaining Staff - Draft

Only items in yellow filled cells can be modified.

Employee Name:	<NAME HERE>
Employee Job Title:	<JOB TITLE HERE>
Employee ID:	<EMPLOYEE ID HERE>
Manager Name:	<NAME HERE>

Date of Self Assessment: <DATE>

Date of Manager Assessment: <DATE>

Job Results

At the beginning of the year, in the space provided, please note the day-to-day core job responsibilities. **At year end**, employees and their supervisor complete the employee assessment of job knowledge, results orientation, and overall employee performance against key job responsibilities and exchange the completed form 24 hours before their scheduled meeting. During the performance development meeting, the employee and the supervisor discuss and finalize the evaluation. **The weighting for this section is set at 40%.**

Day-to-Day Core Job Responsibilities	Weighting	Employee Self-Assessment	Manager Assessment	Manager Rating
Job Responsibility 1 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating
Job Responsibility 2 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating
Job Responsibility 3 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating
Job Responsibility 4 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating
Job Responsibility 5 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating

Performance Development Form for Non-Bargaining Staff - Draft

Only items in yellow filled cells can be modified.

Competencies				
The following 7 competencies apply to all employees and the 3 additional for positions with supervisory responsibility. The weight for each of the 7 competencies is 5% for those with no supervisory responsibility. The weight for each of the 10 competencies is 3.5% for employees with supervisory responsibility. **At year end,** the employee should complete a self-assessment of performance against these goals. The manager should provide commentary on the employee's self-assessment as well as their own assessment of the employee's performance against these competencies. In the rating column, the manager should indicate the extent to which these competencies were achieved by selecting a rating from the drop-down. **The total weighting for all competencies is 35%.**				
Competency	**Weighting**	**Employee Self-Assessment**	**Manager Assessment**	**Manager Rating**
Accountability Takes personal responsibility for meeting commitments. Ensures that expectations are clear and results are achieved. Encourages others to be accountable.	Select Weighting	Enter text here	Enter text here	Select Rating
Achievement Orientation (Job Performance) Continually improves performance (e.g., accomplishes results faster, more simply, at lower cost, with fewer problems). Sets and strives to meet challenging objectives/standards.	Select Weighting	Enter text here	Enter text here	Select Rating
Communication Shares, disseminates, and delivers clear and accurate messages in a manner that is appropriate for the individual or audience in both written and oral communication. Listens openly, attentively and seeks appropriate clarification.	Select Weighting	Enter text here	Enter text here	Select Rating
Customer Service Keeps in close touch with the needs and perspective of customers/markets and takes actions that benefit them and the City. Gives high priority to customer satisfaction, including internal and external customers.	Select Weighting	Enter text here	Enter text here	Select Rating
Initiative Is a self-starter and seeks opportunities to contribute to the City. Proactively evaluates, selects, and acts on information, various methods, and strategies to identify and address problems and/or opportunities before being asked or required to do so. Promotes and encourages initiative in others.	Select Weighting	Enter text here	Enter text here	Select Rating

Performance Development Form for Non-Bargaining Staff - Draft

Only items in yellow filled cells can be modified.

Diversity & Inclusion Demonstrates mutual respect and empathy towards others and actively supports the City's commitment to diversity, equity and inclusion in the workplace. Pursues deliberate efforts to ensure that differences are welcome, different perspectives are respectfully heard, and where individuals feel a sense of belonging and inclusion. Proactively seeks opportunities for learning and personal development related to diversity, equity and inclusion and demonstrates a commitment to learning to build and develop intercultural competency and capacity.	Select Weighting	Enter text here	Enter text here	Select Rating
Teamwork & Collaboration Works effectively with others to achieve business goals and objectives. Takes steps to promote cohesiveness, collaboration, and synergy with colleagues throughout the City. Bridges personal, business, and cultural differences to work effectively in team settings.	Select Weighting	Enter text here	Enter text here	Select Rating
Coaching/Development (for supervisors only) Works with others to identify their strengths and development needs. Provides others with developmental work assignments, timely feedback, and helpful coaching and advice. Effectively uses the performance management system to develop and monitor subordinates	Select Weighting	Enter text here	Enter text here	Select Rating
People Management (for supervisors only) Manages people effectively. Encourages, recognizes, and supports employees as essential elements for success. Provides current, direct, complete, and actionable positive and corrective feedback to others. Motivates many kinds of direct reports and team or project members.	Select Weighting	Enter text here	Enter text here	Select Rating
Project Management (for supervisors only) Understands the principles and concepts of project management. Manages the planning, organization, and execution of a project to achieve objectives. Leads efforts to plan, schedule, and determine the goals and requirements for specific projects.	Select Weighting	Enter text here	Enter text here	Select Rating

Performance Development Form for Non-Bargaining Staff - Draft

Only items in yellow filled cells can be modified.

Goals

At the beginning of the year, please provide a summary of the 2 goals for this year. Please also select a weighting for each goal. **At year end**, the employee should complete a self-assessment of performance against these goals. The manager should provide commentary on the employee's self-assessment as well as their own assessment of the employee's performance against these goals. In the rating column, the manager should indicate the extent to which these goals were achieved by selecting a rating from the drop-down. **The total weighting for all goals must sum to 25%.**

Goal	Weighting	Employee Self-Assessment	Manager Assessment	Manager Rating
Operational Goal 1 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating
Operational Goal 2 Enter text here	Select Weighting	Enter text here	Enter text here	Select Rating

Performance Development Form for Non-Bargaining Staff - Draft

Only items in yellow filled cells can be modified.

Employee Development Plans (Future Enhancement)
In the space below, please include a brief description of development plans to help employee enhance his or her performance in the coming year.
Development Plan 1:
Development Plan 2:

Additional Comments from Employee
Please use this space to provide any additional performance management-related comments.

Additional Comments from Manager
Please use this space to provide any additional performance management-related comments.

Quarterly Discussions	
Discussion	**Date Completed**
Quarter 1 Check In	Enter text here
Quarter 2 Check In	Enter text here
Quarter 3 Check In	Enter text here

Year End Performance Summary		
Job Results	Weighting	Rating
Job Responsibility 1	Weightings<>40%	**Select Rating**
Job Responsibility 2	Weightings<>40%	**Select Rating**
Job Responsibility 3	Weightings<>40%	**Select Rating**
Job Responsibility 4	Weightings<>40%	**Select Rating**
Job Responsibility 5	Weightings<>40%	**Select Rating**
SECTION:	**40%**	**Missing Rating(s)**
Competencies	Weighting	Rating
Accountability	Weightings<>35%	**Select Rating**
Achievement Orientation (Job Performance)	Weightings<>35%	**Select Rating**
Customer Service	Weightings<>35%	**Select Rating**
Initiative	Weightings<>35%	**Select Rating**
Diversity & Inclusion	Weightings<>35%	**Select Rating**
Teamwork & Collaboration	Weightings<>35%	**Select Rating**
Coaching/Development (for supervisors only)	Weightings<>35%	**Select Rating**
People Management (for supervisors only)	Weightings<>35%	**Select Rating**
Project Management (for supervisors only)	Weightings<>35%	**Select Rating**
SECTION:	**35%**	**Missing Rating(s)**
Goals	Weighting	Rating
Operational Goal 1	Weightings<>25%	**Select Rating**
Operational Goal 2	Weightings<>25%	**Select Rating**
SECTION:	**25%**	**Missing Rating(s)**
TOTAL:	**100%**	**Missing Rating(s)**

Year End Signatures

Performance Development Form for Non-Bargaining Staff - Draft

Only items in yellow filled cells can be modified.

Supervisor Signature:	_____	**<DATE>**
Next-Level Supervisor Signature:	_____	**<DATE>**
Employee Signature:	_____	**<DATE>**

ACTION FORM

PROCEEDING: Council Committee of the Whole - Legislative, Finance & Administration
DEPARTMENT OF ORIGIN: City Manager **DATE SUBMITTED: 10/7/20**
PREPARED BY: Matthew Harline, Assistant City Manager
SUBJECT: Project Carry-Forward Budget Balances
REVIEWED BY: City Manager & Controller/Treasurer
APPROVALS: Council Committee of the Whole
EXHIBITS: Exhibits – 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 $8,420,300 for Fiscal Year 2021.

The proposed budget amendment includes adjustments to carry forward project balances for ongoing projects. 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. These include capital asset reserves, impact fee reserves, HVAC project loans, and State Revolving Fund Loans.

The items above along with the Capital Project carry forward balances total $8,420,300 as follows:

Fund	Budget Balance Adjustment
Governmental – Capital Projects Fund	$3,513,500
Water – Capital Projects Fund	854,900
Wastewater – Capital Projects Fund	1,580,200
Electric – Capital Projects Fund	2,388,300
Community Transportation	83,400
Total	$8,420,300

Exhibit

City of Dover
Fiscal Year 2020/2021 Budget
First Amendment
Capital Investment Plan Amendments

Project #	Title	FY 2020 Revised CIP Budget	FY 2020 Prior Fiscal Year Expenses	FY 2020 Carry Forward Balance	FY 2021 Year Budget	Revised FY 21 CIP Budget
LB2006	Library Surveillance Expansion	$ 18,600	$ 17,210	$ 1,300	$ -	$ 1,300
LB2003	Library Audio/Visual Upgrade	29,800	15,167	14,700	-	14,700
LB2002	Library Access Panels	39,200	35,276	3,900	-	3,900
PR1900	Park Maintenance Facility	298,000	223,012	74,900	-	74,900
PR1701	Dover Park - Cameras & Parking Lot	253,800	75,005	178,700	(133,700)	45,000
PR2004	Schutte Park Land Improvement - Engineering	145,000	84,542	60,400	133,700	194,100
PR2002	Dover Park - Can-Do Playground - Grant Receipt	195,000	-	195,000	-	195,000
---	Replacing 2012 Dodge Durango (Life Safety)	43,400	-	43,400	-	43,400
---	Replacing 2002 Dodge 1500 Pick Up (Code Enforcement)	18,900	-	18,900	-	18,900
---	2020 Strategic Automobile (Code Enforcement)	18,900	-	18,900	-	18,900
---	2021 Strategic Automobile (Inspections)	24,100	-	24,100	-	24,100
PD2005	PD Communications Center Alarm	136,700	62,326	74,400	-	74,400
ST2001	Street, Concrete and Alley Pro	1,063,900	238,555	825,300	936,000	1,761,300
ST2007	Operations Yard Relocation Imp	445,000	103,294	341,700	-	341,700
ST2003	Meeting House Branch Improvement	1,050,000	73,512	976,400	-	976,400
---	Replacing 1992 International Dump Truck	144,700	-	144,700	-	144,700
ST2009	Persimmon Park Place Drainage	63,000	15,128	47,800	-	47,800
ST2006	West Street Flooding Improve	14,000	-	14,000	-	14,000
ST2004	East Lake Garden Drainage Basin	80,000	-	80,000	-	80,000
ST2002	Mirror Lake Drainage Basin Improvement	75,000	-	75,000	-	75,000
CS2001	2020 Warehouse Improvements - HVAC - Loan	390,000	50,000	300,000	25,000	325,000
	Total General Capital Project Fund	**$ 4,547,000**	**$ 993,025**	**$ 3,513,500**	**$ 961,000**	**$ 4,474,500**
	Total Increase in General Cap Proj Fund			**$ 3,513,500**		
CT1918	Signs Project - Towne Point/Hamlet/Persimmon Cir	$ 8,430	$ 4,215	$ 4,300	$ -	$ 4,300
TE0601	TCSP Lincoln Park	79,100	-	79,100	-	79,100
	Total Community Transportation Fund	**$ 87,530**	**$ 4,215**	**$ 83,400**	**$ -**	**$ 83,400**
	Total Increase in Comm Transportation Fund			**$ 83,400**		
WQ2001	Water Quality Improvements - Impact Fees $30,900	$ 773,000	$ 503,623	$ 269,400	$ -	$ 269,400
WD1900	Meter Purchase	17,200	244	17,000	-	17,000
	Water Division	$ 790,200	$ 503,868	$ 286,400	$ -	$ 286,400
	Total Increase in Water Division			$ 286,400		
WW2004	US 13 East Pump Station #7 Rep	$ 280,400	$ -	$ 280,400	$ -	$ 280,400
WW2003	Puncheon Run Pump Station Impr - Loan	638,500	59,898	578,600	-	578,600
WW2001	Infow/Infiltration Removal	718,000	582,583	135,400	-	135,400
WW1906	Meeting House Branch Sewer Repair	246,100	32,941	213,100	-	213,100
WW2006	SCADA Equipment Technology Upg	308,000	-	308,000	-	308,000
WW1900	Meter Purchase	17,200	244	17,000	-	17,000
---	Replacing 2008 1-Ton Ford Pick Up w/Crane	47,700	-	47,700	-	47,700
	Wastewater Division	$ 2,255,900	$ 675,666	$ 1,580,200	$ -	$ 1,580,200
	Total Increase in Wastewater Division			$ 1,580,200		
WD1609	WTP Process Improvements	$ 3,311,200	$ 2,742,687	$ 568,500	$ -	$ 568,500
	Water Treatment Plant Division	$ 3,311,200	$ 2,742,687	$ 568,500	$ -	$ 568,500
	Total Increase in Water Treatment Plant Division			$ 568,500		
	Total Water/Wastewater I & E Fund	**$ 6,357,300**	**$ 3,922,221**	**$ 2,435,100**	**$ -**	**$ 2,435,100**
	Total Increase in Water/Wastewater I & E Fund			**$ 2,435,100**		

Exhibit

City of Dover
Fiscal Year 2020/2021 Budget
First Amendment
Capital Investment Plan Amendments

Project #	Title	FY 2020 Revised CIP Budget	FY 2020 Prior Fiscal Year Expenses	FY 2020 Carry Forward Balance	FY 2021 Year Budget	Revised FY 21 CIP Budget
EE2009	2020 Electric Utility Admin Facility Improvements	$ 318,000	$ -	$ 318,000	$ -	$ 318,000
EE2007	2020 Weyandt Hall Improvements	150,000	72,140	72,200	-	72,200
EE1819	Reed Street HVAC Major Overhaul	1,175,200	-	1,175,200	-	1,175,200
	Electric Admin	$ 1,643,200	$ 72,140	$ 1,565,400	$ -	$ 1,565,400
	Total Increase in Electric Admin			$ 1,565,400		
EG2002	McKee Run Unit 3 Aux Sys Comp	$ 60,000	$ 47,669	$ 12,300	$ -	$ 12,300
EG2001	VanSant Unit 11 Comp Replcmnts	55,000	31,600	23,400	-	$ 23,400
	Electric Generation	$ 115,000	$ 79,269	$ 35,700	$ -	$ 35,700
	Total Increase in Electric Generation			$ 35,700		
FIN	Purchase of ERP System	$ 842,800	$ 98,016	$ 744,800	$ 500,000	$ 1,244,800
		$ 842,800	$ 98,016	$ 744,800	$ 500,000	$ 1,244,800
EE2021	Rt 8 & 15 Pole Design	$ 49,500	$ 7,098	$ 42,400	$ -	$ 42,400
	Engineering Division	$ 49,500	$ 7,098	$ 42,400	$ -	$ 42,400
	Total Increase in Engineering			$ 42,400		
	Total Electric I & E Fund	**$ 2,650,500**	**$ 256,523**	**$ 2,388,300**	**$ 500,000**	**$ 2,888,300**
	Total Increase in Electric I & E Fund			**$ 2,388,300**		
	Total Carryforward balances from FY 2021			**$ 8,420,300**		

CITY OF DOVER ORDINANCE # 2020-14

GOVERNMENTAL CAPITAL PROJECTS FUND
REVENUES AND BUDGET FOR 2020-2021

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 Fifty Thousand Four Hundred dollars ($8,750,400) 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, 2020 and ending June 30, 2021:

REVENUES

	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
BEGINNING BALANCE - PROJECTS	**$ 2,841,100**	**$ 369,100**	**$ 3,387,600**
REVENUES			
STATE GRANTS - Other	241,800	1,245,000	1,440,000
LIBRARY COUNTY GRANT	125,000	-	-
BUDGET BOND/BANK PROCEEDS	528,600	1,198,300	1,498,300
TRANSFER FROM GENERAL FUND	3,261,600	2,078,100	2,078,100
TRANSFER FROM PARKLAND RESERVE	191,800	-	-
TRANSFER FROM CAPITAL ASSET RESERVE	445,300	346,400	346,400
TRANSFER FROM LODGING TAX	-	110,000	-
SUBTOTAL PROJECT RECEIPTS	**4,794,100**	**4,977,800**	**5,362,800**
TOTAL FUNDING SOURCES	**4,794,100**	**4,977,800**	**5,362,800**
TOTAL BEGINNING BALANCE AND REVENUES	**$ 7,635,200**	**$ 5,346,900**	**$ 8,750,400**

EXPENSE SUMMARY

EXPENDITURES	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
FIRE	$ 281,100	$ 173,300	$ 173,300
GROUNDS	153,400	-	-
LIBRARY	125,000	-	19,900
RECREATION	1,073,600	395,000	904,000
LIFE SAFETY	48,900	-	43,400
CODE ENFORCEMENT	37,200	-	37,800
PLANNING	-	20,400	20,400
INSPECTIONS	18,600	18,600	42,700
POLICE	954,700	912,400	986,800
STREETS	3,289,400	936,000	3,224,100
STORMWATER	365,000	1,110,700	1,327,500
SANITATION	287,200	475,200	475,200
INFORMATION TECHNOLOGY	45,600	61,600	61,600
FACILITIES MANAGEMENT	174,800	700,000	700,000
PUBLIC WORKS - ENGINEERING	-	39,600	39,600
PROCUREMENT & INVENTORY	390,000	25,000	325,000
FLEET MAINTENANCE	21,600	-	-
DEPARTMENT SUBTOTAL	**7,266,100**	**4,867,800**	**8,381,300**
TOTAL EXPENDITURES	**7,266,100**	**4,867,800**	**8,381,300**
BUDGET BALANCE	369,100	479,100	369,100
TOTAL BUDGET BALANCE & EXPENDITURES	**$ 7,635,200**	**$ 5,346,900**	**$ 8,750,400**

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.

ADOPTED:

CITY OF DOVER ORDINANCE # 2020-14

WATER IMPROVEMENT & EXTENSION FUND
REVENUES AND BUDGET FOR 2020-2021

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

The amount hereinafter named aggregating Six Million Thirty Eight Thousand Three Hundred dollars ($6, 038,300) 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, 2020 and ending June 30, 2021:

CASH RECEIPTS

	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
BEGINNING BALANCE - WATER	$ 5,349,000	$ 3,794,200	$ 4,618,200
TOTAL BEGINNING BALANCES	**5,349,000**	**3,794,200**	**4,618,200**
REVENUES			
STATE LOAN FUND - WATER	1,401,900	-	-
TRANS FR OPERATING FUND - WATER	1,500,000	1,300,000	1,300,000
TRANSFER FR WATER IMPACT FEE	30,900	39,200	70,100
INTEREST INCOME	10,000	50,000	50,000
TOTAL REVENUES	**2,942,800**	**1,389,200**	**1,420,100**
TOTAL BEGINNING BALANCES & REVENUES	**$ 8,291,800**	**$ 5,183,400**	**$ 6,038,300**

EXPENSE SUMMARY

EXPENSES	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
ENGINEERING	$ -	$ 20,400	$ 20,400
WATER	1,143,500	1,205,500	1,491,900
WATER TREATMENT PLANT	3,354,100	-	568,500
TOTAL EXPENSES	**4,497,600**	**1,225,900**	**2,080,800**
BUDGET BALANCE - WATER	3,794,200	3,957,500	3,957,500
CURRENT YEAR BALANCE SUBTOTALS	**3,794,200**	**3,957,500**	**3,957,500**
TOTAL BUDGET BALANCES & EXPENSES	**$ 8,291,800**	**$ 5,183,400**	**$ 6,038,300**

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.

ADOPTED:

CITY OF DOVER ORDINANCE # 2020-14

WASTEWATER IMPROVEMENT & EXTENSION FUND
REVENUES AND BUDGET FOR 2020-2021

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

The amount hereinafter named aggregating Three Million Sixty-three Thousand Nine Hundred dollars ($3,063,900) or so much thereof as may be necessary are hereby appropriated current revenues and other funds for the use by several departments of the Municipal Government for from the fiscal year begining July 1, 2020 and ending June 30, 2021:

CASH RECEIPTS

	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
BEGINNING BALANCE - WASTEWATER	**$ 906,600**	**$ 242,100**	**$ 1,243,700**
REVENUES			
STATE LOAN FUND - WASTEWATER	1,564,700	-	578,600
TRANS FR OPERATING FUND - WW	900,000	1,200,000	1,200,000
TRANSFER FR WASTEWATER IMPACT FEE	404,900	31,600	31,600
INTEREST INCOME	10,000	10,000	10,000
TOTAL REVENUES	**2,879,600**	**1,241,600**	**1,820,200**
TOTAL BEGINNING BALANCES & REVENUES	**$ 3,786,200**	**$ 1,483,700**	**$ 3,063,900**

EXPENSE SUMMARY

EXPENSES	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
ENGINEERING	$ -	$ 14,000	$ 14,000
WASTEWATER	3,544,100	1,085,000	2,665,200
TOTAL EXPENSES	**3,544,100**	**1,099,000**	**2,679,200**
BUDGET BALANCE - WASTEWATER	242,100	384,700	384,700
CURRENT YEAR BALANCE SUBTOTALS	**242,100**	**384,700**	**384,700**
TOTAL BUDGET BALANCES & EXPENSES	**$ 3,786,200**	**$ 1,483,700**	**$ 3,063,900**

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

ADOPTED:

CITY OF DOVER ORDINANCE # 2020-14

WATER IMPACT FEE RESERVE
REVENUES AND BUDGET FOR 2020-2021

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

The amount hereinafter named aggregating One Million Seven Hundred Seventy-eight Thousand dollars ($1,778,000) 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, 2020 and ending June 30, 2021:

CASH RECEIPTS

	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
BEGINNING BALANCE - WATER	$ 1,751,500	$ 1,733,900	$ 1,764,800
TOTAL BEGINNING BALANCES	**1,751,500**	**1,733,900**	**1,764,800**
RECEIPTS			
TRANSFER IN FROM OPERATING FUND	-	-	-
INTEREST EARNINGS - WATER	13,300	13,200	13,200
TOTAL RECEIPTS	**13,300**	**13,200**	**13,200**
TOTALS	**$ 1,764,800**	**$ 1,747,100**	**$ 1,778,000**

EXPENSE SUMMARY

	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
TRANSFER TO CP IMPROVEMENTS	30,900	39,200	70,100
CURRENT YEAR BALANCE SUBTOTALS	**1,733,900**	**1,707,900**	**1,707,900**
TOTALS	**$ 1,764,800**	**$ 1,747,100**	**$ 1,778,000**

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

ADOPTED:

CITY OF DOVER ORDINANCE # 2020-14

WASTEWATER IMPACT FEE RESERVE
REVENUES AND BUDGET FOR 2020-2021

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

The amount hereinafter named aggregating Four Million Six Hundred Seven Thousand dollars ($4,607,000) 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, 2020 and ending June 30, 2021:

CASH RECEIPTS

	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
BEGINNING BALANCE - WASTEWATER	$ 4,970,700	$ 4,603,600	$ 4,603,600
TOTAL BEGINNING BALANCES	**4,970,700**	**4,603,600**	**4,603,600**
RECEIPTS			
INTEREST EARNINGS - WASTEWATER	37,800	35,000	35,000
TOTAL RECEIPTS	**37,800**	**35,000**	**35,000**
TOTALS	**$ 5,008,500**	**$ 4,638,600**	**$ 4,638,600**

EXPENSE SUMMARY

	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
TRANSFER TO I & E FUND FROM WW IMPACT FEES	$ 404,900	$ 31,600	$ 31,600
CURRENT YEAR BALANCE SUBTOTALS	**4,603,600**	**4,607,000**	**4,607,000**
TOTALS	**$ 5,008,500**	**$ 4,638,600**	**$ 4,638,600**

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

ADOPTED:

CITY OF DOVER ORDINANCE # 2020-14

ELECTRIC REVENUE FUND
REVENUES AND BUDGET FOR 2020-2021

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Ninety Million Seventy-One Thousand One Hundred dollars ($90,071,100) 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, 2020 and ending June 30, 2021:

	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
BEGINNING BALANCE	**$ 16,550,700**	**$ 10,230,300**	**$ 10,230,300**
DISTRIBUTION OF EARNINGS - PCA CREDIT	(2,873,800)	(5,246,100)	(5,246,100)
BEGINNING BALANCE - ADJUSTED	**13,676,900**	**4,984,200**	**4,984,200**
BASE REVENUE			
DIRECT SALES TO CUSTOMER	82,686,400	80,417,400	80,417,400
UTILITY TAX	1,322,000	1,245,100	1,245,100
MISCELLANEOUS REVENUE	528,000	530,000	640,000
RENT REVENUE	110,000	110,000	-
GREEN ENERGY	127,400	127,000	127,000
INTEREST EARNINGS	195,000	157,400	157,400
TRANSFER FROM RATE STABILIZATION	-	2,500,000	2,500,000
TOTAL REVENUES	**84,968,800**	**85,086,900**	**85,086,900**
TOTAL BEGINNING BALANCE & REVENUES	**$ 98,645,700**	**$ 90,071,100**	**$ 90,071,100**

2020-2021 BUDGET ORDINANCES

ELECTRIC REVENUE FUND EXPENSES AND BUDGET BALANCE FOR 2020-2021

EXPENSES	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
POWER SUPPLY	$ 22,115,400	$ 19,715,300	$ 19,715,300
SOLAR ENERGY	2,703,900	3,401,100	3,401,100
SOLAR RENEWAL ENERGY CREDITS	395,200	384,100	384,100
POWER SUPPLY MANAGEMENT	835,000	634,800	634,800
REC'S (Renewable Energy Credits)	411,000	614,600	614,600
RGGI (Regional Greenhouse Gas Init.)	67,500	12,300	12,300
PJM CHARGES - ENERGY	5,678,600	5,871,900	5,871,900
PJM CHARGES - TRANSMISSION & FEES	7,792,400	8,476,800	8,476,800
CAPACITY CHARGES	11,101,900	15,048,100	15,048,100
SUB-TOTAL POWER SUPPLY	**51,100,900**	**54,159,000**	**54,159,000**
PLANT OPERATIONS	5,530,700	4,706,100	4,706,100
GENERATIONS FUELS	956,300	488,400	488,400
PJM SPOT MARKET ENERGY	(1,163,100)	(808,300)	(808,300)
PJM CREDITS	(516,900)	(369,400)	(369,400)
CAPACITY CREDITS	(8,422,000)	(12,191,700)	(12,191,700)
GENERATION SUBTOTAL	**(3,615,000)**	**(8,174,900)**	**(8,174,900)**
POWER SUPPLY & GENERATION SUBTOTAL	**47,485,900**	**45,984,100**	**45,984,100**
DIRECT EXPENDITURES			
TRANSMISSION/DISTRIBUTION	3,802,800	3,995,600	3,995,600
ELECTRICAL ENGINEERING	1,372,900	1,396,400	1,396,400
ADMINISTRATION	615,500	707,400	707,400
METER READING	401,900	375,300	375,300
SYSTEMS OPERATIONS	853,100	871,100	871,100
DIRECT EXPENDITURE SUBTOTALS	**7,046,200**	**7,345,800**	**7,345,800**
OTHER EXPENSES:			
UTILITY TAX	1,322,000	1,245,100	1,245,100
ALLOW FOR UNCOLLECTIBLES	250,000	300,000	300,000
CONTRACTUAL SERVICES - RFP'S	200,000	-	-
LEGAL EXPENSES	100,000	100,000	100,000
RETIREES HEALTH CARE	721,400	789,600	789,600
GREEN ENERGY PAYMENT TO DEMEC	137,000	127,000	127,000
INTERFUND SERVICE FEES	3,912,900	3,784,300	3,784,300
INTEREST ON DEPOSITS	17,500	21,000	21,000
BANK & CREDIT CARD FEES	327,000	330,300	330,300
DEBT SERVICE	1,379,500	1,378,600	1,378,600
OTHER EXPENSES SUBTOTAL	**8,367,300**	**8,075,900**	**8,075,900**
TRANSFER TO:			
IMPROVEMENT & EXTENSION	6,816,000	6,000,000	6,000,000
GENERAL FUND	10,000,000	10,000,000	10,000,000
TRANSFER TO DEPRECIATION RESERVE	5,000,000	-	-
RATE STABILIZATION RESERVE	3,700,000	2,000,000	2,000,000
TRANSFER TO SUBTOTAL	**25,516,000**	**18,000,000**	**18,000,000**
TOTAL EXPENSES	**88,415,400**	**79,405,800**	**79,405,800**
BUDGET BALANCE - WORKING CAPITAL	**10,230,300**	**10,665,300**	**10,665,300**
TOTALS	**$ 98,645,700**	**$ 90,071,100**	**$ 90,071,100**

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.

ADOPTED:

CITY OF DOVER ORDINANCE # 2020-14

ELECTRIC UTILITY IMPROVEMENT AND EXTENSION FUND
REVENUES AND BUDGET FOR 2020-2021

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

The amount hereinafter named aggregating Twenty Five Million Six Hundred Forty-six Thousand Five Hundrec dollars ($25,646,500) 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, 2020 and ending June 30, 2021:

REVENUES

	2019/20 REVISED	2020/21 REVISED	2020/21 REVISED
BEGINNING BALANCE	**$ 15,157,800**	**$ 15,640,000**	**$ 18,028,300**
REVENUES			
TRANSFER FROM ELECTRIC	6,816,000	6,000,000	6,000,000
TRANSFER FROM WATER/WASTEWATER	298,000	-	-
TRANSFER FROM GENERAL FUND	250,000	-	-
GENERAL SERVICE BILLING	400,000	400,000	400,000
TRF FROM DEPRECIATION RSV	-	1,000,000	1,000,000
INTEREST EARNINGS	150,000	218,200	218,200
TOTAL REVENUES	**7,914,000**	**7,618,200**	**7,618,200**
TOTALS	**$ 23,071,800**	**$ 23,258,200**	**$ 25,646,500**

EXPENSE SUMMARY

EXPENSES	2019/20 REVISED	2020/21 REVISED	2020/21 REVISED
ELECTRIC ADMINISTRATION	$ 1,643,200	$ 360,000	$ 1,925,400
ELECTRIC GENERATION	376,000	1,267,000	1,302,700
TRANSMISSION AND DISTRIBUTION	1,255,000	1,100,000	1,100,000
ELECTRICAL ENGINEERING	3,293,000	2,968,900	3,011,300
METER READING	21,800	-	-
ERP SYSTEM	842,800	500,000	1,244,800
TOTAL EXPENSES	**7,431,800**	**6,195,900**	**8,584,200**
BUDGET BALANCE	**15,640,000**	**17,062,300**	**17,062,300**
TOTAL BUDGET BALANCE & EXPENSES	**$ 23,071,800**	**$ 23,258,200**	**$ 25,646,500**

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

ADOPTED:

CITY OF DOVER ORDINANCE # 2020-14

COMMUNITY TRANSPORTATION IMPROVEMENT FUND
REVENUES AND BUDGET FOR 2020-2021

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

The amount hereinafter named aggregating Seven Hundred Ninety-Five Thousand Eight Hundred dollars ($795,800) 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, 2020 and ending June 30, 2021:

OPERATING REVENUES

	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
PRIOR YEAR BALANCE	**$ 334,000**	**$ 662,400**	**$ 312,400**
GRANTS REVENUE	416,600	400,000	483,400
TOTALS	**$ 750,600**	**$ 1,062,400**	**$ 795,800**

OPERATING EXPENSES

	2019/20 REVISED	2020/21 ADOPTED	2020/21 REVISED
PROGRAM EXP. GRANT RELATED	$ 750,600	$ 750,000	$ 795,800
CURRENT YEAR BALANCE	-	312,400	-
TOTALS	**$ 750,600**	**$ 1,062,400**	**$ 795,800**

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

ADOPTED: