

COUNCIL COMMITTEE OF THE WHOLE

The Council Committee of the Whole met on January 14, 2020 at 6:00 p.m., with Councilman Slavin presiding in the absence of Council President Hare. Members of Council present were Mr. Anderson, Mr. Sudler, Mr. Neil, Mr. Cole (arrived at 6:05 p.m.), Mr. Polce, Mr. Taylor, and Mr. Lindell. Mayor Christiansen was also present. Civilian members present for their Committee meetings were Mr. Caldwell and Col. Dix, Retired, (*Parks, Recreation, and Community Enhancement*), and Mr. Contant and Mr. Shevock (*Legislative, Finance, and Administration*).

PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE

The Parks, Recreation, and Community Enhancement Committee met with Chairman Anderson presiding.

Adoption of Agenda

Mr. Sudler moved for adoption of the agenda, seconded by Mr. Neil and unanimously carried.

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

Update on the Towne Point School

Reverend Rita Paige, Chair the IMA Social Action Committee, advised that she, Reverend Theodore Henderson, President of the IMA, and Reverend Geraldine Jones met with the Assistant City Manager, the superintendent of the Capital School District, the principal of Towne Point Elementary School, and one of the employees of Towne Point Elementary School on September the 24, 2019 and, as a result, they will be able to utilize the Towne Point Elementary School immediately and moving forward for a period of five to seven years for programs and services free of cost up until 9:00 p.m. while there is a custodian on site. Reverend Paige noted that, according to the superintendent, there would have to be another school referendum in seven years to decide what to do with Towne Point Elementary School.

Reverend Paige stated that they also discussed the current programming at Towne Point and noted that the City's Park and Recreation Department already has an after school program located there.

Responding to Mr. Taylor, Reverend Paige advised that the gym and the cafeteria would be available to them; however, the cafeteria would only be available after 6:00 p.m. due to the current programming. She also noted that one of the pastors who is a member of the IMA, IMA Social Action Committee, and Women and Children Transformation Ministries International, will start holding her women's ministry meetings there on Tuesday, January 21, 2020. Mr. Sudler suggested considering meetings regarding youth gang prevention.

Responding to Mr. Neil, Reverend Paige stated that they would schedule a meeting with the Assistant City Manager, Mr. Kirby Hudson; the City Manager, Mrs. Donna Mitchell; and the IMA Social Action Committee planning committee to start working out plans for utilizing the space and integrating their programming with the City's Parks and Recreation programming so that they are all on the same page. Mr. Neil noted that in order to best utilize the site, they would have to make sure that the public knows exactly what is going to be available there and suggested posting the information on the City of Dover website.

Discussion of a Dog Park

Mrs. Donna Mitchell, City Manager, advised that they met with the Parks and Recreation staff in October and compared the master plans for both Dover Park and Schutte Park to determine the optimal location for a dog park. She noted that Staff is currently working on an architectural engineering design Request for Proposals (RFP) for all of the amenities that they want to implement for both parks. Mrs. Mitchell advised that Schutte Park is best suited for the dog park because of the land that is available. She also noted that they would be seeking public input on each of the proposed park elements, such as the “can do” playground, the nature park, and the skate park.

Responding to Col. Dix, Mrs. Mitchell stated that she was unsure if they could use Innovative Readiness Training (IRT) for the cyclone fencing. She noted that they were using them for the grading, which was scheduled to start around October 2020, and they would be limited to what was included in the grant application. Mrs. Mitchell advised that she would inquire about the cyclone fencing. Mr. Anderson stated that the Innovative Readiness Training program grant was going to save the City approximately \$750,000 for grading and bringing in new fields, which is a very positive partnership with the Defense Department. Responding to Mr. Taylor, Mrs. Mitchell advised that the time line from completion of planning to implementation is open; however, she hopes to have the RFP completed in the next few weeks and to get started before the end of the fiscal year, noting that there is still state grant money that she wants to be sure to capture.

Col. Dix moved for adjournment of the Parks, Recreation, and Community Enhancement Committee meeting. The motion was seconded by Mr. Neil and unanimously carried.

Meeting adjourned at 6:19 p.m.

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

The Legislative, Finance, and Administration Committee met with Chairman Lindell presiding.

Adoption of Agenda

Mr. Sudler moved for adoption of the agenda, seconded by Mr. Neil and unanimously carried.

Presentation - Diversity and Inclusion Study

Mr. Gary Smith, founding partner of IVY Planning Group, reviewed the Diversity & Inclusion (D&I) Assessment Findings & Recommendations Overview and gave an overview of the work they have done in the State of Delaware and the assessment that they conducted for the City of Dover.

Mr. Smith noted the following:

- As much as you can elevate diversity and inclusion as an element, the leadership of an organization and their commitment to leading and creating diversity and inclusion accountability goes a long way to whether or not the project will be successful. A small subset of the IVY Group clients are translating from a conversation to what real diversity inclusion metrics are going to be and what the accountability is going to be.

- A strong indicator of the likelihood that you are going to fit is tenure. As the next generation of the workforce grows, many of the millennials and Gen Z's that are going to participate in driving successful outcomes do not feel initially included, that they fit, or that their voice is always heard. Consideration will have to be given to the tension between longstanding tenured employees and what it means to be a new voice in the room and how to ensure those who are newer in the organization will be heard.
- Applicant tracking systems should track not only who was hired but also who applied.
- Job descriptions should be simplified and consistent across the organization to aid in tracking people's progress through the organization and to ensure that a lack of promotion is not based on how the job description is written.
- The employee life cycle from hire, onboard, mentor and develop, and separate should be evaluated and assessed to ensure equity.
- The financial crisis of 2008 resulted in a lack of investment in developing next generation leaders. Leaders suddenly found themselves responsible for processing work and spending less time with people. Organizationally, work was getting done with fewer people and those executors were not replaced with leaders. Time spent on tasks now is 80% and time spent leading and developing people is 20%. Twenty years ago, that ratio would have been flipped and this is an important element to talk about and it is important to hold leaders accountable for their ability to lead across differences.

Responding to Mr. Sudler, Mr. Smith stated that, in general, leaders have been extremely effective at getting a lot done; however, it is at the expense of people leadership. He advised that a very transactional leadership style is governing and strategic investments are not being made to ensure that next generation leaders are prepared to lead. Mr. Smith noted that this is important because a large percentage of the City of Dover workforce is close to being eligible to retire, resulting in a brain drain and the next generation of leaders is not necessarily prepared to replace it.

Mr. Smith stated that, in order to ensure that the next generation is prepared to lead, an investment will have to be made in teaching them what the real principles of leadership are. He noted that most of the people walking into organizations today are really good doers but not necessarily leaders. Mr. Smith advised that this is the case with most organizations that they work with, both public sector and private sector.

- Organizational culture matters. The better the culture, the more people understand how the organization's culture works and they feel included in that culture and connected to it.
- The more you can make data driven decisions about what is going on in your organization, the more defensible your choices are going to be and you will be in a better position in the event that anyone in the organization says things are not fair or does not like the way things are being done.
- Assessments are important tools to know what is really going on in the organization.

Responding to Mr. Sudler, Mr. Smith stated that owning D&I means that it is on the executive leadership's agenda all the time and that the accountability for the results of the D&I strategy resides with executive leadership. If it is not on the agenda and if executive leaders do not know where they are on this strategic journey, it is not going to work. Ownership looks like resource allocation where the biggest resource is their time and their attention, there are clear accountability for the leaders when they do not perform around this topic and, ultimately, leadership is prepared to address when the best performer is the worst offender of D&I.

Mr. Smith advised that there has to be a dissatisfaction with the current state because if you think the way the organization right now is wonderful and perfect, you are not going to invest in D&I. The organization has to be willing to assess itself and there must be strategies that address, understand and operationalize diversity.

Mr. Sudler asked if there was an instrument that any organization or municipality could use that would help to assess the leadership and the perceived climate of the workforce and the effectiveness of the leadership. Responding, Mr. Smith advised that there are a number of assessment tool right now; however, he was not as worried about the instrument as he was the activity and he advised that it is way more important right now that everyone be expected to go through this leadership assessment process. Mr. Smith stated that a lot of leaders never get feedback around their leadership style and are not being evaluated on the effectiveness of how they are showing up with their people.

Ms. Dina Abercrombie, IVY Planning Group, provided an overview of the City of Dover assessment. She noted the following:

- There were a number of strengths that came out as a result of the work, one of which was continuation of a great pride that the employees of the City of Dover have for being city of Dover employees and serving the citizens of the City of Dover. Also that the perks of being a City of Dover employee were reasons to stay and to continue to serve the citizens.
- The police department actually does a fairly good job at tracking applicants and the demographics of the applicants through the process. They were very transparent about the process of becoming a police officer and how to succeed through the process.
- The myth that there is a disassociation between diversity, increasing the numbers of under represented groups in organizations at every level, and qualification continues to permeate through the City.
- An exorbitant number of diverse candidates were dropping out at the oral board stage. The oral board panel was very homogeneous, which increases potential bias.

Mr. Sudler requested elaboration on the oral board process and an explanation of why they believe there may be some bias. Responding, Mr. Taylor stated that, as a retired Dover police officer, he went through the oral board process numerous times. He explained there were three officers sitting at a table and he was on the opposite side of the table. Mr. Taylor noted that very rarely were there any African Americans on the other side of the table and it was an intimidating and very difficult process. He stated that he understood why younger officers bow out of the process and that preparation is key. Mr. Taylor advised that there is currently no one of color higher than the rank of sergeant at the police department and if you are going into an oral board process and there is no one sitting across the table who looks like you, you feel as though you are at a grave disadvantage right from the very beginning.

Responding to Mr. Anderson regarding the interview process, Ms. Abercrombie stated that the questions were consistent across the board. She suggested making certain that there is representation at the oral board to make certain that candidates feel included. She also suggested preparation through mentoring or sponsorship before the applicant gets to that table and being able to really support the organizational goal of increasing diversity. Ms. Abercrombie advised that applicants who do not have English as a second language are also at a disadvantage at the oral boards.

Ms. Abercrombie noted that a critical piece in demonstrating a commitment to diversity is how you look online. She stated that the police department could do a much better job of reflecting the commitment to representing a diverse community. Ms. Abercrombie advised that their splash page picture was all white male officers and there were mug shots of people of color. She noted that the visual representation of that can be off-putting for someone that is looking for an organization that they may be attracted to applying to.

- The opportunities for promotion or receiving feedback was determined based on relationships with the managers.
- Disconnect between the desire to advance D&I within the City and the accountability.

Mr. Taylor advised that the police department had a very difficult time recruiting from within because it was interpreted as a racist department and trying to get some of the African Americans from Dover to become a Dover police officer was almost impossible. He noted that it probably took the hiring of retired Chief Mailey, the City's first African American chief, to really get over the hump. Mr. Taylor asked if rebranding the City as whole would help to attract young African American talent or talent of color. Mr. Smith advised that the narrative, or how you talk about the value and why people should want to work for the City, must be changed. He noted that it starts with telling the story differently, acknowledging that yesterday it was this way, tomorrow it is going to be different.

Mr. Polce, noting that there was a benchmarking of the City's data from the 2006 to 2010 community survey, asked for information on the qualitative data methodology used. Responding, Ms. Abercrombie advised that the qualitative piece revolved around gathering data from the constituents, the employees of the City. She stated that they held 11 focus groups and around 20 individual interviews of leaders, asking all interviewees the same questions and asking all focus group participant the same questions. Ms. Abercrombie advised that they conducted a frequency analysis and the ones that showed up most frequently were matched against impact as well.

Responding to Mr. Polce, Ms. Abercrombie stated that the same methodology was used when approaching some of the work with the State and its partners. She advised that they use the relevant workforce data across the state of Delaware as well as the U.S.

Responding to Mr. Neil, Ms. Abercrombie acknowledged that diversity and inclusion training, leading across difference, and understanding how to put on a diversity and inclusion lens is not always intuitive for everyone. She advised that it requires some intentional learning and that they have many recommendations around leadership commitment and investment in training the leaders and helping them to understand what it means to be a leader that leads across difference and embraces difference and leads their teams as a model of a leader that strategically leads across difference. Ms. Abercrombie noted that they have recommended a number of training courses that they have used to train other organizations, many to great success. She advised that the diversity and inclusion strategy would be delivered the following day and it really takes a lot of the high level, high meaning, high impact recommendations and gives you a roadmap on how to achieve them.

Mr. Slavin stated that the findings echo what they have been hearing in the community and they now have the science and data behind them. He asked how they use the data now to drive the reform that is needed and that will be a transformational moment for the leaders. Responding, Ms. Abercrombie stated that the first step that is critically important is that leaders have to own it which means time, resources, and

understanding what it means to be a transformational leader and operationalizing diversity and inclusion into their daily business. She advised that transformation means that D&I is an unconscious, competent action that whenever you think about how you are doing our business, you are doing it with everyone in mind and understanding that your citizenry is already so diverse.

Ms. Abercrombie suggested ensuring that the leaders have an understanding of what D&I really means and how to operationalize it, which could mean taking every component of the business and really looking at how D&I drives it and looking at where there might be some system bias within the process that can be addressed. She noted that consistency is key because it is a marathon, not a sprint, which results in being able to talk about results, meeting goals, setting goals that you actually meet and talking about those openly and transparently.

Mayor Christiansen stated that he believed that applicant tracking and exit interviews were necessary statistics. Mr. Smith advised that they fully support the exit interview process; however, they feel that they are being done too soon after separation and they suggest waiting approximately eight months for the person to separate gracefully and know that they are alright. Mr. Smith noted that then they are more willing to be forthright and honest about what really happened to drive them out the door. He also advised that there is a difference between voluntary and involuntary separation and the importance of tracking the demographics of those who have separated, and there should be parity in that data.

Mr. Anderson asked what five key benchmarks they should have. Responding, Mr. Smith encouraged looking at the data in the elements of the life cycle, such as the onboarding process, to see problems like some people are given mentors and sponsors on their way in the door and some people are not. He noted that the oral boards with the police department were so intimidating because the applicant's had no one to coach them or give them the map to the maze. Mr. Smith and Ms. Abercrombie advised that there is a wealth of benchmarking data in the separation data, who chose not to apply, the census data for existing talent, and the quality of feedback for development.

Mr. Anderson asked for successful strategies for developing current workforce talent and encouraging people to apply for promotions and to take advantage of the City's education programs. Responding, Mr. Smith explained that women and people of color are generally overeducated and underemployed. He noted that they are spending more time paying attention to who is applying for jobs at the rate that they should be as opposed to are they building their skill sets. Women and people of color keep preparing for the next job while white men get picked for the next job. Mr. Smith stated that it was risky to encourage someone to look at tuition reimbursement programs and to utilize them because we are over invested in tuition reimbursement, but it is not showing up in employment. He advised that, statistically, if you take 10 requirements for a job, generally women will not apply for that job unless they have all 10 requirements and men, in general, will apply if they have two of the 10 requirements. Mr. Smith stated that it was important to make sure that the 10 things you said are requirements really are requirements because if they are overstated, a lot of women will be discouraged from applying. He advised that a scarcity of applications should be a red flag that there is some inequity in the system.

Mr. Anderson, noting that some areas of the City had a lot of participation and some did not, asked if it reflected a commitment in some areas and some mid level leadership that did not value scheduling employees to participate. Responding, Mr. Smith stated that participation is usually telling a story. If people are optimistic about what is going to happen, people participate. Sometimes people are just surveyed out.

In this case he thought there were some participation issues and some cynicism that they had to fight through to elevate participation. Mr. Smith advised that they were willing to host a focus group whenever they thought it would make it a little bit easier to attend.

Ms. Abercrombie stated that participation overall was 39% which, as a whole, was consistent with what they experienced across their other engagements with Delaware. The challenge they had was that not one sworn officer participated in the process, which was very disconcerting because it is one third of a voice that is not represented in the study. She noted that one of the challenges is that people want to know how this will affect them and what will be done with the data and, because the majority of the sworn officers are white male, that may tell one story. Ms. Abercrombie also noted that the women and people of color that did not participate may tell another story.

Responding to Mr. Anderson, Mr. Smith advised that the study had been fully vetted by many of their consultants and the only thing that was not included in the study after review might be a level of granularity or detail around how to do something or a fifth or a sixth tactic supporting one of the strategies. He assured members that no high impact items were excluded.

Mr. Sudler compared and contrasted transformational and transactional leadership styles and suggested moving toward a transformational leadership style for the City, which is a shared vision which incorporates all of the employees to be motivated in what they are trying to accomplish, especially in a diversity and inclusion initiative.

Mayor Christian expressed concern that an accurate sampling of the police department did not occur and suggested that perhaps it was due to shift schedules or overtime. He wondered if it was possible for the IVY Group to arrange to get an accurate sampling of the police department attitudes, conditions, and experiences of the officers within that department for an addendum to provide more accurate information in the report. Responding, Ms. Abercrombie stated that the work could be done as an extension. Mayor Christian stated that he felt it was vital that they have a larger percentage of all of the employees, noting that 61% of the employees, some of which are from the police department, did not they participate and they want a true picture of the organization. Mr. Smith stated that, more than the fact that the data or the results will change, it will be a more defensible process because it was more inclusive. He agreed that it would be beneficial if there is a chance to hear from another audience that they have not heard from. Responding to Mayor Christiansen, Ms. Abercrombie suggested scheduling 90 minutes for the focus groups.

Mr. Slavin noted that sometimes you authorize a study and you get results that are not pleasant and one of those results was that a portion of an entire department chose not to participate. He stated that he thought those were the results and he did not think that they had a chance to do it over now because it would be disingenuous to the report to say to everyone that these are the results, read through them and now you get to get interviewed, which might skew the results. Mr. Slavin stated that he was more concerned that the information was disclosed this late in the process that no one participated when all of these meetings had been scheduled for a long time and there was a concerted effort to make sure there was participation.

Mr. Contant, referring to page nine of the report that says that the total participation rate was 39% and that none of the sworn officers took part in the study, stated that the table has police officers listed with multiple counts and a participation percentage. Responding, Ms. Abercrombie clarified that police department civilians and, in actuality, two officers participated that were not a part of the main population of the sworn

officers and they were listed as such. She advised that the sergeants, master corporals, and lieutenants did participate; however, none of the sworn officers below the sergeant level participated. Mr. Contant suggested denoting that in the report.

Mr. Bobby Wilson, 1561 Nathaniel Mitchell Road, asked what transformational leadership looks like when dealing with African American businesses. Responding, Mr. Anderson stated that there is ongoing discussion about looking at procurement and reforms holistically and invited Mr. Wilson to give input. Mr. Taylor advised that when reviewing bids he will ask if there is fairness, a pre-bid meeting, or something that will level the playing field. Mr. Wilson requested Mr. Taylor to check into the process because it is leaving African American businesses out of the game.

Mr. Ronnier Henry, 218 North Kirkwood Street, expressed concern with the handling of his complaints with the police department and suggested that accountability should start at the top and he asked what the internal and external processes were for dealing with corruption. Responding, Mayor Christiansen directed Mr. Henry to the complaint form on the Dover Police Department's website. He advised that the form could be submitted to either him, the Police Chief, or Internal Affairs for investigation. Mayor Christiansen advised that if Mr. Henry was not satisfied, he could also take his complaint to the Attorney General's office. He also offered to meet with Mr. Henry the following day to review his complaint.

Mr. Henry suggested implementing a plan for the future by setting up programs in the schools, similar to the ROTC program, for police cadets and council members.

Ms. Ann Smith, 132 Oakmont Drive, commended the City for all of the hard work that had been done, recognizing the hours and hours of dedication. She stated that she thought looking at the city and developing a plan for inclusion was wonderful. Ms. Smith

Discussion - City of Dover Affirmative Action Plan

Councilman Sudler read the following statement:

“As an elected official for the city of Dover tasked to render balanced growth and opportunity where diversity is valued. I believe that it requires an in depth analysis of the city's preceding quotas and other affirmative action policies aimed to support inclusion and fair based principles which are aligned with our solicited aims for the City of Dover located on our city's website.

Henceforth, the United States federal regulations acknowledged as a 1965 affirmative action policy serves as the focal point for increasing the number of women holding political office and a variety of countries. The proportion of women on company boards, the number of ethnic minorities in higher education, and even the number of men opting to take paternity leave. Nevertheless, although several methods exist for organizations and governments to improve diversity, few are as efficient as affirmative action strategies initially created to address historical discrimination against disadvantaged groups, women and racial minorities, which affirmative action plans now also play an essential role in diversifying the workplace and adding to economic prosperity.

Opponents to affirmative action plans are often framed in terms of procedural and distributive justice violations in which distributive justice refers to perceptions of the fairness of the distribution of outcomes. And a violation occurs when individuals perceive the opportunities are not earmarked based solely on merit. Unfortunately, according to the diversity and inclusion assessment for the City of Dover, Delaware administered by the IVY Planning Group under section one titled Advancement Opportunities with the City of Dover are unclear and inconsistent for people of color.

Many respondents shared that people advanced based more on the relationship than merit, which implies a weakness in the advancement and performance reward process. The statement of a perceived violation of employee advancement indicates to the reader that it appears that something more than current anti-discrimination policies is needed to bring about change in the workforce for the City of Dover. Therefore, I believe that it is vital that city council consider a discussion centered on the empirical evidence on the effects of quotas on the representation of women and ethnic groups.

Those thoughts to benefit most directly minority group members, and how other municipalities and organizations are achieving affirmative action strategies and tactics as a means of aiding our city in orchestrating best practices, for implementing diversity and inclusion initiatives that fortify the aims of the first day and capital of Delaware.

Moreover, it is also essential to concede when and why, the opposition to quotas arise. Hence, referring back to the diversity and inclusion assessment on page 33, under Diversity Inclusion and Work Culture at the city. One employee stated that favoritism exists and thus no fair treatment to all. "One day I may be favored and one day not." Regardless of whether affirmative action policies are weak or strong, they are highly contentious and typically invoke heated adverse reactions and opposition, which these reactions are mainly influenced by judgements of procedural fairness or anxieties over the integrity of the procedures for allocating resources which were demonstrated in the above statement.

Notwithstanding, affirmative action is a set of techniques for rectifying discrimination, which consists principally of forcing personnel systems to become more objective, and to eliminate preference built in. Not necessarily spitefully. But because of the way society was composed, if an employer has barely any minorities and women, that employer is going to have to recruit in a very vigorous way from the rejected groups. Those notions as mentioned above is my rationale for beseeching that the legislative finance and administrative committee placed the current affirmative action policy initiatives for the city of Dover on January 2020. City council has a whole meeting agenda so that a SWOT analysis consisting of a strength, weaknesses, opportunities and threats can be presented in conjunction with the review of the diversity and inclusion assessment report as an opportunity to efficiently address how to strengthen the city's diversity and inclusion weaknesses in our workforce. Thank you. That concludes my comments."

Mr. Anderson stated that he thought the City was not getting results because it does not plan to get results and they need to change. He thought that the first principle should be that we value each and every person and treat them fairly in the promotion system to create a truly inclusive and diverse environment with a

diverse pool of applicants and equal opportunities. Mr. Anderson noted that a diverse workplace would create an environment where staff can relate to the community around us and that will improve our customer service, our communication with the community, and create a culture where people feel included no matter who they are.

Mr. Anderson asked if everyone was being told about promotions, how they were being encouraged, how diversity was valued, if there was some disconnect and, if so, how it was being addressed. He noted that the Legislative, Finance, and Administration Committee should evaluate the strategy report, along with some of the other recommendations that have been presented to the Committee in the past that have never been fully implemented.

Chairman Lindell stated that they have a clear study that has been done and he thought it should be discussed at the workshop. He noted that he did not want to see redundant policies or “feel good” policies that will be forgotten. Mr. Lindell advised that, in the education field, they are surveyed to death and he did not participate in this survey. He stated that his lack of participation in surveys is due to the feeling that the upper echelons of leadership are going to do what they want to do anyway, regardless of what he says, and he felt that a portion of the 61% that participated in this survey felt the same. Mr. Lindell stated that he thought City Council needed to work together to get this right and to hold everyone accountable.

Mr. Sudler stated that he brought this issue forward because he was not aware of previous discussions about Affirmative Action or whether or not there is actually a plan that is available currently or if one is being structured. He requested either the City Manager or the Director of Human Resources to provide a history of the review of Affirmative Action. Responding, Mrs. Donna Mitchell, City Manager, stated that she previously responded to Mr. Sudler that the City does not have an Affirmative Action Plan. She noted that it does not relate to all City business and they have to ensure that policy development covers all of the areas that should be covered. Mrs. Mitchell advised that although personnel is a vital part of affirmative action, it is only one part of it. She noted that the Diversity and Inclusion Study and the associated strategic plan will help them formulate a plan. Mrs. Mitchell stated that Staff had been looking at samples of Affirmative Action Plans to get a better understanding.

Mr. Neil stated that he was fully committed to an affirmative action plan that will enable the City to find competent people, regardless of their color, gender, or ethnic background.

Mr. Anderson moved to recommend referring the proposed City of Dover Affirmative Action Plan to Staff for further study. The motion was seconded by Mr. Sudler and unanimously carried.

Project Carry-Forward Budget Balances/Proposed Budget Amendments/Ordinance #2020-01

Mrs. Donna Mitchell, City Manager, reviewed the Project Carry-Forward Budget Balances and Proposed Budget Amendments and Ordinance #2020-01.

Mrs. Mitchell pointed out that City Hall Improvements has an addition to the project of \$90,800. She advised that those funds are from the accumulated savings from the deferred purchase of a construction loader and savings after the purchase of a street sweeper and police vehicles. Mrs. Mitchell stated that those funds would be used to cover the security improvements and the changes they are making for the moves within City Hall which were not covered in the budget. She also noted that funds are earmarked in that project to replace the chairs and table in the caucus room with less bulky, more streamlined furniture.

Mr. Anderson, noting the large number of water main breaks lately, asked if Mrs. Mitchell felt that they were in a relatively secure position financially. Responding, Mrs. Mitchell stated that there were emergency funds for those repairs and contingency reserves and capital asset reserves to help with unexpected repairs if there are not enough emergency funds. She advised that the wastewater rate study that would be implemented next year will help to maintain capital.

Staff recommended approval of the proposed budget amendments totaling \$11,906,100 for Fiscal Year 2020 and adoption of Ordinance #2020-01.

Mr. Slavin moved to recommend approval of Staff's recommendation, seconded by Mr. Taylor and unanimously carried.

Dover Library - Kent County Reciprocal Borrowing Funds

Mr. Matt Harline, Assistant City Manager, reviewed the background and analysis regarding the Dover Library - Kent County Reciprocal Borrowing Funds.

Staff recommended authorizing the City Manager or her designee to send a letter detailing the proposed uses for the \$125,000 allocation.

Mr. Slavin moved to recommend approval of Staff's recommendation, seconded by Mr. Taylor and unanimously carried.

Mr. Polce moved for adjournment of the Legislative, Finance, and Administration Committee meeting, seconded by Mr. Shevock and unanimously carried.

Meeting adjourned at 8:36 p.m.

By unanimous consent the Council Committee of the Whole meeting was adjourned.

Meeting adjourned at 8:38 p.m.

Timothy A. Slavin
Acting Chair

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