

## **COUNCIL COMMITTEE OF THE WHOLE**

The Council Committee of the Whole met by video conference on March 9, 2021 at 6:04 p.m., with Council President Hare presiding. Members of Council present via video or telephone were Mr. Anderson, Mr. Sudler, Mr. Neil, Mr. Slavin, Mr. Rocha, Mr. Taylor, and Mr. Lindell. Mayor Christiansen was also present. Civilian members present for their Committee meetings were Mr. Caldwell (arrived at 6:18 p.m.) Col. Dix, Retired, (*Parks, Recreation, and Community Enhancement*), Mr. Contant (arrived at 6:03 p.m.) and Mr. Shevock (*Legislative, Finance, and Administration*).

### **LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE**

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

#### **Adoption of Agenda**

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

#### **Evaluation of Proposals - Roof and Gutter Replacement at Weyandt Hall (Actionable Item)**

Mr. Matthew Harline, Assistant City Manager, reviewed the background and analysis regarding the evaluation of proposals for the Roof and Gutter Replacement at Weyandt Hall.

Staff recommended awarding the Roof and Gutter Replacement at Weyandt Hall to Quality Exteriors, INC. as per the proposal submitted in response to RFP #21-022FM.

Mr. Hare moved to recommend approval of Staff's recommendation, seconded by Mr. Neil.

Responding to Mr. Shevock, Mr. Michael Hamlett, Central Services Director, stated that it is a synthetic slate roof and comes with a 50-year limited warranty.

**Mr. Hare moved to recommend awarding the Roof and Gutter Replacement at Weyandt Hall to Quality Exteriors, INC. as per the proposal submitted in response to RFP #21-022FM, as recommended by Staff. The motion was seconded by Mr. Neil and unanimously carried.**

#### **Proposed Ordinance #2021-06 Amending Chapter 102 - Taxation, Article IV - Abatement of Real Estate Taxes, Section 102-113 - 4 Qualifications, (b)(2) - Qualifying Industry/Businesses by Investment (Actionable Item)**

Mr. David Hugg, Director of Planning and Community Development, provided an overview of proposed Ordinance #2021-06 Amending Chapter 102 - Taxation, Article IV - Abatement of Real Estate Taxes, Section 102-113 - 4 Qualifications, (b)(2) - Qualifying Industry/Businesses by Investment.

Staff recommended adoption of Proposed Ordinance #2021-06.

Mr. Neil asked if the amendments would help Habitat for Humanity, National Council on Agriculture Life and Labor Research Fund, Inc. (NCALL), and Delaware State Housing Authority (DSHA) in finding homes for permanent residences. Responding, Mr. Hugg stated that a portion of Section 102-113 provides a real estate tax abatement for residential development in the downtown target area. He advised that it is the program that is used extensively by NCALL, Habitat for Humanity and Milford housing, to provide an

additional benefit to the those that are buying low-income houses in those neighborhoods. Mr. Hugg stated that it has been a very successful program. He noted that there is also a provision in Section 102-116 of the Code that relates to affordable apartment projects.

Responding to Mr. Neil, Mr. Hugg advised that he did not believe there were provisions for fixing rent, but noted that he does not work with that program often enough. He stated that they have only used it one time in recent history. Mayor Christiansen noted that incentives were granted to Bayard Apartments when they were constructed. He stated that if there was not a mechanism in place, they should see if there is an incentive that the City can offer to address the issues that Mr. Neil is concerned with.

Mr. Sudler asked if there would be any job opportunities for non-skilled, older constituents to obtain new skills for employment advancement. Responding, Mr. Hugg advised that proposed Ordinance #2021-06 does not address workforce issues. He stated that there are initiatives underway with both the Greater Kent Committee and the Kent Economic Partnership (KEP) to identify some of the workforce deficiencies and how to address them. Mr. Hugg stated that when looking at the potential target industries for Dover and workforce within 30, 45, and 60-minute drive times, there are adequate workforce resources available to meet those industry jobs. Mr. Hugg stated that those jobs are heavily dominated by distribution, warehousing, logistics, basic packaging, manufacturing, and they are great sources of entry level and lower skills. He noted that the other target industries are probably more skills-specific, such as business services, legal, accounting, and IT areas. He stated that the job inquiries they have looked at recently have been relatively solid skill requirement jobs.

Mr. Anderson asked if there were any other zoning designations that would benefit from being included. Responding, Mr. Hugg stated that they have a very attractive set of incentives for the downtown, both on the residential and the commercial side. He noted that they have the capability to assist people with their facade improvements, but they do not have an attractive set of incentives for business activities that are outside of the downtown and not \$3 million or bigger. He noted that is something they may want to think about.

Responding to Mr. Sudler regarding workforce development, Mayor Christiansen stated that it is a large part of what they discussed during the Economic Development Committee meeting. He noted that KEP certainly has recognized it and the one thing that they found in dealing with several employers that have wanted to come to Dover was that other employers have told them that while they have a workforce that wants to work, there is a lack of work ethic. He stated that they are going to have to work on training people for these jobs that are going to come and they need to partner with the schools and develop employees that not only want a job, but are going to work when they get there.

**Mr. Neil moved to recommend adoption of Proposed Ordinance #2021-06, as recommended by Staff. The motion was seconded by Mr. Rocha and unanimously carried.**

#### **Membership - National Community Reinvestment Coalition (Actionable Item)**

Councilman Anderson provided an overview regarding Membership to the National Community Reinvestment Coalition (NCRC). (City Clerk's Office Note: The National Community Reinvestment Coalition was incorrectly listed on the Council Committee of the Whole agenda and has been corrected.)

Mr. Anderson advised that the cost for membership with the NCRC was \$900.00. He noted that it was 30 years old, has 600 members and is based out of Washington D.C. He stated that the NCRC upcoming conference was \$50.00 for two days of virtual training and networking and is dedicated to champion fairness and indiscrimination through economics. Mr. Anderson stated that NCRC wanted to recommend the Growth Initiative because it seems to fit the profile they are looking for. He advised that the initiative would offer help with workforce development and allow the City to deal with abandoned and vacant buildings and turn them into affordable housing.

Responding to Mr. Lindell, Mr. Randy Robertson, City Manager, stated that the only thing they could not find was if their dues were paid on an annual basis. He noted that they did not know if it starts in a fiscal year or calendar year. Mr. Robertson asked what value the City would get in two and half months.

Responding to Mr. Rocha, Mr. Anderson stated that the NCRC does not provide grant monies directly to municipalities, but the City would be creating partnerships with other nonprofits and churches. Mr. Anderson noted that it is based on the partnerships and community development corporations. Although the City has some, they are not currently funded. Mr. Anderson noted that one of the reasons he would like for the City to join now is so that they can put in a nomination and for the May training, which costs \$50.00 for members.

Mr. Robertson noted that they also have a platform for the grant writer, eCivics. He stated that it would add networking and the value of providing a different source of grant-related activities. Mr. Harline noted that the platform, when they go back to it on an annual basis, is \$6,000 a year.

**Mr. Hare moved to recommend that the City Manager and Assistant City Manager review the membership and proceed with joining. The motion was seconded by Mr. Sudler and unanimously carried.**

**Mr. Hare moved for adjournment of the Legislative, Finance, and Administration Committee meeting, seconded by Mr. Anderson and unanimously carried.**

Meeting adjourned at 6:39 p.m.

## **PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE**

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

### **Adoption of Agenda**

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

### **Silver Lake Kayak Launch Project (Actionable Item)**

Mr. Matthew Harline, Assistant City Manager, reviewed the background and analysis regarding the Silver Lake Kayak Launch Project.

Staff recommended approval of the plan for the kayak launch area as recommended by the Silver Lake Commission.

**Mr. Hare moved to recommend approval of the plan for the kayak launch area, as recommended by Staff. The motion was seconded by Mr. Neil and unanimously carried.**

**Annual Report from Silver Lake Commission (Informational Item)**

Mrs. Tricia Arndt provided an annual report from the Silver Lake Commission, as follows:

- The Silver Lake Commission had four virtual meetings and their major project was the Silver Lake Kayak Launch Project which was an initiative working with Mr. Josh Gainey, University of Delaware's Coastal Resiliency Design Studio student.
- The Silver Lake Commission had a cleanup on February 6, 2021 with students from Holy Cross' National Junior Honor Society. They were out cleaning for two hours and did a great job.
- There is another cleanup scheduled for April 17, 2021 that will be with Holy Cross' National Junior Honor Society, but it is opened to the community.
- Due to her joining City Council, Mrs. Arndt has resigned as Chair of the Silver Lake Commission, which leaves a vacancy. They did welcome a new member, John DeMarie, but they will still be down two members. A good candidate would be someone who is social media savvy with outreach skills.

**Update on the Request to Delaware Congressional Delegation Regarding Disposition and Maintenance of Wetland Pond Adjacent to Pat Lynn Drive at the Site of the Proposed New Middle Schools (Informational Item)**

Mr. Adewunmi Kuforiji, Interim Assistant Superintendent, Capital School District, provided an update regarding the Request to Delaware Congressional Delegation Regarding Disposition and Maintenance of Wetland Pond Adjacent to Pat Lynn Drive at the Site of the Proposed New Middle Schools.

Mr. Tony DePrima, Capital School District Board of Education Member, noted that the map provided was prepared so that they were all on the same page regarding how things would be maintained and they would have something to compare it to.

Responding to Mr. Rocha regarding feedback from federal legislators, Mr. Anderson advised that they are still working on it and moving forward, but he was informally told that it is highly unlikely to be approved because the Corps of Engineers opposes it. Mr. Sudler stated that he made contact with all three offices and they have assured him that they would convey their concerns and get back with them. Mr. Sudler stated that it has exceeded the timeframe which he thought they should possibly be back. He noted that this is a time sensitive matter that has been ongoing for over five years and they would continue and hopefully have a joint effort from the Capitol School District to continue to inquire and let them know the urgency and importance of gaining approval.

**Presentation - Bayhealth Hospital - Strategic Facilities Master Plan (Mr. John Van Gorp, Bayhealth Senior Vice President of Planning and Business Development) (Informational Item)**

Mr. John Van Gorp, Bayhealth Senior Vice President of Planning and Business Development, reviewed the presentation entitled, "Strategic Facilities Master Plan," (**Attachment #1**).

(City Clerk's Office Note: Due to technical difficulties with Ms. Georgeanna Windley's microphone, agenda item #7 - Presentation Strategic Framework for Community and Economic Development was switched with

agenda item #8 - Presentation Bayhealth Hospital Strategic Facilities Master Plan to allow Ms. Windley time to reconnect her microphone.)

Responding to Mr. Rocha, Mr. Van Gorp stated that a total of 37 physicians were recruited in the last 14 months.

Responding to Mr. Anderson regarding workforce development, Mr. Van Gorp advised that they continue to be in growth mode and it is a continuous struggle to find the professional staff necessary. He noted that there are shortages in a variety of areas, including physicians, nursing staff, physical therapists, lab technicians, and DI services. There are a number of very good, well-paid, professional jobs that they continue to struggle to fill. Mr. Van Gorp noted that they work very closely with Delaware Technical and Community College (DTCC), Wesley College, and Delaware State University, and they are doing their best to try to expand. He advised that DTCC and Delaware State University are looking to expand their health services programs to try to provide the workforce that is needed.

**Presentation - Strategic Framework for Community and Economic Development (Ms. Georgeanna Windley)**

Ms. Georgeanna Windley, Professional Economic Developer, expressed concerns regarding economic development within the City of Dover. She noted that one of the things that she sees with the City is their great job with the Downtown Development Corporation. Ms. Windley asked if the City was looking at the business climate and the business and income tax levels, workforce availability, energy cost, market size, and the quality of services that are offered. She asked if there was a comprehensive plan for economic development with goals and objectives that is revisited on a regular basis and measured.

Mr. David Hugg, Director of Planning and Community Development, referred Ms. Windley to Chapter 10 of the City's Comprehensive Plan which outlines a specific set of policies, goals and objectives for the City. He advised that the City is a part of the Kent Economic Partnership (KEP) and a lot of the information that Ms. Windley has identified is included in the sets of data that the City uses when responding to requests for proposals or other recruiting efforts. Mr. Hugg noted that the City has incentives available and that they do not have a separate strategic economic plan in the sense that the US Economic Development Administration at one time proposed. Ms. Windley expressed her concerns regarding the difference between a Comprehensive Plan and an economic development plan.

Mayor Christiansen stated that when the Dover Development Office went out of business, those on the Kent Economic Partnership got together to address quite a few of the issues that Ms. Windley has brought forward and it incorporates tourism and workforce development. He noted that Ms. Linda Parkowski, Executive Director of the KEP, obtained the City the Rockport Study to tell where deficiencies are. He noted that they felt that even with the creation of the Delaware Prosperity Program, that Kent County would be left behind and that is why the County, the City of Dover and a number of municipalities throughout the County, went together to address the issues that Ms. Windley has brought up and have moved forward.

Mayor Christiansen advised that part of those efforts was bringing U.S. Corrugated's cardboard box manufacturing plant to Dover, as well as other industries that are considering the City. He noted that, during the Economic Development Committee meeting held prior to the Council Committee of the Whole meeting, some of their plans and incentives were granted for development of the joint use facility at Kent County Airport.

Mayor Christiansen stated that they are working in partnership with the school districts to develop the workforce. He noted that those efforts are in place and they have had quite a few successes. Mayor Christiansen noted that a Joint Use Agreement with Dover Air Force Base is going to provide them with a kick to do what needs to be done to address the economic vitality not only Dover, but for the entire area.

Mr. Neil stated that as liaison for City Council on tourism in 2015, the tourism board took a total metamorphosis. He advised that they went out and got Streetsense to provide the mirror of what they had to do. Mr. Neil advised that events that use to be volunteer supported efforts went through a complete change in terms of professionalism and, as a result, people can go online for tourism and see a very active Kent County. He noted that it has continued throughout this pandemic. Mr. Neil advised that each month there are five different places that the locals can attend and they actually received some national praise from professional organizations. He noted the tax abatement program and stated that it is designed as part of the total picture. He advised that Ms. Diane Laird, Executive Director of the Downtown Dover Partnership (DDP), has done a marvelous job of having events that will attract people. He noted the City lighting system that is primarily for safety is going to help the downtown area as well.

Mr. Hare suggested that this item be brought back to the Council Committee of the Whole or the Economic Development Committee to give Staff enough time to prepare some information.

**Mr. Hare moved for adjournment of the Parks, Recreation, and Community Enhancement Committee meeting. The motion was seconded by Mr. Lindell and unanimously carried.**

Meeting adjourned at 7:54 p.m.

**Mr. Lindell moved for adjournment of the Council Committee of the Whole meeting. The motion was seconded by Mr. Anderson and unanimously carried.**

Meeting adjourned at 7:54 p.m.

William F. Hare  
Council President

WFH/TM/jt

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#### Attachments

Attachment #1 - Presentation entitled "Strategic Facilities Master Plan"



# Strategic Facilities Master Plan

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## March 9, 2021

# BAYHEALTH STRATEGIC PLAN 2021–2023



## OUR BRAND PROMISE

We are driven to bring the nation's best healthcare to our communities here at home.

## OUR MISSION

To strengthen the health of our community, one life at a time.

## OUR VISION

To deliver the nation's best healthcare to our communities here at home.

## OUR VALUES

*Compassion:* We are kind and caring to everyone we encounter.

*Accountability:* Each of us is responsible for our words, our actions, and our results.

*Respect:* We value everyone and treat people with dignity and professionalism.

*Integrity:* We build trust through responsible actions and honest relationships.

*Teamwork:* We achieve more when we collaborate and all work together.



# BAYHEALTH STRATEGIC PLAN 2021–2023

## Growth, Access & Consumerism

### GOAL

Improve access to care and introduce services to inform and promote convenience to patient.

### STRATEGIES

Address the shortages in primary care and other key specialties.

Successfully implement Graduate Medical Education initiative.

Expand Bayhealth's sites of care.

Implement consumer services to elevate convenience to patients.

### OUR BRAND PROMISE

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# Agenda

1. Physician Recruitment
2. Projects Completed
3. Projects In Progress

# Physician Recruitment

# Provider Recruitment

| Specialty                      | CY 2020   | CYTD 2021 |
|--------------------------------|-----------|-----------|
| Emergency Medicine             | 3         | 2         |
| Behavioral Health              | 1         | 0         |
| Women's Health                 | 0         | 2         |
| Family Practice / Primary Care | 8         | 4         |
| Pediatrics                     | 3         | 0         |
| Internal Medicine              | 1         | 1         |
| Orthopedic                     | 1         | 0         |
| Gastrointestinal               | 0         | 3         |
| Surgery                        | 2         | 1         |
| Electrophysiology              | 1         | 0         |
| Endocrinology                  | 1         | 2         |
| Cardiology                     | 1         | 0         |
| <b>Total</b>                   | <b>22</b> | <b>15</b> |

# Completed Projects

# Nemours Building

## Bayhealth, Sussex Campus

### Nemours Services:

- Specialty Care
  - Allergy
  - Behavioral health
  - Cardiology
  - Endocrinology
  - Gastroenterology
  - General surgery
  - Neurology
  - Orthopedics
  - Otolaryngology
  - Pulmonary
  - Urology
  - Weight management
- Diagnostic Services
  - Audiology
  - ENT
  - ECHO
  - EEG
  - Spirometry
  - X-ray
  - Ultrasound
- Therapy Services
  - Physical
  - Occupational, speech
  - Associated medical equipment
- Primary and Senior Care



# Nemours Building

## Bayhealth, Sussex Campus

### Bayhealth Services:

- Specialty Care
  - Colon rectal surgery
  - ENT
  - Dermatology
  - Endocrinology
  - Gastroenterology
  - General surgery
  - Maternal fetal medicine
  - Orthopedics
  - Urology
  - Women's care
- Primary Care

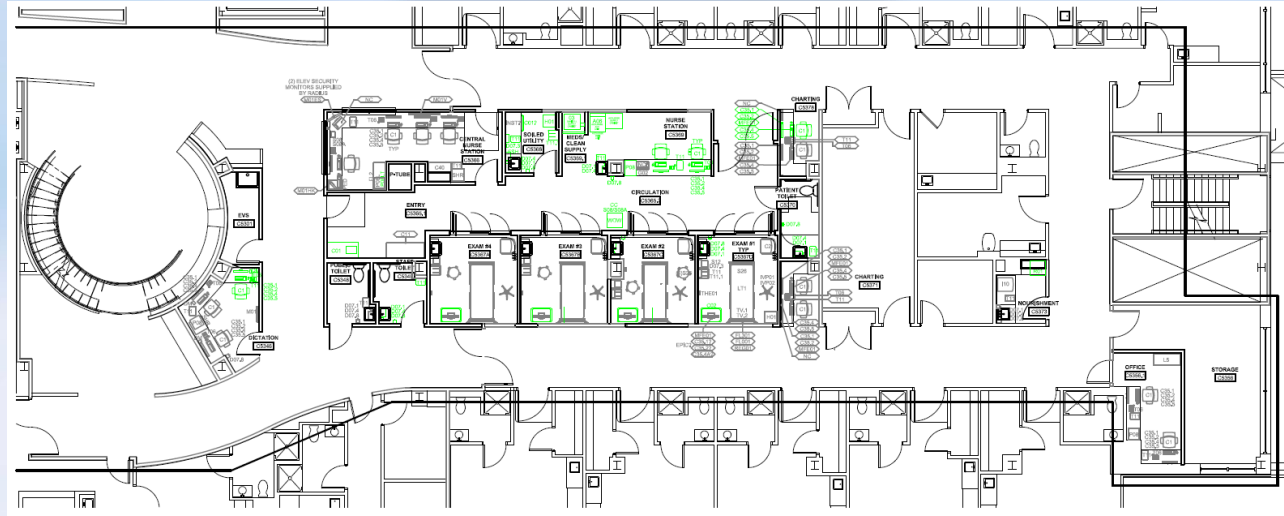


# Obstetrics Emergency Department

## Bayhealth Hospital, Kent Campus

### Key Program Elements

- 24/7 OB Physicians on Site
- 4 Exam Rooms



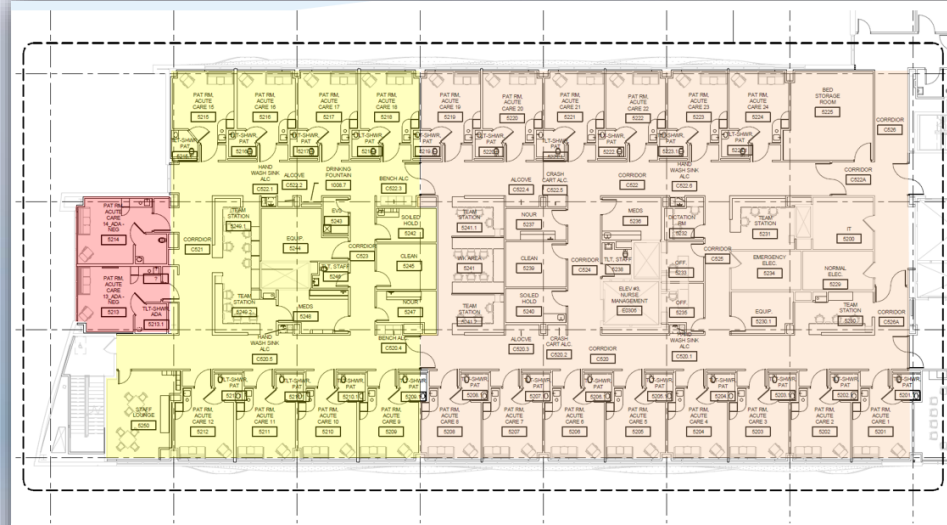
# Projects in Progress

# Additional Beds 5<sup>th</sup> Floor 24 Bed Unit

## Bayhealth Hospital, Sussex Campus

### Status:

- Construction
  - Began 1/5/2021
  - Completion end of September 2021



14 Med Surge beds

8 Med/Surg beds  
capable of negative  
pressure isolation

2 Med/Surge  
isolation ADA /  
Bariatric beds



CANNONDESIGN



Sussex Campus Project

# Route 9 Medical Office Building

## Ambulatory Center and Freestanding Emergency Department

### Status:

- Services
  - 24-hour freestanding ED
  - Primary care
  - Specialist physicians
  - Diagnostic imaging
- Construction
  - Expected completion in early 2023



# Harrington Medical Office Building

## Status:

- Sale and Easement Agreements Finalized
- Concept Design and Program Complete
- Construction Estimated Completion in Early 2022

## Services:

- Primary Care
- Specialty Care
- Diagnostic Services



# Delaware Turf

## Status:

- Interior Fit-Out Well Underway
- Estimated Move in Remains 4/15/2021
- Services
  - Primary care
  - 1<sup>st</sup> State Orthopedics
  - Physical therapy



- Permits Received
- Containment Installed
- Demolition Complete
- All The New Spaces Have Been Roughed-in And Drywall Installed.

- Phase 1 Will Complete 2/26/21.
- Phase 2 Will Begin After Staff Moves Into New Pediatrics Building.



## Status:

- Sale Closed on January 29
- Lease Agreements Signed (Labcorp, CNMRI Sleep, Kent Physical Therapy)
- Building Permits Obtained
- Construction Underway



## Next Steps:

- Complete Construction
- Clinic Operational 6/1/2021



- Permit Set Submitted to City
- Currently in Review by Fire Marshal
- Bids Received and Reviewed
- Relocation of Bed Storage and IT Complete

- Submit to OHFLC for Approval
- Construction to Begin End of February



**Existing ED Admin Office Suite.**  
**Minor renovations to accommodate GME Project.**

# GME: Academic Office

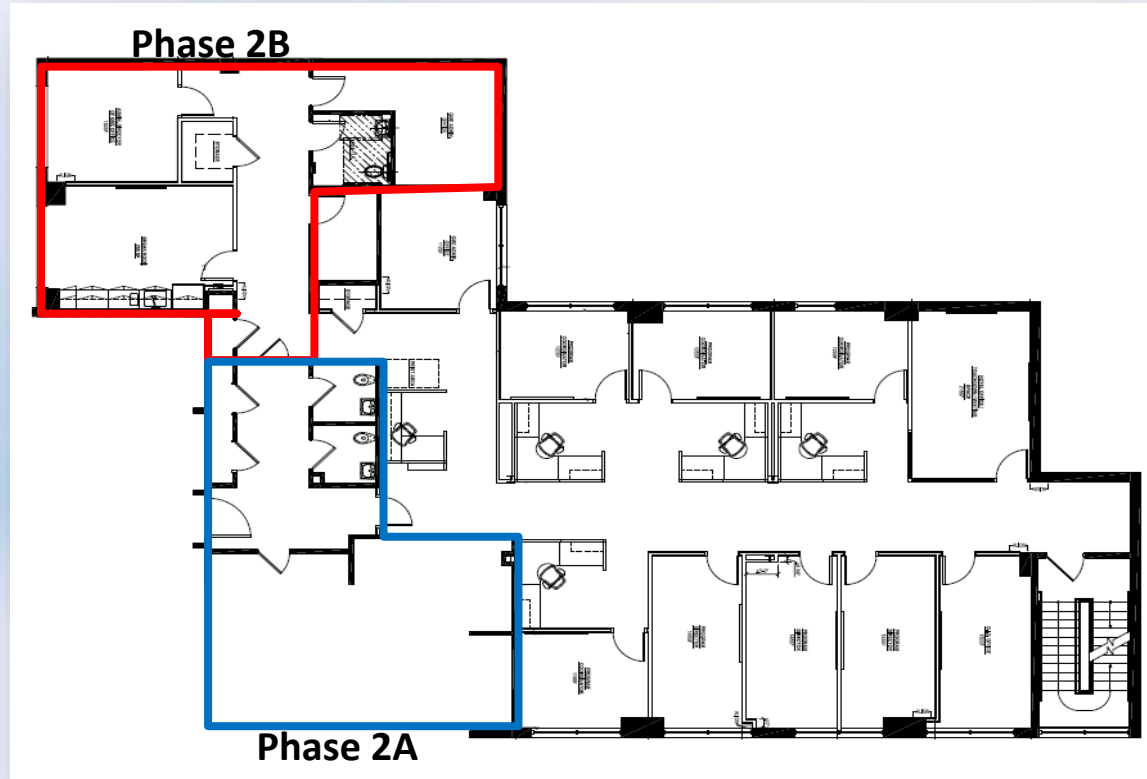
## Bayhealth Hospital, Kent Campus

### Status:

- Phase 2A Complete
- Phase 2B Fit-Out Construction Underway

### Next Steps:

- FFE Install March 29
- Phase 2B Turn-Over 4/2/2021



# 6<sup>th</sup> Floor Pediatrics

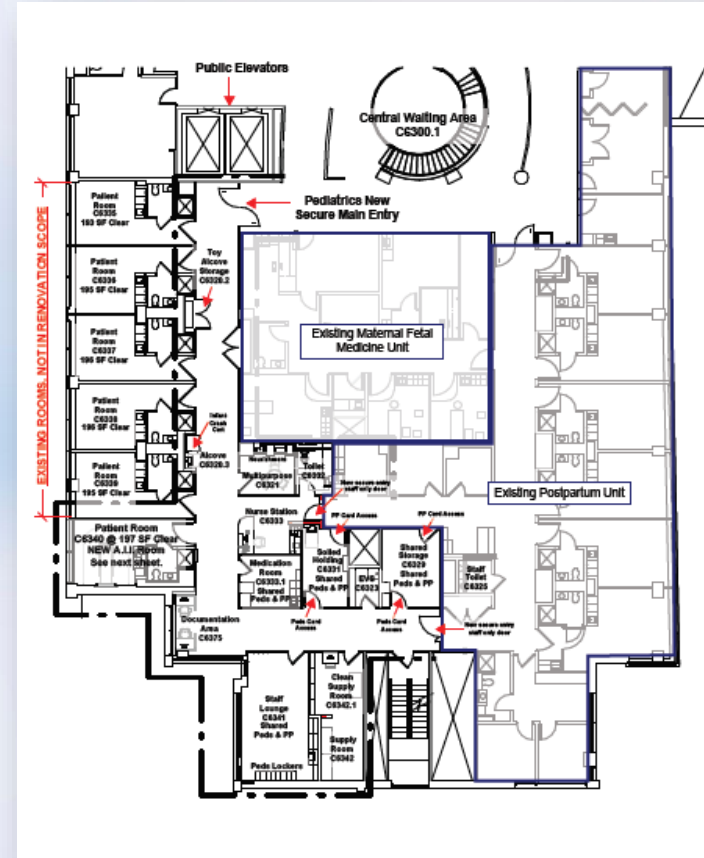
## Bayhealth Hospital, Kent Campus

### Key Program Elements

- Locate Pediatrics Adjacent to Women's Services
- Lockdown 6 Locations
- System Integration (HUGS Infant Abduction, Fire Alarm and Security Systems)
- Convert 1 Patient Room to Airborne Infection Isolation Room

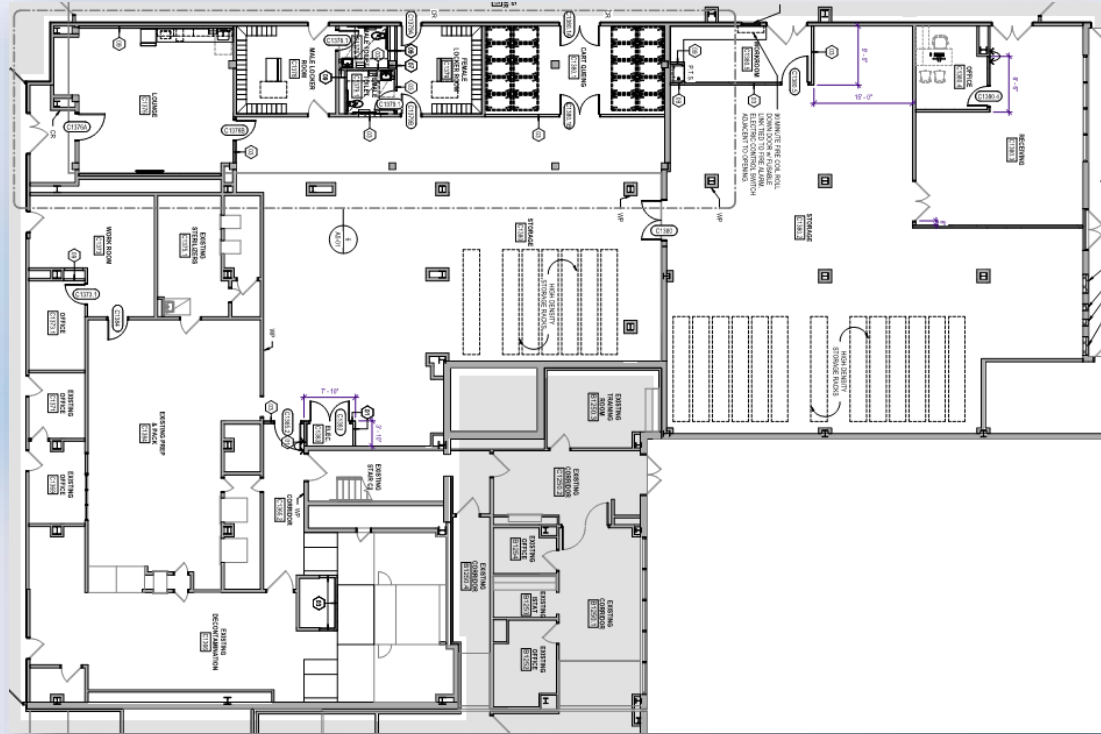
### Next Steps:

- Phase 1 Completion End of March 2021
- Complete Construction by June 2021



- Reconfigure Sterile Processing to Provide Improved Workflow, Storage, and Efficiency.

- Construction
  - Begins April 2021
  - Complete Sept. 2021



# Main Lobby Security Upgrades

## Bayhealth Hospital, Kent Campus

### Project Scope:

- Permanent Separation Between ED Waiting and Main Hospital
- New Main Desk to Support Visitor Management



# Master Planning

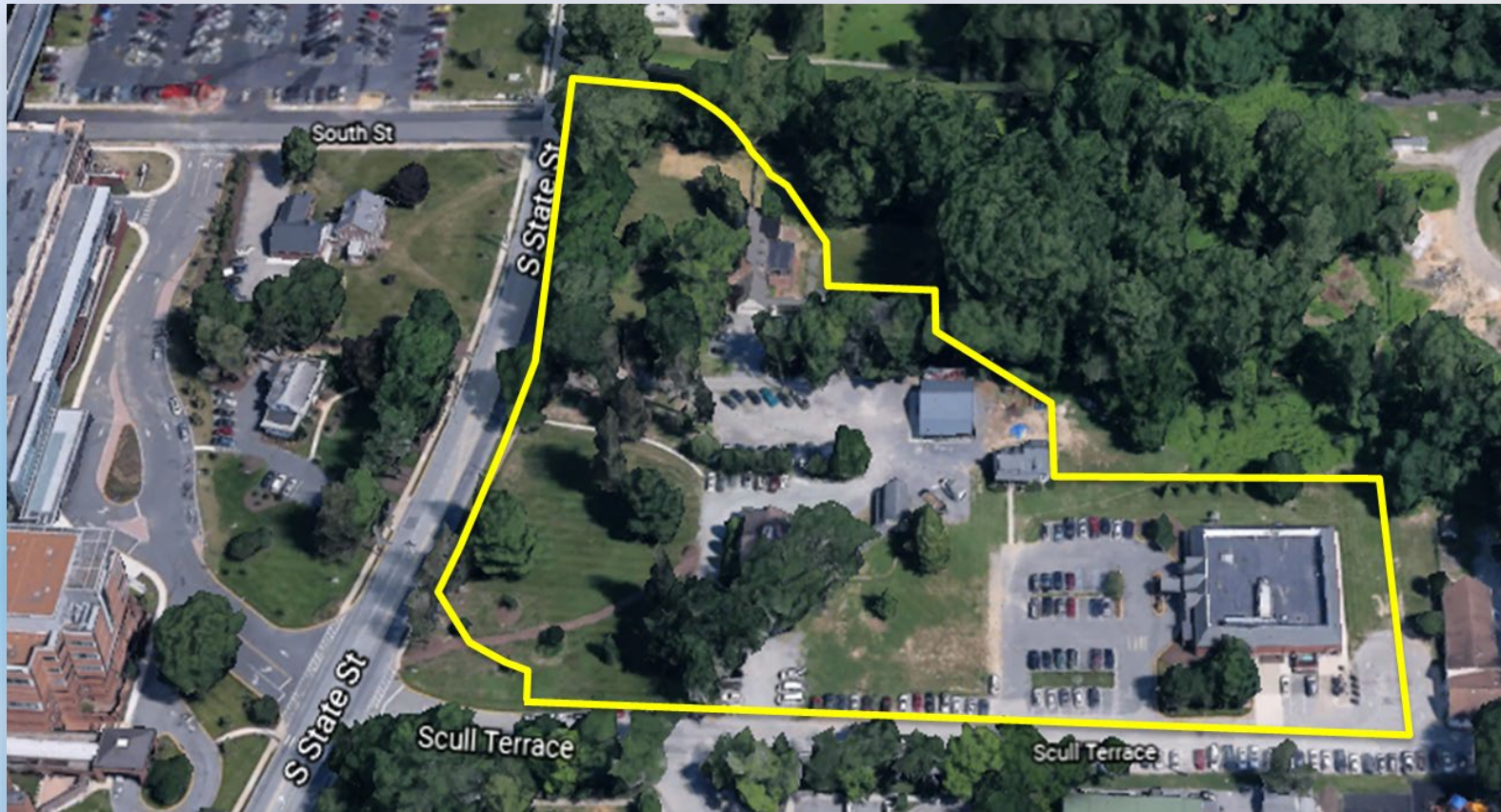
## Bayhealth Hospital, Kent Campus

### Objectives:

- Modernization and Expansion of Spaces
  - Operating Rooms
  - Cath Lab
  - Interventional Radiology
  - Endoscopy services
- Private Rooms
- Decompression of Non-Essential Administrative and Clinical Services
- Expanded Parking



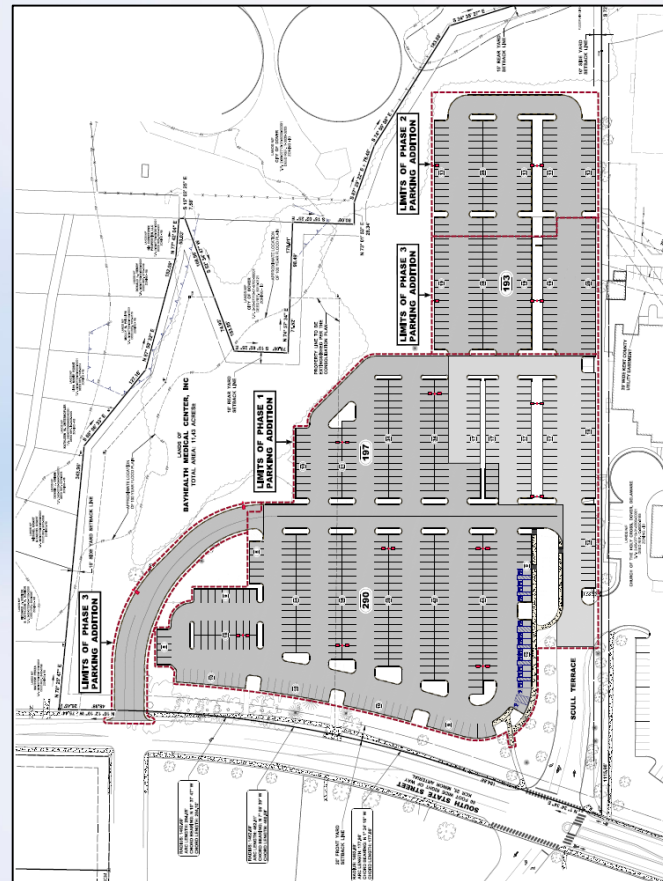
# Scul Property



# Scul Property



- Scull Property
- Placed on National Register of Historic Places 3/20/1973
- Not Located Within the Dover Historic District
- Building is in Poor Condition and Does Not Lend Itself for Commercial Use



**Status:**

- In Negotiations  
Announcement to  
Come Soon

Coming Soon

