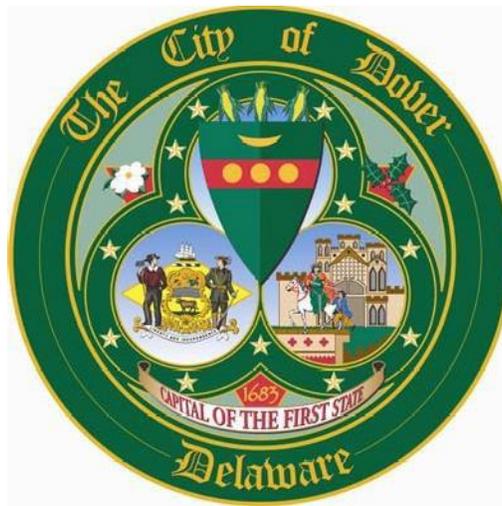


CITY OF DOVER ANNUAL BUDGET

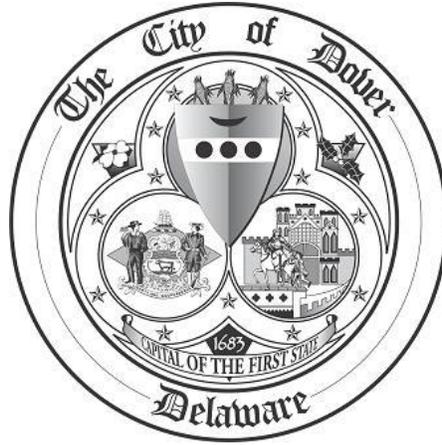
FOR FISCAL YEAR

JULY 1, 2021 - JUNE 30, 2022



***“COMMUNITY EXCELLENCE THROUGH QUALITY
SERVICE”***

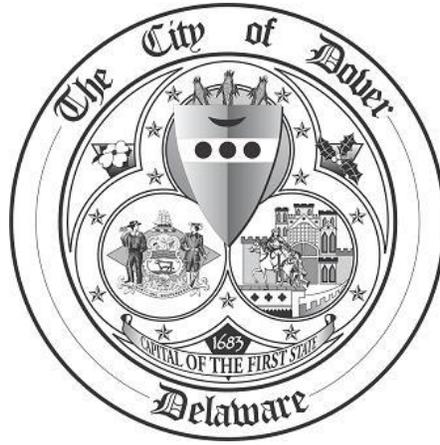
Published by:
***The City Manager’s Office
Randy Robertson, City Manager
Matthew C. Harline, Assistant City Manager***



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CITY OF DOVER VISION

The City of Dover is a place where people want to live! Through the team effort of its elected officials, employees, and citizens, Dover is a clean and safe community with a future of balanced growth and opportunity where all citizens are heard, enjoy a high quality of life, and diversity is valued.



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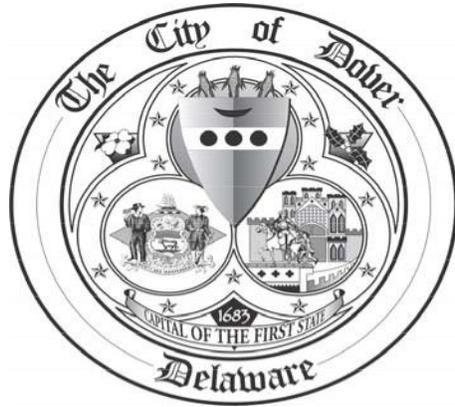
FY 2021 – 2022 Draft Annual Operating Budget

With 2022 – 2026 Capital Investment Plans

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INTRODUCTION

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

CITY MANAGER'S LETTER

HOW TO USE THIS BUDGET

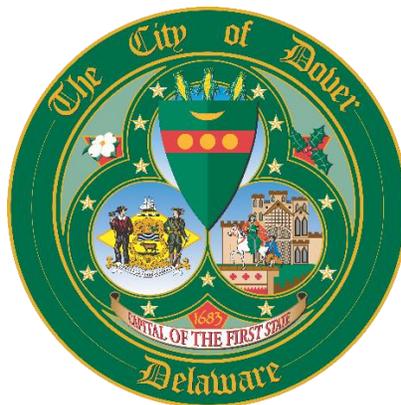
CITY OFFICIALS

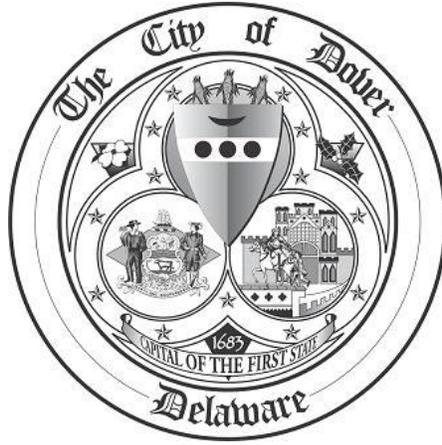
CONTACT INFORMATION

CITY ORGANIZATIONAL CHART

OPERATIONAL STRUCTURE

DOVER PROFILE





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May 27, 2021

Honorable Mayor & Members of City Council
Dover, DE 19901

SUBJECT: Fiscal Year 2022 Recommended Budget

Dear Mayor & Members of City Council:

Enclosed is the proposed Fiscal Year 2021-2022 City of Dover Draft Budget for your review and consideration. At your 1 May "Goals and Visioning Session" staff provided you with much of the data contained herein and from your comments and guidance have drafted this budget around the extraordinarily challenges that may stem from a post-pandemic environment. Recognizing the residual impact of the pandemic is likely to linger for some time to come, this document is a balanced budget that we believe meets the City's needs yet sustains policies to maintain prudent reserves. The proposed budget reflects our continued commitment to providing cost-effective, efficient, basic municipal services for our citizens, visitors and business community. The proposed budget maintains the increased level of resources for public works, inspections and code enforcement.

The total financial plan for FY-2022 is proposed to be \$161,540,600. The plan includes an operating budget of \$131,900,300 and a capital investments budget of \$29,640,200. The FY 2021-2022 financial plan represents an increase of (15.7%) over the original FY-2021 financial plan of \$139,596,500. This budget restores capital expenditures to prior levels and includes a modest (4.25%) increase expenses for personnel and materials. Given the uncertainty over Dover's allocation for the Federal America Recovery Plan funds, and the incomplete guidance on how those funds must be used, only a very small amount of or "Rescue" dollars are included to offset revenue losses in Parks, Library and Business License fees.

We believe last year's effort to hold taxes and fees and capital expenditures down cannot be maintained in order to provide comparable, expected community services. This budget includes a property tax increase of 5.5¢ per \$100 of assessed value on taxable properties and rate increases for water, wastewater, and solid waste fees. No increases have been recommended in electric rates and the Power Cost Adjustment (0.7¢/kwh returned to the customer) remains in place. During the year we will review the possibility of establishing a Stormwater Fee, which has been researched and discussed for several years now, to afford a revenue source that is currently taken from the General Fund.

The presentations that follow this letter summarize key factors influencing this budget and the end results. Additional Budget Workshops will be conducted with emphasis on the materials in these documents. The presentation documents for the City of Dover Fiscal Year 2022 Recommended Budget are as follows

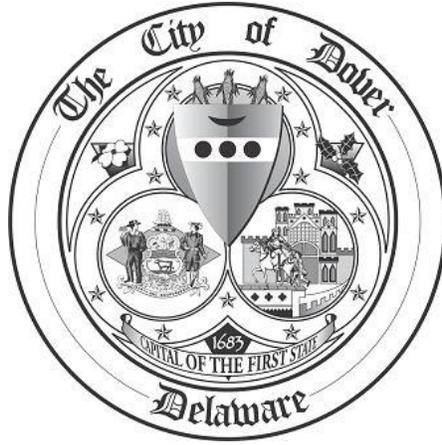
Budget Highlights & Discussion Points
Budget Review – Summary of Operating Department & Division Summaries
Capital Investment Plans – Summary of Funding Source & Project Summaries

We look forward to presenting the detailed Draft Fiscal Year 2021-2022 City of Dover Budget on June 1, 2021.

Most respectfully,

Randy Robertson
City Manager

Matthew C. Harline
Assistant City Manager



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HOW TO USE THIS BUDGET

The City of Dover budget document is intended to provide concise and reliable information to readers (Dover's citizens, the public, and other governmental entities) about the City's policies, financial plan, and operations. It includes information on Dover's objectives and budget for Fiscal Year 2022.

At the front of the budget is a Table of Contents that will aid the reader in finding specific information quickly and provide a summary of the major topics. The budget is divided into 11 major sections: Introduction, Budget Summary, Fund Summaries, Personnel Summary, Capital Investments Plan, Debt Service, General, Public Utilities Water, Public Utilities Wastewater, Public Utilities Electric, and Other Funds, plus three appendices. Highlights of each section are as follows:

INTRODUCTION

The City Manager's letter to Council on Page 1 contains an overview of the budget. It discusses goals of the budget and highlights important issues by major fund and division summaries. The Introduction also includes a section on how to use the budget; a listing of elected and appointed officials; contact information; phone numbers; a citywide organizational chart; and the City operational structure. Readers can also find a profile on Dover's history, location, form of government, and demographic statistics.

BUDGET SUMMARY

In this section, all the funds are discussed in summary form. The Budget Summary begins by reviewing the budget process, calendar, budget procedures, financial policies and an All Funds Summary.

FUND SUMMARIES

A Fund Summary of each major fund which shows how revenues and expenditures are reported by fund, a self-balancing set of accounts designed to track specific revenues, and the uses of those revenues. Each fund's origin and purpose.

These explain and discuss, in more detail, the City's major funds and their contingencies. Funds presented in this section include: General Fund, General Capital Project Fund, Water Fund, Water Improvement and Extension Fund, Wastewater Fund, Wastewater Improvement and Extension Fund, Electric Revenue Fund, and Electric Improvement and Extension Fund.

PERSONNEL SUMMARY

This section provides a summary of the City's personnel, Overall Personnel Budget, and overtime trends.

CAPITAL INVESTMENTS PLAN (CIP)

Readers can find information on criteria, guidelines, and summary information on revenue sources and uses in this section. Highlights of Dover's CIP are identified, and a description of each project funded for Fiscal Year 2022 is included.

DEBT SERVICE

In this section, readers get an overview of the City's debt and the charter information on the subject. The City's Debt Policy is also included.

GENERAL, WATER, WASTEWATER, and ELECTRIC

These sections of the budget are arranged by fund with the department listing beginning with Mayor, City Council, and City Manager. Thereafter, the departments are listed alphabetically within each fund. Departments are further categorized into divisions. Each department's budget detail begins with a description of the department vision and an overview of major programs, objectives and measures, and strategic objectives and measures, along with any budget recommendations and notes, if appropriate. A guideline to these pages follows in the next section on Page 8.

OTHER FUNDS

Readers can find information on the City's other funds. These funds are usually internal service funds (cost sharing funds that serve the major funds), trust funds (funds held by the City in a trustee capacity) and agency funds (funds that account for assets held by the City as an agent for another outside agency).

Readers are encouraged to contact the City with any comments or questions they might have regarding the budget. Inquiries may be addressed to the Assistant City Manager, P.O. Box 475, Dover, DE 19903-0475 or by telephone at (302) 736-7005.

City of Dover

ELECTED OFFICIALS

MAYOR

Honorable Robin R. Christiansen (6/14)

CITY COUNCIL

AT-LARGE

Councilman Andre M. Boggerty (5/21)

FIRST DISTRICT

Councilman Matthew J. Lindell (5/17)

Councilman Gerald L. Rocha, Sr. (9/20)

SECOND DISTRICT

Councilman William F. Hare (5/11)

Councilman Ralph L. Taylor, Jr. (5/19)

THIRD DISTRICT

Councilperson Tricia K. Arndt (5/21)

Councilman Fred A. Neil (5/15)

FOURTH DISTRICT

Councilman David L. Anderson (5/11)

Councilman Roy Sudler, Jr. (5/15)

Send All Correspondence To:

City Clerk's Office

P.O. Box 475

Dover, DE 19903-0475

Phone: (302) 736-7008

Fax: (302) 736-5068

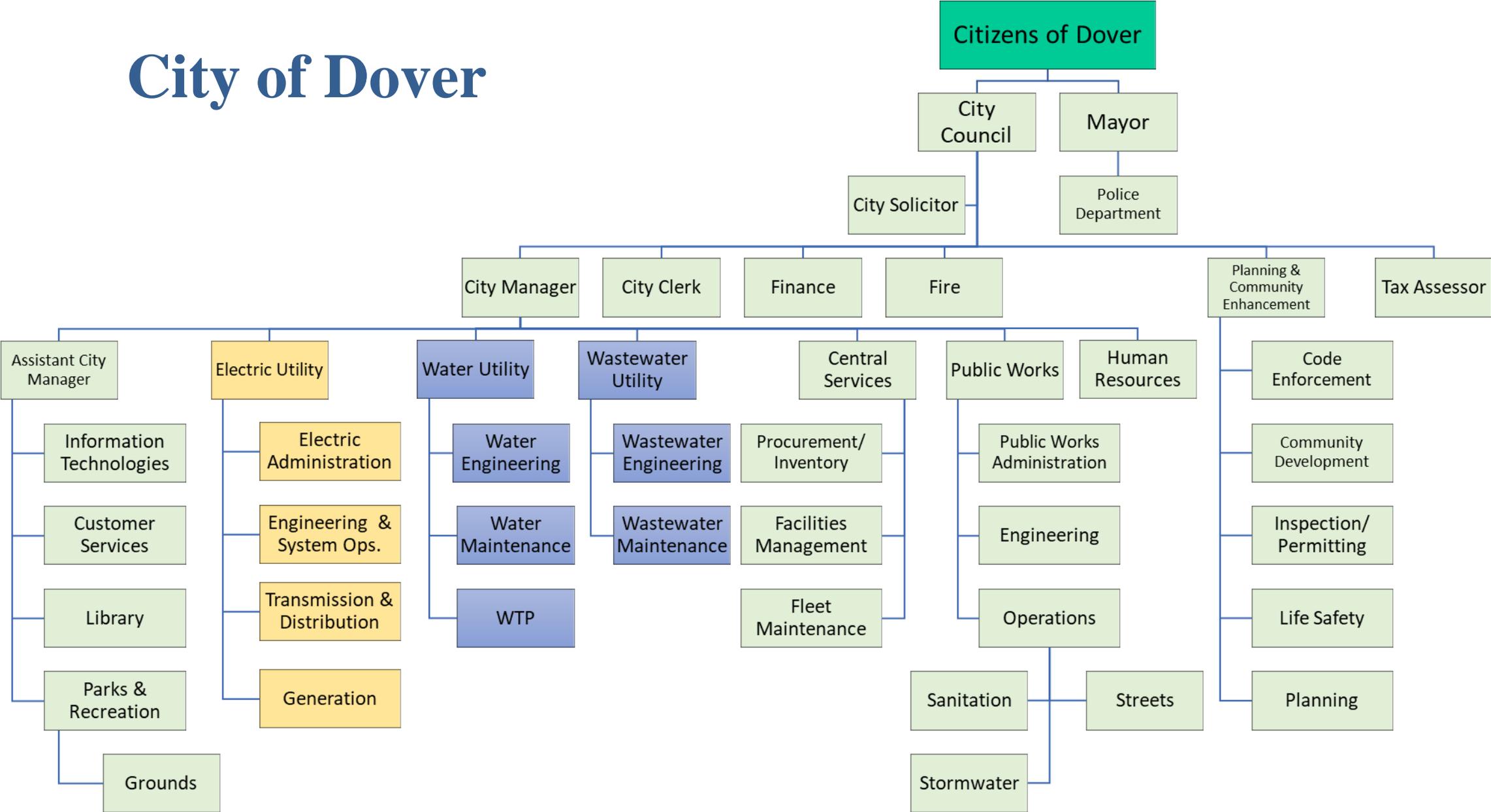
E-Mail: cityclerk@dover.de.us

PHONE NUMBERS

CITY OFFICES

Accounts Payable.....	736-7152	Police Department - Queen Street	
City Clerk.....	736-7008	Administration	736-7100
City Manager.....	736-7005	Complaints and Services.....	736-7111
Customer Services.....	736-7035		
Electric/Water/Sewer/Trash		Public Works	
Billing	736-7035	Administration.....	736-7025
Electric Emergencies/Trouble		Engineering.....	736-7025
Calls – 24 Hours	736-7086	Streets.....	736-7025
Water/Sewer Utility		Trash/Brush/Bulk Pick-Up.....	736-7025
Repair Service and After Hours		Tax Assessor.....	736-7022
Weekends & Holidays	736-7060	Warehouse	736-7047
Electric		Water/Sewer Utility	
Administration	736-7070	Repair Service and After Hours,	
Engineering.....	736-7091	Weekends, Holidays	736-7060
Transmission and Distribution.....	736-7091		
Finance	736-7018	<u>FAX NUMBERS</u>	
Fire (non-emergency)	736-7168	Central Services	736-7178
Human Resources.....	736-7073	City Clerk	736-5068
Information	736-7058	City Manager	736-7002
Library	736-7030	Customer Services	736-7193
Mayor	736-7005	Electric Admin	736-7081
Parks and Recreation.....	736-7050	Electric Dispatchers	736-5001
Grounds.....	736-7050	Finance	760-4930
Planning & Inspections		Fire	736-7166
Code Enforcement	736-7010	Human Resources.....	736-7093
Fire Marshal	736-4457	Information Technology	672-1847
Inspections	736-7010	Library.....	736-5087
Planning	736-7196	Parks and Recreation	678-2674
		Planning and Inspections.....	736-4217
		Police.....	736-7157
		Power Plant	672-6330
		Public Works.....	736-7092
		Tax Assessor.....	736-4450

City of Dover



OPERATIONAL STRUCTURE

Each operational fund is comprised of departments which are major organizational units of the City. Each department has overall management responsibility for one or more divisions. For all departments, a departmental vision; major programs, objectives, and measures; and strategic objectives and measures are presented. A line item listing of expenses is included along with a personnel summary and organization charts by functions and staffing.

The operational structure is included as a cross reference to depict relationships among programs, organizational units, and funds. The operational units by fund are listed in the table below.

FUND	DEPARTMENT	DIVISION/PROGRAM
GENERAL FUND	Mayor	Dover Police Department Economic Development Community Development
	City Council	Legislative, Policy, and Administration Fiduciary Community Interaction
	City Manager	Budget Preparation Department Management Project Development Emergency Preparedness
	Central Services	Warehouse and Purchasing Facilities Management Fleet Maintenance
	City Clerk	Administrative Support Codification Ombudsman Municipal Elections and Referenda
	Customer Services	Customer Service Billing Collections
	Finance	Treasury and Cash Management Financial Reporting Administration
	Fire	Fire Suppression and Rescue Response Fire Communications Fire Prevention
	Human Resources	Recruitment and Employment Employee Benefits Risk Management Employee and Labor Relations
	Information Technology	Support Programming Administration

FUND	DEPARTMENT	DIVISION/PROGRAM
GENERAL FUND	Parks and Recreation	Parks and Park Management Grounds and Beautification Recreation Youth Intervention Program
	Library	Circulation/Reference Services Adult Services Youth Services
	Police	Core Law Enforcement Operational Support Services Administrative Support Services
	Planning and Inspections	Planning and Planning Services Property Maintenance Construction, Inspection, and Permit Administration Fire Marshal Community Development
	Public Works	Administration Engineering and Inspection Sanitation - Solid Waste Streets Stormwater
	Tax Assessor	Appraisal and Assessment Administration
WATER FUND	Water	Water – Engineering & Inspection Water – Maintenance Water - Treatment Plant
WASTEWATER FUND	Wastewater	Wastewater – Engineering & Inspection Wastewater – Maintenance
ELECTRIC FUND	Public Utilities/Electric	Administration Transmission & Distribution Engineering System Operations & Energy Programs Power Supply Electric Generation

The budget includes other special funds which can be found in Other Funds.

DOVER PROFILE

The City of Dover is in Central Delaware in Kent County and is the capital of Delaware. Dover is approximately 90 miles south of Philadelphia, Pennsylvania and 90 miles east of Washington, D.C. While its population is significantly less than that of Wilmington, Delaware, Dover encompasses a larger area than any other city on the Del-Mar-Va Peninsula. In contrast to most major cities in the northeast United States, Dover is continuing to grow economically, in population, and in land area. The City has an estimated population of 38,412 and a total land area of approximately 23.74 square miles.

The City of Dover was founded in 1683 by William Penn. In 1717, it was officially laid out over an area of 125 acres by a commission of the Delaware General Assembly. It grew to nearly 1,000 acres in size by 1960.

Prodded by the need for better fire protection emphasized by several fire losses, the town began the establishment of a water system in 1881. Dover is fortunate to be located above an underground supply of water which has proved more than enough to meet its needs.

Electricity came to Dover about the year 1900 when the water plant became the Light and Water Plant with the installation of its first steam generating facilities. Current was initially supplied for street lighting, but by the year 1902, electricity was being produced and sold for commercial lighting. The electric generation and distribution system grew with the town and beyond. Today, Dover provides electricity to approximately 25,231 customers inside and outside City limits. North American Energy Services (NAES) manages the generation plant, and power is now purchased utilizing services from The Energy Authority (TEA). Customer sales are approximately \$82 million

The greatest periods of expansion in Dover occurred in the years following World War I and World War II. Completion of the Dupont Highway throughout the length of Delaware in 1924 acted as a catalyst. Between 1925 and 1936, Dover's limits were extended and its infrastructure improved.

In 1937, the firm International Latex Corporation was the first major non-agricultural industry to Dover in 1937. It has since been a major source of employment in the area.

In the years immediately preceding World War II, the City of Dover acquired land for the construction of an airport. This land was developed and activated as Dover Air Force Base during World War II. Following the war, personnel at the base was reduced to a housekeeping unit until reactivated by the Military Air Transport Service in 1954. Since that time, it has been developed into one of the largest military air freight terminals in the world.

Dover was first incorporated in 1829 under a charter granted by the General Assembly. After 1929, Dover was named a city, and administration of all departments of government came under the City Manager. The only exception was the police department which was placed under the direction of the Mayor. Today, the City Council appoints the City Manager, City Clerk, City Controller/Treasurer, City Solicitor, City Planner, Fire Marshal, and Tax Assessor who all report directly to Council. The Chief of Police still directly reports to the Mayor. An organizational chart is included in the Introduction section of the budget on Page 7.

Dover's governing body is composed of a full-time mayor and nine council members, with one council member elected by Council to serve as Council president. Council members are elected from four council districts and serve staggered four-year terms. One member of Council and the Mayor are elected at-large and serve four-year terms. The Council is responsible for all matters of policy and is also the authority for levying taxes, securing revenues, authorizing expenditures of City funds, and incurring City debts.

Various committees of the Council study and recommend actions to the full Council. These committees are made up of Council members and citizen members but must be chaired by a Council member. The committees currently are: Legislative, Finance, and Administration Committee; Utility Committee; Safety Advisory and Transportation Committee; and Parks, Recreation, and Community Enhancement Committee.

CITY GOVERNMENT

The City of Dover municipal government consists of the offices of the Mayor, City Council, and City Manager as well as 16 operating departments, each responsible for providing a variety of services to the citizens that live here. They include: Central Services; City Clerk; Customer Services; Finance; Fire; Human Resources; Information Technology; Parks and Recreation; Library; Planning, Inspections & Community Development; Police; Public Works; Tax Assessor; Water, & Wastewater; and Electric.

MAYOR

The Mayor is the executive and chief elected official of the City of Dover. In general, the Mayor is the elected representative of the citizens of Dover. The Mayor appoints the Chief of Police, subject to Council confirmation, and is responsible for the Police Department. The Mayor effectively represents the citizens of Dover; corresponds and works with staff and elected officials of the City in order to maintain and address issues and concerns with priority given to protecting the quality of life that we love and enjoy; maintains and builds communications with citizens, the business community, neighborhood civic associations, and elected officials of the City, county, state, and national levels for the betterment of the community; promotes the economic and social interests of the City and the general welfare of its citizens; and serves as an ex-officio member of all committees.

CITY COUNCIL

The nine City Council members are the elected representatives of the citizens of Dover. The City Council is responsible for appointing the City Manager, City Solicitor, City Clerk, Finance Director, Planning and Inspections Director, Fire Chief, Fire Marshal, and Tax Assessor. City Council effectively represents the citizens of Dover; formulates and enacts public policy in response to current and anticipated needs within political, administrative, and fiscal constraints; provides community leadership as the legislative and policy-making body of the municipal government; supervises City administration; and oversees citizen boards and commissions.

CITY MANAGER

The City Manager leader for all departments that do not report to the Mayor or City Council (Central Services; Customer Services; Human Resources; Information Technology; Parks and Recreation; Library; Public Works; Water, & Wastewater; and Electric) and serves as the chief administrative officer for the city. The City Manager's Office provides support to all departments. The City Manager's office coordinates City government activities; receives and responds to citizens' complaints, inquiries, and requests; monitors Capital Investments Projects; provides administrative support to Council and Council committees; coordinates City legal work through the City Solicitor; and works at the pleasure of Council. The City Manager's office is also responsible for coordinating, preparing, and publishing the City's Capital Investments Plan, the annual budget, and the biennial revenue manual.

Emergency Preparedness became a function of the City Manager's Office in Fiscal Year 2013. Emergency Preparedness provides for emergency planning, preparation, and response to events through developing and coordinating emergency response plans within the City; providing training to departments on the Emergency Operations Plan; and conducting exercises to test portions of the Plan. In 2020 the position of Grant Writer was added to the office.

CENTRAL SERVICES

The Central Services Department consists of the Purchasing & Inventory, Facilities Management, and Fleet Maintenance divisions. Central Services handles purchasing, warehousing, and issuing of supplies for all the City departments. Facilities Management maintains and cleans all City buildings. Fleet Maintenance handles the upkeep of City vehicles. Beginning Fiscal Year 1999, this function was provided through a combination of contracted and in-house service.

CITY CLERK

The City Clerk's office provides administrative support to the Mayor and Council, often acting as liaison between elected officials and their constituents to resolve concerns and answer questions. It maintains all official municipal records including agreements, easements, and transcripts of all Council and standing committee meetings. It serves as the depository for all funds received by the City with the Clerk acting in the capacity of Assistant Treasurer. This office coordinates and presides at all official elections and referendums and is responsible for maintaining official voter registration records.

CUSTOMER SERVICES

The Customer Services Department is composed of the Customer Service and Meter Reading divisions. Customer Service produces, sends, and collects bills and prepares deposits for the over 25,000 electric customers and over 13,000 water, wastewater, and sanitation customers for utility services. Customer service also send bill for taxes and receives payments. This area also handles delinquent collections and legal matters involving billing for all utilities and taxes. Meter Reading reads all water and electric meters.

FINANCE

The Finance Department provides the City Council with assistance in formulating policies and financial analyses. The Department oversees several of the City's key financial policies and monitors internal controls. The Finance Department coordinates and provides for the processing of all financial data in a timely, accurate, and cost- effective manner. The Department is responsible for debt management, pension fund management, investments, accounting, payroll, accounts payable, and the annual audit for all City Governmental and Business Type entities. This allows the Department to monitor budgetary requirements; to invest the City's funds for safety, liquidity, and yield; and to comply with all City, state, and federal laws.

FIRE

The Fire Department protects the lives and property of the citizens and visitors of the City of Dover by providing fire suppression and rescue services. The Department maintains a fire communications center which is staffed 24 hours a day. It also maintains a database system in which occupant and pre-plan information is entered. Our Fire Department is staffed by five paid dispatchers, one administrative assistant, and approximately 80 volunteer firefighters. Fire suppression is provided by contract with the Robbins Hose Company also known as the Dover Fire Department.

HUMAN RESOURCES

Human Resources leads and supports the City in recruiting and maintaining a competent, capable work force and in creating a work environment that reflects respect for employees from all backgrounds and promotes effective service delivery to citizens. The Department also assists the City management team in recruiting and selecting qualified employees and developing and increasing skills and capabilities of individuals and work groups through fostering teamwork, promoting diversity and inclusion, supporting cooperative labor relations, and training and skill assessment and development. The Department manages, evaluates, and controls fringe benefit programs; monitors and provides litigation support when required; and coordinates activities aimed at promoting employee morale and recognition. The Human Resources Director acts as chief spokesperson for all City of Dover labor contract negotiations.

INFORMATION TECHNOLOGY

Information Technology plans and manages the information technology in the City which is necessary to support efficient and effective services to citizens. The department is responsible for maintaining a high quality, robust cybersecurity program and training staff in the protection of the City's technological assets.

LIBRARY

The Dover Public Library is the Anchor Library for Kent County and at 46,000 square feet is the largest municipal public library in Delaware. The Library provides a wide variety of programming and services to a diverse clientele. The service population for DPL is over 59,000 people. The Library is funded by City taxpayers as well as State and County funds and some fees generated for services. In 2020 the City contracted with Library Systems and Services to provide a Library Director and Assistant Director, but the Director and Assistant Director are city employees once again.

PARKS & RECREATION

The Parks & Recreation Department manages over 329 acres of parkland and open space in 30 different locations. Moreover, in the Spring of 2020 the Grounds Department was reintegrated into the Parks Department. The Department operates the John W Pitts Recreation Center in Schutte Park, an after-school program in Towne Pointe Elementary School, and dozens of youth and adult athletic leagues. In summer of 202 the Park Director's office moved into a new maintenance and operations building adjacent to the Pitts Center to make more space available.

POLICE

The Police Department's role is to enforce local, state, and federal laws and to protect the citizens of Dover from crime and disorder. The Dover Police Department enforces parking ordinances and offers services of a patrol unit, criminal investigation unit, drug investigation section, youth services section, motorcycle patrol section, and marine patrol section. The Department provides crime prevention programs; establishes community watch groups; and provides control to victims of crimes or traffic accidents. An animal control section is available, and licenses and permits for bicycles, parades, public gatherings, and hunting are issued by the Dover Police Department.

PLANNING, INSPECTIONS, CODE ENFORCEMENT, FIRE MARSHAL & COMMUNITY DEVELOPMENT

Planning and Inspections insures orderly growth within the City today and in the future through Dover's Zoning Code, Subdivision Regulations, and Comprehensive Plan. The Department controls and monitors business activities through licensing businesses, trailers, mobile homes, multiple occupancy dwellings, charitable solicitors, peddling, handbills, food handling, code compliance with property maintenance, fire investigations, and construction projects. Community Development, through rehabilitation of existing structures, is also a function of this department. The Director/ City Planner also serves as the Economic Development Director for the City directing the City's recruitment and retention efforts and ensuring coordination with County and State economic development entities.

PUBLIC WORKS

The Public Works Department consists of five operating divisions: Administration, Engineering and Inspection, Sanitation, Streets, and Stormwater. The Administration division functions as the coordinating arm of the Public Works Department. The Engineering and Inspection division seeks to ensure that all water, sanitary sewer, drainage, and transportation improvements are designed and constructed in accordance with accepted standards and specifications. In addition, this division is responsible for infrastructure inspection on all private developments throughout the City. The Sanitation division is responsible for the collection, transportation, and disposal of all municipal solid waste. The Streets division performs routine and preventive maintenance on all streets, alleys, parking facilities, public signs, and pavement markings.

TAX ASSESSOR

The Tax Assessor's office maintains all the City's property tax records. This department discovers, lists, and appraises all real property in the City.

WATER & WASTEWATER

The Wastewater Utility has two divisions: Engineering and Inspection and Wastewater Management. The Wastewater Management division operates and maintains the City's wastewater collection and transmission system which includes 44 sanitary sewer pumping stations and more than 160 miles of gravity sanitary sewer main and approximately 30 miles of pressurized force main.

The Water Utilities has three divisions: Water Engineering and Inspection, Water Management and Water Treatment Plant. The Water Management division operates and maintains a water distribution system which includes seven elevated storage tanks and more than 220 miles of varying diameter water mains. The Water Treatment Plant division operates and maintains the Long Point Road Water Treatment Plant along with 14 micro-treatment plants located at each of the deep well sites. This division also maintains 7 elevated water storage tanks.

Both utilities are under the direction of the Director of the Water & Wastewater Department.

ELECTRIC

The Electric Department has six divisions: Administration, Engineering, Transmission and Distribution, System Operation and Energy Programs, Power Supply and Power Generation. The Administration division coordinates the activities of the Department and provides administrative support for the other divisions. The Engineering division designs and develops the electric system and designs, operates, and maintains 15 substations with a combined capacity of 346 MW. The Department provides electric service to approximately 24,978 electric customers in a 75 square mile service area. The Transmission and Distribution division is responsible for the maintenance and repair of the system as well as restorations after interruptions of service.

The Electric Department is responsible for maintaining 43.07 miles of transmission lines, 132.49 miles of overhead distribution lines and 300.10 miles of underground distribution lines. The Electric Department is also responsible for the planning and construction of new electric facilities to meet the ever-growing demands for electricity as the City of Dover continues to grow.

MAJOR INDUSTRIES

The Dover and Greater Dover Area economy are fueled by several nationally known companies such as Kraft/Heinz Foods; Procter & Gamble; Edgewell Personal Care Brands, (formerly Playtex) and many others. In 2021 Delmarva Corrugated Packaging, a state-of-the art corrugated box manufacturer will open its doors. DCP will bring a 457,000 square foot facility valued at over \$80 million to the City with upwards of 150 new well-paying jobs.

Dover is the Capital City of Delaware and houses the State Executive and Legislative offices and state government employees. Dover is also the county seat for Kent county government activities. Dover is home of four higher education institutions with Delaware State University which has recently acquired Wesley College, Delaware Technical and Community College, and Wilmington University.

KRAFT/HEINZ FOODS

Dover is the home of some of America's most famous convenience food products such as Jell-O Gelatin, Jell-O Puddings and Pie Fillings, Jell-O Cheesecake, Jell-O No-Bake Pies, Jell-O Americana Desserts, Baker's Coconut, Minute Tapioca, Dream Whip, Capri Sun, Kool-Aid, Tang, Stove Top Stuffing Mix, and Shake 'N Bake. All are "Produced with Pride" by the men and women of the Dover operation of Kraft Foods. Raw materials from around the world flow into the 121-acre site where they are processed in the 27-acre facility. The finished products are shipped to all 50 states, Canada, and the Middle East.

EDGEWELL PERSONAL CARE DIVISION (PLAYTEX PRODUCTS)

Edgewell is a leading manufacturer and distributor of a diversified portfolio of skin care, feminine care, and infant care products. Edgewell produces Playtex, Stayfree, Carefree, and O. B. feminine care products in Dover

PROCTER & GAMBLE

Procter & Gamble's manufacturing facility in west Dover encompasses approximately 300,000 square feet of operating and office space and is situated on approximately 80 acres. The Dover plant produces Pampers and Luvs disposable wet wipe paper products. Procter & Gamble acquired the Dover facility from Kimberly-Clark and Scott Paper Company in 1996. The plant has been part of the Dover community since 1973.

Dover is also home to numerous large and small industries and businesses including Hirsh Industries (manufacturer of home and office storage products), Uzin Utz (floor leveling and patching products), and Chesapeake Utilities (natural gas supply), as well as Bayhealth Medical Center, Dover Downs Hotel and Casino and many others.

DOVER AIR FORCE BASE

Dover Air Force Base, with assigned C-5M Super Galaxy and C-17 Globemaster III aircraft, constitutes the largest aerial military port facility on the east coast. Located about five miles south of the capital city of Delaware, Dover Air Force Base is the home of the 436th Airlift Wing (AMC) and the 512th AW (AFRES Associate) – "The Dover Team." Viewed from almost any angle, the impact of the air base on the Air Force mission and the landscape and economy of the Delmarva Peninsula is like the huge C-5M Super Galaxy airplanes flown by the wing's four airlift squadrons – extremely far-reaching and impressive. Through a Joint Use Agreement opportunity exist for civil air operations in conjunction with the adjacent state-owned Civil Air Terminal and the Kent county Aeropark.

The base also operates the largest aerial port facility on the east coast and serves as a focal point for military cargo movement to Europe and the Middle East. The Port features a mechanized-computerized cargo handling arrangement which is one of only two that exist in the United States and which makes possible the processing of up to 1,200 tons of cargo during a 24-hour period. The people at Dover Air Force Base are actively involved in a variety of off-base activities, and a strong base- community program provides a forum and a spirit for military and civilian cooperation at all levels.

ECONOMIC CONDITION AND FUTURE GROWTH

Dover is the dominant center of population, employment, commerce, education and culture in Central Delaware. Economic growth continues in all sectors, with significant construction and permit activity occurring during the most recent year. Population and employment growth remain steady, typically running ahead of the County growth rates.

Growth in the health care and commercial/retail sectors is especially strong, with significant new projects occurring throughout the City. Revitalization of the historic Downtown commercial core continues, along with increasingly successful efforts to revitalize older nearby residential neighborhoods.

Total value of commercial construction in FY 20 was approximately \$30.0 million, reflecting many projects still under construction. Almost 2,000 building permits of all types were issued along with 3,000 business and related licenses and almost 3600 rental licenses. Year to year comparisons are not necessarily indicative of the health of Dover's economy, due to the timing of activity and the variability of general economic factors.

Growth and development trends during fiscal year 2019 are discussed below.

Population Growth

The last decennial census was conducted in 2010 and set Dover's population at 36,047. The population estimates for the 2020 decennial census anticipate Dover to top 39,000 residents. The Delaware Population Consortium estimates that Dover's October 31, 2020 population is 38,412, or a 6.5% increase since the 2010 count. Dover's population is projected to grow to 41,769 by 2035, with a sustained growth rate of about 3% during each of the next five-year periods. Statistically, Dover's population is younger than that of the County or the State, with a slightly lower proportion of the population of senior citizens as well. Working-aged adults (23-64) are projected to remain stable as a percentage of the City's population, making up slightly less than half of the City's population through 2030.

Residential Development

Dover's residential market is slowly emerging from the prior recession 12 years ago, but older developments are seeing increased build-out, and the market for apartment units has been strong. Significant activity has occurred in the Village of Cannon Mills PND, Clearview Meadow TND, Patriot Village, Seskinore, Oak Shadows, Nottingham Meadows, and Lexington Glen; many of which are nearing final completion. These projects, and general residential construction, are expected to have a positive impact on Dover's rate of population growth.

Downtown Dover Redevelopment

Revitalization of the historic Downtown core is continuing in both commercial and residential sectors. Building plans are moving forward for a two-building office and retail center on Loockerman Street, along with potential new businesses locating in existing spaces. Through the efforts of National Council on Agricultural Life and Labor (NCALL) Research and others, several deteriorated and blighted residential properties have been demolished, and are being replaced by new owner-occupied dwellings, transforming entire block-fronts adjacent to the commercial core. During 2020, eleven residential units and two commercial units qualified for Downtown Dover Development incentives. Over \$17,000 in City Downtown Development District incentives were awarded in 2019.

Retail/Commercial Development

This sector is showing significant growth with new and expanded locations along the major highway corridors and throughout the City. Construction of Capital Station (replacing a long vacant industrial building on US13) continues to add tenants, including Aldi, Starbucks, Supercuts, Red Robin and Village Optical, with others underway. Lidl built a new grocery facility nearby. Century Engineering and Chesapeake Utilities completed new headquarters buildings along the Bay Road Corridor, with plans underway for a new facility for the Solid Waste Authority. An office for Delaware State Police, and other commercial renovations in progress in that portion of the City. Plans are also underway as are several new restaurants and other businesses along US 13, and along the Route 8 corridor. New businesses included C&C Drywall, Independent Metal Strap, Avalon Products, Shore Industries, Hobby Lobby and others.

Health Care, Institutional and Other Sectors Development

Dover's economy is well balanced across a range of sectors including health care, government and military, education and industrial categories. Health care saw significant projects underway or completed, including medical offices at Eden Hill and the Post-Acute Medical Rehabilitation Hospital on McKee Road. In education, Delaware State University completed their 620-bed dormitory complex, replacing outdated existing facilities, while Wesley College renovated a central dining lounge. On the government side, three projects were in development: a new office building for the State Police; planning for a future Family Court facility, and construction of a new U.S. Post Office for Dover.

Infrastructure

During the period of July 1, 2018 to June 30, 2019, the City has undertaken several large water and sewer projects to upgrade pump stations, as well as distribution and transmission mains. These projects improved water quality, increased system efficiency and reduced the inflow/infiltration in our sewer system. The City continues work on upgrading our Water Treatment Plant to increase production and efficiency. The City has also repaved several streets and upgraded the associated sidewalks during this period.

Summary

Fiscal Year 2020 saw a continuation of strong growth in the state capital. Dover remains the geographic and economic center of the County, and is well posed for future growth, development and reinvestment.

SCHOOL DISTRICTS

Students in Dover and Kent County benefit from the small size of the districts and from the diverse, well-managed programs which are maintained with stable state support. A broad range of upper-level and advanced courses for high school students, plus programs for gifted children and for children with physical, mental, or emotional handicaps are available. The schools in Dover and Kent County are notable for their extracurricular activities, including athletics, the arts, Junior Achievement, and many others. Dover and Kent County schools' benefit from the state's overall high standards for education.

Students in Delaware must master basic skills in order to be promoted, and high school students must master the basic skills to qualify for a diploma. Dover and Kent County schools are governed by local boards of education. While the state provides most of the revenues, local boards have much input in deciding how these funds can best be used to meet the needs of the community.

CAESAR RODNEY SCHOOL DISTRICT

Portions of the Caesar Rodney School District are in the southern sections of the City of Dover. Included in the district are eight elementary schools, three middle schools, one high school, and one school for trainable and severely mentally disabled youngsters. A proud heritage and a highly competent staff contribute to a positive learning environment and high standards.

CAMPUS COMMUNITY SCHOOL

The Campus Community School is a state charter public school for grades K-8. The school emphasizes learning through experience and experimentation, a discipline policy based on student accountability, and shared management through a team composed of parents, teachers, and the school administration.

CAPITAL SCHOOL DISTRICT

The Capital School District consists of seven elementary schools encompassing grades K through 4, one middle school for grades 5 and 6, one middle school for grades 7 and 8, one high school serving grades 9 through 12, and the Kent County Community School and Kent County Secondary Intensive Learning Center. Capital School District is a dynamic school district that includes experienced instructional and support staff and is led by an experienced administrative team and committed Board of Education.

HOLY CROSS SCHOOL

Besides its public schools, Dover is also served by Holy Cross Elementary School. The school covers grades Pre- K through 8. Holy Cross is approved by the State of Delaware and the Diocese of Wilmington. Holy Cross is a member of the National Catholic Educational Association and is Middle States Accredited.

POLYTECH SCHOOL DISTRICT

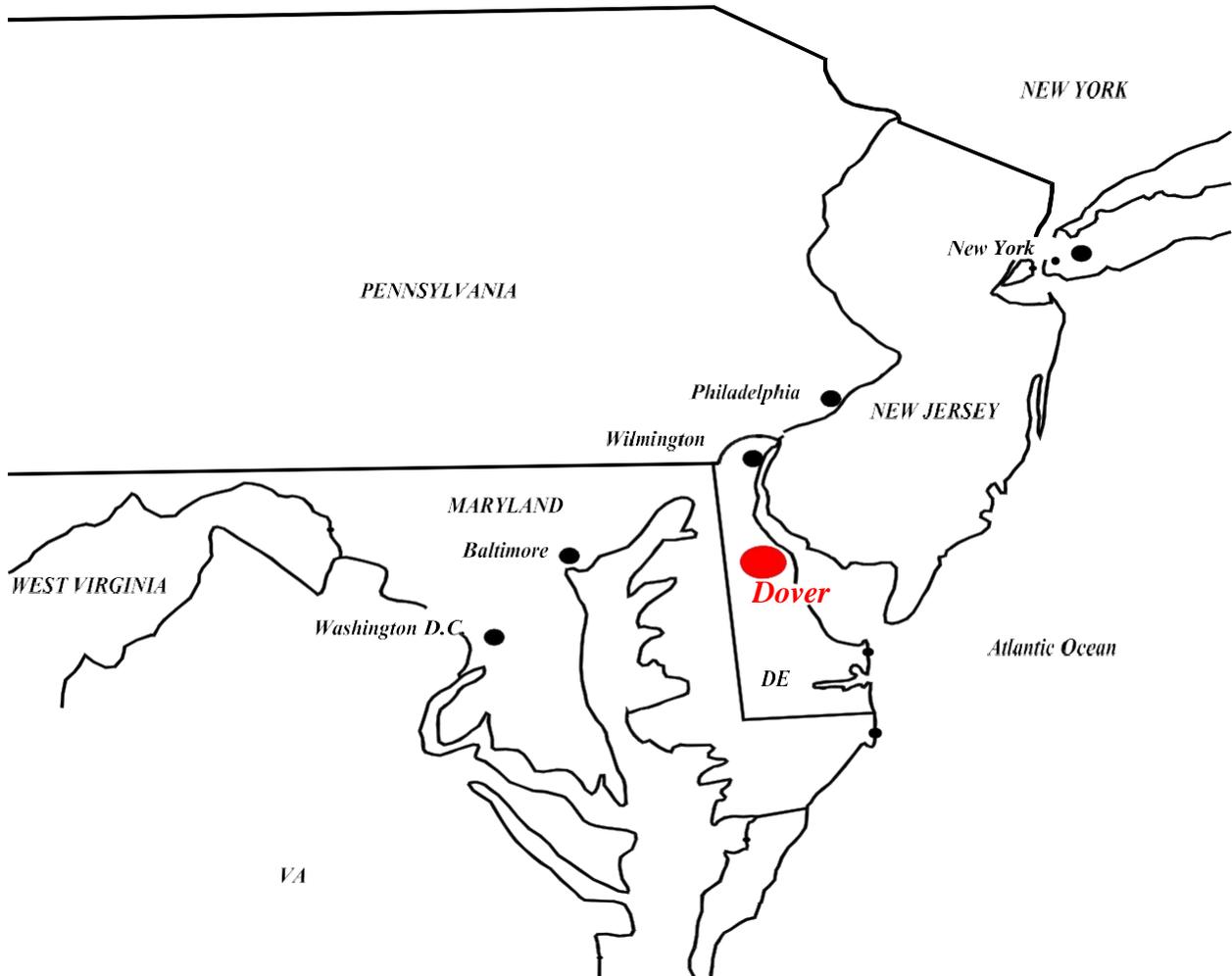
Students who live in Dover can choose to attend Polytech High School for grades 9 through 12. Polytech is a full-time comprehensive vocational-technical high school offering students preparation for college and/or the workplace. Polytech students graduate with an academic diploma, technical skills, and, in most cases, job experience.

MORE ON THE DOVER AREA

DID YOU KNOW ADVENTURE IS A COMMODITY OF KENT COUNTY? For instance, you can discover Delaware's farm and community life of days gone by at the **Delaware Agricultural Museum and Village**. Or search a hangar for planes that have flown in exotic parts of the world at the **Dover Air Mobility Command Museum**. Solve the mystery of who is buried at the **John Dickinson Plantation**. Explore the details of a building carefully restored from plans written in the 1700s at the **State House** in Dover. Imagine the beautiful paintings or decorative arts at the **Sewell C. Biggs Museum of American Art** in your own home. Hunt for unusual gifts or see the latest exhibit at the **Delaware State Visitor Center**. Investigate the predecessor of the boom box at the **Johnson Victrola Museum**. Unearth a wealth of information about Native Americans who lived in Delaware before anyone even wrote about history at the **Meeting House Gallery I**. Finally, experience Dover when Teddy Roosevelt was President at the **Meeting House Gallery II**. From plows to planes, old houses to old music, the Dover area has a wide variety of sites to explore. Start an adventure – visit the Museums of Greater Dover. For information about any of the museums listed above, contact the First State Heritage Park Welcome Center & Galleries at 744-9194.

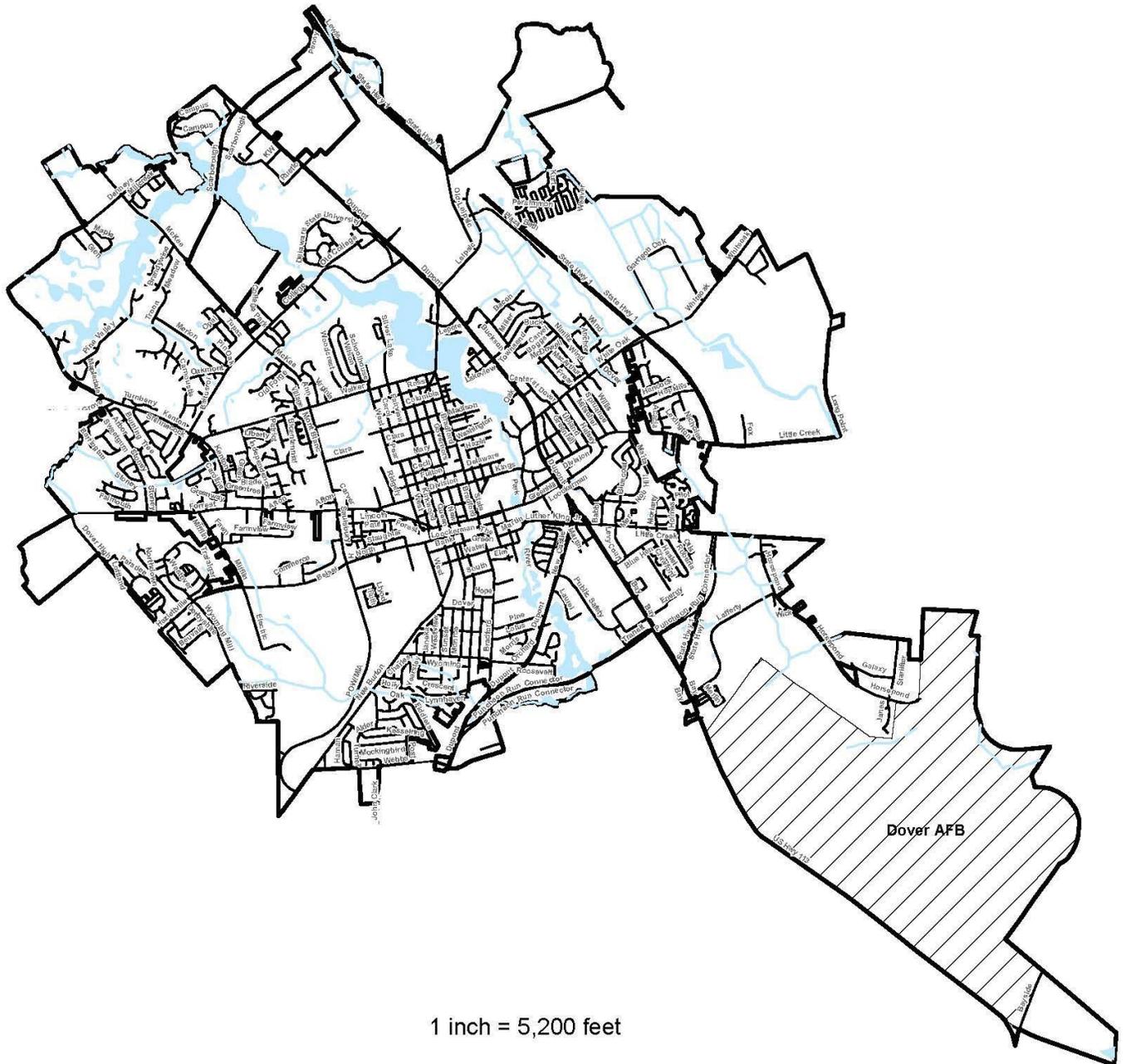
City of Dover

“Capital of the First State”



Delaware was the first to ratify the U.S. Constitution, thus becoming the “First State” in the new union. The City of Dover was founded in 1683 by William Penn.

Map of the City of Dover



1 inch = 5,200 feet

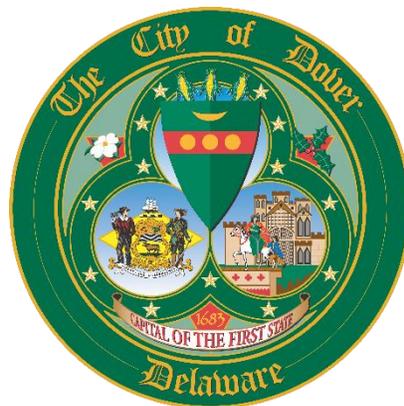
BUDGET SUMMARY

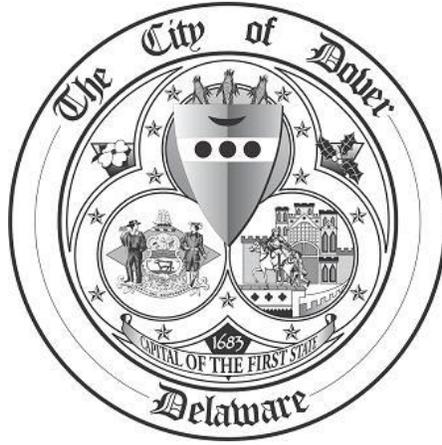
THE FOLLOWING SUBSECTIONS ARE INCLUDED:

BUDGET PROCESS

CALENDARS

BUDGET PROCEDURES





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BUDGET PROCESS

The budget process is conducted to comply with all charter mandates.

The City Charter mandates the following:

On or before the second Monday of May each year, the City Manager shall prepare and submit to the Council a budget presenting a financial plan for conducting the affairs of the City for the ensuing fiscal year. The total of proposed expenditures shall not exceed the total of anticipated income.

The budget shall include the following information:

- A detailed statement showing the expenses of conducting each department and office of the City for the current year and last preceding fiscal year
- A detailed estimate of the expenses of conducting each department and office of the City for the ensuing fiscal year with reasons for the increases and decreases recommended
- The value of supplies and materials on hand
- The amount of the debt of the City with a schedule of maturities of bond issues
- A statement showing the amount required for interest on the City debt and for paying off any bonds maturing during the year and the amount required for the sinking fund
- An itemized statement of all anticipated income of the City with a comparative statement of the amounts received by the City from each of the same or similar sources for the last preceding and current fiscal years
- An estimate of the amount of money to be received from taxes
- Other information as the City Manager may think desirable or as may be required by the Council

The Council shall, on or before the second Monday in July in each year, adopt a budget for the succeeding fiscal year. The Council shall, as far as possible, adhere to the budget so adopted in the making of appropriations.

The preparation of the budget begins with the establishment of goals and parameters through the City Manager's office. In November, the City Manager's Office distributes comprehensive budget instructions to department heads.

The City of Dover's method of budgeting has evolved from concepts of many budgeting methods. A line item form of budget is used to account for expenses and revenues. In recent years, the City has incorporated concepts of programmatic budgeting which focuses on programs performed. Programs are examined periodically for their relevance and effectiveness, a concept which comes from zero-based budgeting philosophy.

In March of 2021, budget line items for both the current budget and proposed budget were reviewed with department heads to determine if service levels were to be maintained, improved, or reduced. New projects for the Capital Investment Plan were reviewed at this time as well. Revenues were projected as accurately as possible in order to set priorities for proposed expenditures.

The Council will review the proposed budget in early June. June 14, 2021 has been set for the Electric Fund Budget Public Hearing. Public comments on the entire FY22 City Budget were also sought on this date. The budget is made available on the City of Dover website at <https://www.cityofdover.com/public-documents>.

According to the ordinance, the proposed budget must go through two readings. After the budget's adoption, monthly financial reports are issued to monitor and control the budget during the fiscal year.

REVISED CALENDAR FOR FISCAL 2021-2022 (JULY 1, 2021 – JUNE 30, 2022)

Chronological

	BUDGET GUIDELINES REVENUES, EXPENSES & CIP PERSONNEL BUDGET SUMMARIES, ANALYTICS & FORECAST MODELS COUNCIL & COMMITTEE PRESENTATIONS
9/30/2020	Budget Memo & Instructions to be distributed
10/5/2020 – 12/22/20*	Department's Revenue & Expense Budget Preparation and entry into Munis; <u>Lockout will occur on 12/22/2020.</u>
10/19/20	Price guides for computer related items, cell phones, copier maintenance, State radio maintenance, janitorial, HVAC, uniforms, and life cycle replacements placed in the shared folder.
10/23/20* – 11/20/19	Submissions to Cent. Services by 10/23/20* ; Inspections completed 11/20/20; Vehicle inspections and recommendations completed; Submit to Finance and City Manager by 11/23/20
11/2/20	Personnel budget file, 'add pays' and instructions distributed (without benefits);
*11/22/20 9:00 a.m.	Personnel changes or headcount request due to Human Resources
11/22/2020 – 1/24/21	Personnel budget changes, including reclassifications are reviewed by the City Manager, Controller/Treasurer & Human Resources Director. Meetings held with Department Heads to discuss.
10/5/20 – *12/22/20	Department's Revenue & Expense Budget Preparation and entry into Munis; <u>*Lockout will occur on 12/22/2020.</u>
*1/5/21	Completed personnel budget files due back to CMO; CMO to determine benefit rates; CMO enters personnel items into Munis. Department Narrative due.
1/5/21 – 1/24/21	City Manager & Human Resources review draft personnel budget. (Meet w' Dept. Heads.)
10/5/20 – 1/24/21	Department CIP budget preparation; Department entry into MUNIS. and Plan It completed and matches; <i>*Lockout for CIP will occur on 12/22/2020;</i> <i>All CIP support documentation submitted to Finance and City Manager by 1/25/2021</i>
1/27/21 – 3/21/21	Draft Budget Summaries & Forecast Models Prepared
2/24/21 – 3/6/21	Draft Budget Summaries and historical trend review by City Manager & Controller
3/2/21 – 3/21/21	Draft Budget Review meetings held with Department Heads
3/23/21 – 3/31/21	Revised Draft Budget & CIP prepared; Organization Charts due to City Manager;
5/1/2021	Council workshop to review budget goals and objectives
5/27/21	Preliminary Draft Budget to Council & Electric Public Hearing Advertisement posted
6/1/21 – 6/3/21	Budget review meetings as needed; Standing Committee Members invited;
6/14/21	Electric Public Hearing & First Reading of Budget Ordinance
6/28/21	Second Reading of Budget Ordinance (3 rd Read 6/28 if necessary)

Bold with asterisk indicates deadline for Department Heads*

AMENDING THE BUDGET

There are two ways of amending any individual budget. Although the budget is presented as a line item budget, department heads are permitted to change the breakdown within the materials and supplies and administrative groups of accounts (52000, 53000) if the total budgeted for that department is not exceeded. Department heads are not authorized to re-appropriate salary (51000) or capital items (54000).

Through budget ordinance, the City Manager has the authority to make interdepartmental transfers of up to five percent if financial policies are adhered.

Any re-budgeting of available fund balances must have the approval of the City Council.

BUDGET PROCEDURES

Budgets are prepared for the General Fund, Governmental Capital Projects Fund, Water Fund, Wastewater Fund, Water Capital Projects Fund, Wastewater Capital Projects Fund, Electric Revenue Fund, Electric Capital Projects Fund, Municipal Street Aid Fund, Housing Grant Funds, Workers Compensation Fund, Community Transportation Improvement, Delaware Prevention Network (DPN) Grant, and Lodging Tax Fund (new in FY21).

The Governmental Capital Projects Fund is a section of the General Fund. This section is required by our financial policy. The separate budget for this fund covers the planning and control of only capital items for the General Fund. The Water Capital Projects Fund, Wastewater Capital Projects Fund, and Electric Capital Projects Fund are sections of each utility enterprise. These sections are required by bond resolutions. Separate budgets for these funds cover the planning and control of only capital items of the utilities.

Estimated ending budgetary balances provide the balancing amount for each budget. Acceptable budgetary balance guidelines were established by Council. The General Fund should maintain a minimum reserve in the budget balance of at least eight percent and no greater than twelve percent of the current year operating revenues for the General Fund, excluding the carry forward balance. Water and Wastewater Funds should maintain a minimum reserve in the budget balance of at least eight percent and no greater than 17 percent of the current year operating revenues for each of the Water and Wastewater Funds, excluding the carry forward balance. Electric Revenue Fund should maintain a minimum budget balance of at least twelve percent of the current year operating revenues for the Electric Revenue Fund, excluding the carry forward balance.

The City follows the practice of encumbrance accounting for the Governmental Fund types. Encumbrances represent commitments related to unperformed contracts for goods or services. The encumbrances outstanding at year ends are reported as reservations of fund balances and do not constitute expenditures or liabilities. The commitments will be honored during the subsequent year.

The City Council adopts the budget. The City Council also adopts revisions for major items throughout the year. The City Charter requires the City to adhere to the budget appropriations as adopted by City Council. Department managers may not amend the total department budget amounts. Budget ordinances give the City Council the authority to revise budget appropriations. Budget ordinances give the City Manager the authority to transfer amounts not exceeding five percent of the total departmental budget within departments and between departments within funds. This is the legal level of budgetary control. If expenditures exceed appropriations by less than five percent of the total department budget, no formal Council approval procedure is required by the City budget ordinance. However, the City Council reviews all departmental budget activity on a regular basis and must approve all over expenditures of appropriations or transfer of appropriated amounts. All unencumbered appropriations lapse at the end of the fiscal year.

CAPITAL INVESTMENTS PLAN AND BUDGET

The Capital Investments Plan is a five-year plan for the purchase of property, equipment, and public improvements that are of a permanent nature. The City proposes a five-year Capital Investments Plan annually. The capital investments budget is a one-year appropriation of expenditures from the Capital Investments Plan and is normally funded from bond proceeds, grants, and operating funds. Capital expenditures are those which are not a current expense and have a period of usefulness of at least five years. Such items include projects requiring debt obligation, acquisitions or lease of land, purchase of major equipment or vehicles, construction of buildings or facilities, and major improvements.

CRITERIA

Capital outlays are major projects undertaken by the City that generally fit within one or more of the following categories:

All projects requiring debt obligation or borrowing

Any acquisition or lease of land

Purchase of major equipment and vehicles ordered in excess of \$25,000 with a life expectancy of five years or more

Construction of new buildings or facilities including engineering, design, and other pre-construction costs with an estimated cost in excess of \$25,000

Major building improvements that are not routine expenses and that substantially enhance the value of a structure

Major equipment or furnishings required to furnish new buildings or other projects

Major projects that are generally not recurring on a "year in, year out" basis

Projects costing more than \$1,000 but less than \$25,000 are included with the operating budget (minor capital).

All vehicles requested for replacement were inspected by Fleet Maintenance staff. Each vehicle's brake system, fuel system, suspension, steering mechanism, coupling devices, and operating systems were checked for condition and rated good, fair, or poor. Repair estimates were also included if any of the vehicle systems required maintenance. Any vehicles with a rating of good or fair were not replaced.

BUDGET POLICY GUIDELINES

The City of Dover follows numerous policy guidelines when preparing the budget. The most significant guidelines follow:

The budget should be balanced with current revenues being equal to or greater than current expenditures/expenses. The following approaches are employed to balance the budget in order of priority: improve productivity, create new service fees, raise existing service fees based on the cost of services, eliminate programs, increase property taxes, and lastly, reduce or eliminate services.

The tax rate should be competitive with nearby cities and cities of comparable size. The rate should produce revenue adequate to pay for approved City services. Qualified senior citizens receive a \$50,000 exemption from assessed value.

The General Fund shall realize returns from the Enterprise Funds. The returns should not sacrifice improvements to the utilities. The budget includes transfers of \$10,000,000 from the Electric Fund and \$500,000 each from the Wastewater and Water Funds for a total transfer from the Utility Funds to the General Fund of \$11,000,000. This makes up a combined 23.5% of the General Fund revenues.

Contingency Funds shall be maintained in the General, Wastewater, Water, and Electric Funds. These contingencies should be adequate to handle unexpected expenditures/expenses. The General, Wastewater, and Water Funds should maintain an amount equal to at least two percent of the current year operating revenues. The Electric Revenue Fund should maintain an amount equal to at least one percent of the current year operating revenues. The City may only use monies in the contingency funds in times of unforeseen emergency expenditures.

Investments made by the City will address safety, liquidity, and yield. Interest earned from investment of available funds will be distributed to funds according to ownership of the invested funds. The City's investment policy authorizes investment of City funds in U.S. Government Securities, fully insured or fully collateralized Certificates of Deposit with federally insured institutions, the State investment pool, and Repurchase Agreements.

Utility rates are reviewed annually to ensure that they will generate revenues adequate to cover operating expenses, meet the legal requirements of bond covenants, and allow adequate capital replacement.

EXPLANATION OF FUNDS

The accounting policies of the City conform to generally accepted accounting principles as applicable to governments. The following is a summary of the more significant policies:

- Basis of Presentation - Fund Accounting

The accounts of the City are organized based on funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped into eight generic fund types and four broad fund categories as follows:

The City reports the following major governmental fund:

General Fund: The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

The City reports the following major proprietary funds:

Electric Revenue Fund: This fund incorporates all transactions related to the generation transmission and distribution of electricity. The Energy Authority (TEA) is contracted to manage the City's power procurement, and North American Energy Services (NAES) is contracted to operate and maintain Dover's electric generators at the McKee power plant and the Van Sant unit.

Wastewater Fund: This fund accounts for transactions related to wastewater services, including the payment of fees to Kent County for the treatment of sewage.

Water Fund: This fund accounts for transactions related to water services. The City also holds lease agreements with cell phone companies for equipment placed on City water towers.

The City reports the following non-major funds:

Internal Service Fund: The City has created one internal service fund to account for the activities related to self-insured Workers Compensation. Receipts are provided from contributions by the City's three major funds. Expenses are related to payment of claims, premiums, and administration costs. Actuarial analyses are completed triennially to insure enough reserves for claims for the Workers Compensation Fund.

Special Revenue Funds: These funds account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Fiduciary Funds: Fiduciary funds consist of trust and agency funds and are used to report assets held by the City in a trustee or agency capacity for others. These funds are, therefore, not available to support City programs.

The City is the trustee for the City's two pension plans, the Police Pension Fund and the Employee Pension Fund.

Agency funds are used to account for assets held by the City as an agent for individuals, private organizations, or other governments. The City has six agency funds: Dover Parking Authority, Library Consortium, Dover Arts Council, Downtown Dover Development Corporation, Main Street Dover, Inc., Dover Days, and Fourth of July Celebration Committee.

The City allocates the costs of certain governmental services to the costs of business-type activities (indirect expense allocation). These costs include allocated amounts of City management, centralized budgetary formulation and oversight, accounting financial reporting, information technology, payroll, procurement, contracting and oversight, investing and cash management, personnel services, etc. The allocations are charged to the business-type activities based on the use of these services. As a matter of policy, the costs of certain governmental functions are not allocated to the business-type activities such as public safety, library, recreation, permitting, inspections, streets, sanitation, community, and economic development.

Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made regardless of the measurement focus applied.

All Governmental Funds, Expendable Trusts, and Agency Funds are accounted for using the modified accrual basis of accounting. Their revenues are recognized when they become measurable and available as net current assets.

Revenues that are susceptible to accrual include property taxes and billable service charges. All other revenues are accounted for when they are received.

Property taxes are recognized in the fiscal period for which they are levied provided they are "available" – i.e., they are collected in the current period or are expected to be collected soon enough thereafter to be used to pay liabilities of the current period. The City considers all revenues reported in the government funds to be available if the revenues are collected with 60 days after year-end, except for trash collection, which has a 30-day collection period.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. The exception to this general rule is principal and interest on general long-term debt which is recognized when due. Also, claims and judgments and compensated absences are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

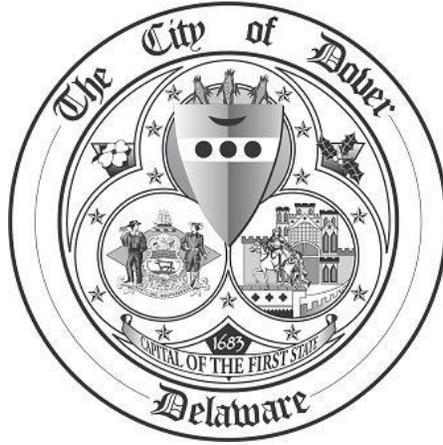
The government-wide financial statements as well as all proprietary and fiduciary trust funds are accounted for using the accrual basis of accounting and the economic resources measurement focus. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.

BUDGETARY BASIS OF ACCOUNTING

The City prepares the budget for Governmental Fund types in which the expenditures are estimated based on liabilities for goods and services to be incurred during the fiscal year. Revenues for the General Fund are budgeted on a cash basis except for property taxes and billable services, which are on a modified accrual basis. Under the cash basis of budgeting transactions are recognized only when cash is received. Under modified accrual basis revenues are recorded when they are earned (whether cash is received at the time). The expenditures are accounted for when the purchase orders are issued. Encumbrances are established when purchase orders are issued and accounted for as a designation of fund balance at year-end. The budget is amended in the subsequent year for the outstanding encumbrances of the prior year.

Budgets for the Electric Revenue Fund, Water/Wastewater Fund, and Internal Service Fund are prepared on an accrual basis. Revenues are recorded when they are earned, and expenditures are recorded when goods and services are received whether cash disbursements are made at the time or not. Budgets are prepared under the assumption that the principal redemption of long-term debt must be assumed by Enterprise Fund activity in conformity with the bond ordinance.

The budget is presented in this document in the legal budget format (non-GAAP) adopted by the City. Under this method: Capital outlays are considered expenditures; grants are considered as revenues and not contributions to capital; depreciation is not budgeted; debt service proceeds are considered to be revenues, not an increase in liabilities; debt payments are shown as expenditures rather than reductions of liabilities; proceeds from the sale of assets are considered revenue, however, the gain or loss is not.



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FUND SUMMARIES

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

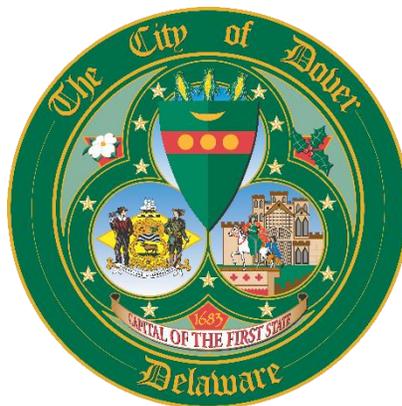
ALL FUNDS SUMMARY

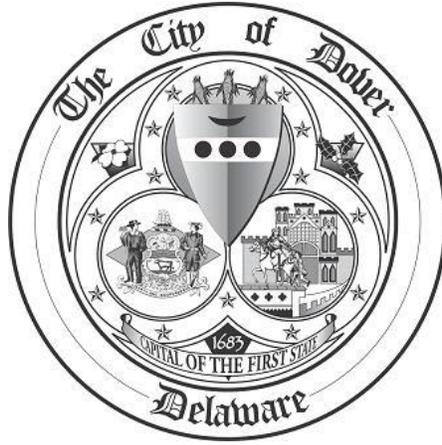
GENERAL FUND

WATER FUND

WASTEWATER FUND

ELECTRIC FUND



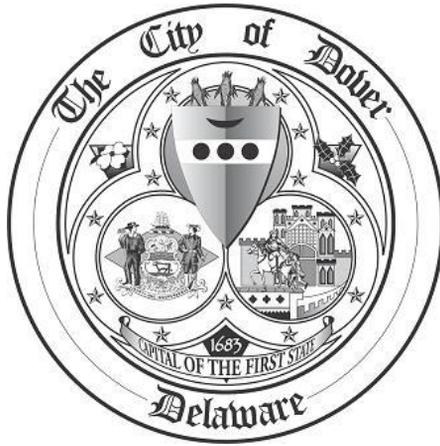


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City of Dover Fiscal Year 2022 Recommended Budget

Budget Highlights & Discussion Points



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City of Dover
All Funds Summary
Fiscal 2021 Recommended Budget

Fund or Reserve Account	Beginning Balances	Revenues/ Transfers In	Expenses/ Transfers Out	Ending Balances
1 <u>General Fund</u>				
2 Operating Fund	\$ 5,340,900	\$ 48,354,900	\$ (49,779,100)	\$ 3,916,700
3 Contingency Account	775,000	13,000	-	788,000
4 Capital Project Fund	3,331,500	6,372,700	(6,372,700)	3,331,500
5 Capital Asset Reserve	1,154,100	-	(140,000)	1,014,100
6 Parkland Reserve	1,357,000	-	(490,000)	867,000
7 Total General Fund	<u>11,958,500</u>	<u>54,740,600</u>	<u>(56,781,800)</u>	<u>9,917,300</u>
8 <u>Water Fund</u>				
9 Operating Fund	1,506,608	7,349,100	(7,899,700)	956,008
10 Contingency Account	262,900	3,900	-	266,800
11 I & E Fund	4,896,200	2,286,100	(2,286,100)	4,896,200
12 Capital Asset Reserve	550,700	4,200	-	554,900
13 Impact Fee Reserve	1,733,900	4,900	(30,900)	1,707,900
14 Total Water Fund	<u>8,950,308</u>	<u>9,648,200</u>	<u>(10,216,700)</u>	<u>8,381,808</u>
15 <u>Wastewater Fund</u>				
16 Operating Fund	2,406,400	10,470,600	(8,635,300)	4,241,700
17 Contingency Account	296,500	2,300	-	298,800
18 I & E Fund	892,700	831,200	(831,200)	892,700
19 Capital Asset Reserve	549,400	4,200	-	553,600
20 Impact Fee Reserve	4,603,600	8,200	(4,800)	4,607,000
21 Total Water Fund	<u>8,748,600</u>	<u>11,316,500</u>	<u>(9,471,300)</u>	<u>10,593,800</u>
22 <u>Electric Fund</u>				
23 Operating Fund *	5,717,400	87,057,400	(80,815,300)	11,959,500
24 Contingency Account	928,784	14,016	-	942,800
25 Insurance Reserve	815,200	48,900	-	864,100
26 Rate Stabilization Reserve	22,326,200	(850,000)	-	21,476,200
27 I & E Fund	22,581,700	21,871,800	(21,686,300)	22,767,200
28 Depreciation Reserve	20,706,000	(8,813,000)	-	11,893,000
29 Future Capacity Reserve	13,984,000	139,800	-	14,123,800
30 Total Electric Fund	<u>87,059,284</u>	<u>99,468,916</u>	<u>(102,501,600)</u>	<u>84,026,600</u>
31 Less:				
32 Interfund Operating Transfers		(12,000,000)	12,000,000	
33 Capital and Reserve Transfers		(11,784,300)	11,784,300	
34 Interfund Allocations		2,841,400	(2,841,400)	
35 Subtotal Major Operating Funds	116,716,692	<u>154,231,316</u>	<u>(158,028,500)</u>	112,919,508
36 Workers Compensation	1,803,600	1,022,000	(689,000)	2,136,600
37 Community Transportation Fund	662,352	400,000	(750,000)	312,400
38 Lodging Tax	-	300,000	(300,000)	-
39 Federal Police Grants	50,000	780,000	(780,000)	50,000
40 Police Grants	-	330,000	(330,000)	-
41 Library Grants	-	277,700	(277,700)	(0)
42 CDBG	2,500	332,443	(281,843)	53,100
43 Subs Abuse - Youth Prog	83,700	61,000	(103,500)	41,200
44 Total All Funds & Reserves	<u>\$ 119,318,844</u>	<u>\$ 157,734,459</u>	<u>\$ (161,540,543)</u>	<u>\$ 115,512,808</u>

General Fund Summary

FY 2021 – 2022 Revenues

GENERAL FUND CASH RECEIPT SUMMARY

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
1 BEGINNING BALANCE	7,374,818	6,468,022	6,456,100	5,340,900	5,340,900	(1,127,122)	-17.4%
2 FINES AND POLICE REVENUE	470,993	572,800	407,000	600,300	630,300	57,500	10.0%
3 LIBRARY REVENUES	99,089	123,400	20,000	142,100	142,100	18,700	15.2%
4 KENT COUNTY BOOK REIMBURSEMENT	230,412	245,000	20,000	250,000	250,000	5,000	2.0%
5 BUSINESS LICENSES	1,408,226	1,470,000	1,396,500	1,400,000	1,500,000	30,000	2.0%
6 PERMITS AND OTHER FEES	1,059,832	1,446,000	1,254,000	1,400,000	1,400,000	(46,000)	-3.2%
7 MISCELLANEOUS CHARGES	8,245	30,000	10,000	10,000	10,000	(20,000)	-66.7%
8 POLICE EXTRA DUTY	267,230	595,000	281,200	370,000	370,000	(225,000)	-37.8%
9 PROPERTY TAXES	14,735,523	14,885,800	14,708,600	\$14,915,300	16,853,300	1,967,500	13.2%
10 RECREATION REVENUE	84,970	135,000	45,000	100,000	110,000	(25,000)	-18.5%
11 FRANCHISE FEE	617,544	645,000	525,000	600,000	600,000	(45,000)	-7.0%
12 SANITATION FEES	3,080,960	3,090,600	3,090,600	3,421,000	3,421,000	330,400	10.7%
13 RENT REVENUE - GARRISON FARM	102,655	105,000	105,000	105,000	105,000	-	0.0%
14 COURT OF CHANCERY FEES	1,602,360	1,440,000	1,475,000	1,400,000	1,400,000	(40,000)	-2.8%
15 INVESTMENT INCOME	291,186	140,000	80,000	90,000	90,000	(50,000)	-35.7%
16 RECEIPTS SUBTOTAL	24,059,224	24,923,600	23,417,900	24,803,700	26,881,700	1,958,100	7.9%
17 INTERFUND SERVICE RECEIPTS							
18 INTERFUND SERVICE RECEIPTS GEN GOV	1,111,953	1,370,700	1,295,900	1,378,400	1,390,400	19,700	1.4%
19 INTERFUND SERVICE RECEIPTS PUB WORKS	606,497	782,000	885,700	633,600	616,500	(165,500)	-21.2%
20 INTERFUND SERVICE RECEIPTS CENT SRVCS	787,494	842,100	1,171,600	916,600	834,500	(7,600)	-0.9%
21 INTERFUND SERVICE RECEIPTS FIN ADMIN	2,458,082	2,597,900	2,396,700	2,524,400	2,524,400	(73,500)	-2.8%
22 INTERFUND SERVICE RECEIPTS SUBTOTAL	4,964,025	5,592,700	5,749,900	5,453,000	5,365,800	(226,900)	-4.1%
23 GRANTS:							
24 POLICE EXTRA DUTY	222,821	155,000	145,000	130,000	130,000	(25,000)	-16.1%
POLICE GRANTS FUND	-	-	-	308,900	308,900	308,900	0.0%
25 POLICE PENSION GRANT	513,549	500,000	445,000	500,000	500,000	-	0.0%
26 GREEN ENERGY GRANT	98,500	98,500	98,500	98,500	98,500	-	0.0%
27 MISC GRANT REVENUE	17,737	25,000	73,500	-	520,000	495,000	1980.0%
28 GRANTS SUBTOTAL	852,608	778,500	762,000	1,037,400	1,557,400	778,900	100.1%
29 TRANSFERS FROM:							
30 TRANSFER TAX	1,828,042	1,433,500	1,400,000	1,400,000	1,400,000	(33,500)	-2.3%
31 MUNICIPAL STREET AID	796,168	750,000	796,000	750,000	750,000	-	0.0%
32 CIVIL TRAFFIC PENALTIES	430,304	445,000	300,000	400,000	400,000	(45,000)	-10.1%
33 WATER/WASTEWATER	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	0.0%
34 ELECTRIC	10,000,000	10,000,000	10,000,000	11,000,000	11,000,000	1,000,000	10.0%
35 OTHER RESERVES	-	-	-	-	-	-	0.0%
36 TRANSFERS FROM SUBTOTAL	14,054,514	13,628,500	13,496,000	14,550,000	14,550,000	921,500	6.8%
37 TOTAL REVENUES	43,930,372	44,923,300	43,425,800	45,844,100	48,354,900	3,431,600	7.6%
38 TOTAL BEGINNING BALANCE & REVENUE	51,305,190	51,391,322	49,881,900	51,185,000	53,695,800	2,304,478	4.5%

General Fund Summary

FY 2021 – 2022 Capital Expenditures

GOVERNMENTAL CAPITAL PROJECTS FUND SUMMARY

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
1 BEGINNING BALANCE - PROJECTS	2,841,105	369,100	3,221,500	3,331,500	3,331,500	2,962,400	802.6%
2 REVENUES							
3 STATE GRANTS - Other	1,067,474	1,245,000	1,245,000	1,333,000	1,333,000	88,000	7.1%
4 BUDGET BOND/BANK PROCEEDS	-	1,198,300	1,198,300	-	-	(1,198,300)	-100.0%
5 INCOME FROM SALE OF ASSETS	95,693	-	-	-	-	-	0.0%
6 MISCELLANEOUS RECEIPTS	144,631	-	-	-	-	-	0.0%
8 POLICE GRANTS	-	-	-	23,800	23,800	23,800	0.0%
7 INTEREST EARNINGS	22,445	-	-	-	-	-	0.0%
8 TRANSFER FROM GENERAL FUND	3,261,600	2,078,100	2,078,100	4,896,900	4,385,900	2,307,800	111.1%
11 TRANSFER FROM PARKLAND RESERVE	-	-	-	490,000	490,000	490,000	0.0%
12 TRANSFER FROM CAPITAL ASSET RESERVE	-	346,400	346,400	140,000	140,000	(206,400)	-59.6%
13 TRANSFER FROM LODGING TAX	-	110,000	110,000	-	-	(110,000)	-100.0%
14 SUBTOTAL CAPITAL PROJECT FUNDING SOURCES	4,591,843	4,977,800	4,977,800	6,883,700	6,372,700	1,394,900	28.0%
15 TOTAL FUNDING SOURCES	4,591,843	4,977,800	4,977,800	6,883,700	6,372,700	1,394,900	28.0%
16 TOTAL BEGINNING BALANCE & FUNDING SOURCES	7,432,948	5,346,900	8,199,300	10,215,200	9,704,200	4,357,300	81.5%
17 EXPENDITURES							
18 CITY CLERK	-	-	-	-	-	-	0.0%
19 COUNCIL	-	-	-	-	-	-	0.0%
19 TAX ASSESSOR	-	-	-	-	-	-	0.0%
16 FIRE	161,810	173,300	173,300	250,300	250,300	77,000	44.4%
17 GROUNDS	149,902	-	-	146,000	125,000	125,000	0.0%
18 LIBRARY	131,672	-	-	25,000	25,000	25,000	0.0%
18 RECREATION	397,793	395,000	395,000	787,000	787,000	392,000	99.2%
19 LIFE SAFETY	-	-	-	-	-	-	0.0%
20 CODE ENFORCEMENT	-	-	-	50,300	50,300	50,300	0.0%
21 PLANNING	-	20,400	20,400	-	-	(20,400)	-100.0%
21 INSPECTIONS	-	18,600	18,600	25,100	25,100	6,500	34.9%
22 ECONOMIC DEVELOPMENT	-	-	-	-	-	-	0.0%
22 POLICE	624,960	912,400	912,400	588,600	588,600	(323,800)	-35.5%
23 STREETS	850,787	936,000	936,000	1,492,000	1,492,000	556,000	59.4%
24 STORMWATER	211,504	1,110,700	1,110,700	2,896,200	2,546,200	1,435,500	129.2%
25 SANITATION	277,578	475,200	475,200	456,600	456,600	(18,600)	-3.9%
26 CITY MANAGER	-	-	-	-	-	-	0.0%
27 INFORMATION TECHNOLOGY	19,874	61,600	61,600	26,600	26,600	(35,000)	-56.8%
27 FINANCE	-	-	-	-	-	-	0.0%
28 PUBLIC WORKS - ADMINISTRATION	-	-	-	-	-	-	0.0%
28 FACILITIES MANAGEMENT	231,693	700,000	700,000	50,000	-	(700,000)	-100.0%
29 PUBLIC WORKS - ENGINEERING	-	39,600	39,600	-	-	(39,600)	-100.0%
29 PROCUREMENT & INVENTORY	50,000	25,000	25,000	90,000	-	(25,000)	-100.0%
30 FLEET MAINTENANCE	18,599	-	-	-	-	-	0.0%
31 CUSTOMER SERVICES	-	-	-	-	-	-	0.0%
32 HUMAN RESOURCES	-	-	-	-	-	-	0.0%
33 MAYOR	-	-	-	-	-	-	0.0%
31 DEPARTMENT SUBTOTAL	3,126,171	4,867,800	4,867,800	6,883,700	6,372,700	1,504,900	30.9%
32 TRANSFERS & MISCELLANEOUS EXPENSES							
33 TRANSFER TO PARKLAND RESERVE	1,085,296	-	-	-	-	-	0.0%
34 TRANSFERS & MISCELLANEOUS SUBTOTAL	1,085,296	-	-	-	-	-	0.0%
35 TOTAL EXPENDITURES	4,211,467	4,867,800	4,867,800	6,883,700	6,372,700	1,504,900	30.9%
36 BUDGET BALANCE	3,221,480	479,100	3,331,500	3,331,500	3,331,500	2,852,400	595.4%
37 TOTAL BUDGET BALANCE & EXPENDITURES	7,432,948	5,346,900	8,199,300	10,215,200	9,704,200	4,357,300	81.5%

	2019/2020 ACTUAL	ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY21 BUDGET	POLICY
38 RESERVE BALANCES							
39 CAPITAL ASSET RESERVE	1,500,500	969,900	1,154,100	1,014,100	1,014,100	44,200	Min \$500K
40 PARKLAND/RECREATION	1,357,000	54,500	1,357,000	867,000	867,000	812,500	N/A

Note: Policy for Capital Asset Reserve is \$200,000 per year if less than minimum balance of \$500,000

Water Fund

Revenues and Expenses 2021 - 2022

WATER FUND SUMMARY

	2019/20 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
1 BEGINNING BALANCE - WATER	1,854,500	1,218,900	1,548,600	2,354,570	2,354,570	1,135,670	93.2%
2 BASE REVENUE:							
3 WATER SERVICES	5,557,797	6,231,700	6,206,200	6,353,800	6,353,800	122,100	2.0%
4 WATER TANK SPACE LEASING	374,868	420,100	635,000	436,700	436,700	16,600	4.0%
5 BOND PROCEEDS	-	-	-	-	-	-	0.0%
6 WATER IMPACT FEES	215,925	570,000	203,170	420,000	420,000	(150,000)	-26.3%
7 WASTEWATER IMPACT FEES	-	-	-	-	-	-	0.0%
8 INTEREST - WATER	43,453	34,000	10,500	34,000	34,000	-	0.0%
9 MISCELLANEOUS SERVICE FEE	26,949	67,800	181,300	104,600	104,600	36,800	54.3%
10 TOTAL REVENUES	6,218,992	7,323,600	7,236,170	7,349,100	7,349,100	25,500	0.3%
11 TOTAL BEGINNING BALANCE & REVENUES	8,073,492	8,542,500	8,784,770	9,703,670	9,703,670	1,161,170	13.6%
12 DIRECT EXPENSES:							
13 ENGINEERING & INSPECTION	190,116	397,800	397,800	293,600	293,600	(104,200)	-26.2%
14 WATER MAINTENANCE	630,729	657,292	553,800	675,800	675,800	18,508	2.8%
15 WATER TREATMENT PLANT	1,898,280	2,221,600	1,860,100	2,369,700	2,369,700	148,100	6.7%
16 DIRECT EXPENDITURE SUBTOTAL	2,719,125	3,276,692	2,811,700	3,339,100	3,339,100	62,408	1.9%
17 OTHER EXPENSES:							
18 DEBT SERVICE - WATER	591,117	760,000	289,600	762,800	762,800	2,800	0.4%
19 RETIREES HEALTH CARE	113,200	113,200	113,200	192,000	192,000	78,800	69.6%
20 OTHER EMPLOYMENT EXPENSES	-	-	-	-	-	-	0.0%
21 OPEB UNFUNDED LIABILITY	-	-	-	-	-	-	0.0%
22 INTERFUND SERVICE FEES	929,918	1,052,700	1,052,700	978,500	971,200	(74,200)	-7.0%
23 BANK & CREDIT CARD FEES	22,544	14,000	14,000	27,000	27,000	13,000	92.9%
24 BOND ISSUANCE COSTS	-	-	-	-	-	-	0.0%
25 OTHER EXPENSES SUBTOTAL	1,656,779	1,939,900	1,469,500	1,960,300	1,953,000	20,400	1.1%
26 TRANSFER TO:							
27 GENERAL FUND FROM WATER	500,000	500,000	500,000	500,000	500,000	-	0.0%
28 WATER IMP AND EXT	1,500,000	1,500,000	1,500,000	2,133,200	2,082,600	633,200	42.2%
29 WATER IMPACT FEE RESERVE	-	-	-	-	-	-	0.0%
30 ELECTRIC IMP AND EXT	149,000	149,000	149,000	-	-	(149,000)	-100.0%
31 ELECTRIC FUND (ERP)	-	-	-	25,000	25,000	25,000	0.0%
32 GENERAL EMPLOYEES PENSION	-	-	-	-	-	-	0.0%
33 TRANSFER TO SUBTOTAL	2,149,000	2,149,000	2,149,000	2,658,200	2,607,600	509,200	23.7%
34 TOTAL EXPENSES	6,524,904	7,365,592	6,430,200	7,957,600	7,899,700	592,008	8.0%
35 BUDGET BALANCE WATER	1,548,588	1,176,908	2,354,570	1,746,070	1,803,970	569,162	48.4%
36 TOTAL BUDGET BALANCES & EXPENSES	8,073,492	8,542,500	8,784,770	9,703,670	9,703,670	1,161,170	13.6%
37 EXCEEDS/(REMAINS)TO MEET REQ MNT	1,548,588	593,708	1,782,970	1,162,370	1,220,270		
38 RESERVE BALANCES							
39 CONTINGENCY - WATER	260,940	259,600	262,900	264,900	264,900	5,300	\$250K

Water Fund

FY 2021 – 2022 Capital Expenditures

WATER IMPROVEMENT & EXTENSION FUND SUMMARY

	2019/20	2020/21	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE	
	ACTUAL	ORIGINAL APPROVED				FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
1 BEGINNING BALANCE - WATER	5,349,000	3,794,200	5,292,600	4,896,200	4,896,200	1,102,000	29.0%
2 REVENUES							
3 BOND PROCEEDS - WATER	1,401,901	-	-	-	-	-	0.0%
4 STATE LOAN FUND - WATER	-	-	-	-	-	-	0.0%
5 TRANS FR OPERATING FUND - WATER	1,500,000	1,300,000	1,300,000	2,133,200	2,082,600	833,200	64.1%
6 TRANSFER FR WATER IMPACT FEE	-	39,200	39,200	153,500	153,500	114,300	291.6%
7 PROCEEDS FROM SALE OF ASSETS	2,772	-	-	-	-	-	0.0%
8 INTEREST INCOME	93,974	50,000	50,000	50,000	50,000	-	0.0%
9 MISCELLANEOUS RECEIPTS	-	-	-	-	-	-	0.0%
10 TOTAL REVENUES	2,998,648	1,389,200	1,389,200	2,336,700	2,286,100	947,500	68.2%
11 TOTAL BEGINNING BALANCES & REVENUES	8,347,648	5,183,400	6,681,800	7,232,900	7,182,300	2,049,500	39.5%
12 EXPENSES							
13 ENGINEERING & INSPECTION	-	20,400	20,400	-	-	(20,400)	-100.0%
14 WATER MAINTENANCE	694,857	1,205,500	1,205,500	2,159,400	2,108,800	953,900	79.1%
15 WATER TREATMENT PLANT	2,360,153	559,700	559,700	177,300	177,300	(382,400)	-68.3%
16 TOTAL EXPENSES	3,055,010	1,785,600	1,785,600	2,336,700	2,286,100	551,100	30.9%
17 BUDGET BALANCE - WATER	5,292,638	2,886,900	4,896,200	4,896,200	4,896,200	2,009,300	69.6%
18 TOTAL ENDING BUDGET BALANCES	5,292,638	2,886,900	4,896,200	4,896,200	4,896,200	2,009,300	69.6%
19 TOTAL BUDGET BALANCES & EXPENSES	8,347,648	4,672,500	6,681,800	7,232,900	7,182,300	2,560,400	54.8%
20 RESERVE BALANCES							
21 CAPITAL ASSET RESERVE-WATER	546,540	543,800	550,700	554,900	554,900	11,100	MIN \$500K
22 IMPACT FEE RESERVE - WATER	1,751,468	1,319,000	1,733,900	1,707,900	1,707,900	388,900	20% of Rev.

Wastewater Fund

Revenues and Expenses FY 2021 - 2022

WASTEWATER FUND SUMMARY

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
1 BEGINNING BALANCE - WASTEWATER	345,400	47,900	1,088,500	2,406,400	2,406,400	2,358,500	4923.8%
2 BASE REVENUE:							
3 WASTEWATER SERVICES	3,615,733	4,467,500	4,467,500	4,709,500	4,709,500	242,000	5.4%
4 WASTEWATER TREATMENT SERVICES	3,108,340	3,275,100	3,275,100	3,275,100	3,275,100	-	0.0%
5 GROUNDWATER INFLOW ADJUSTMENT	1,803,964	2,040,400	2,040,400	2,023,100	2,023,100	(17,300)	-0.8%
6 WASTEWATER IMPACT FEES	211,484	480,000	480,000	380,000	380,000	(100,000)	-20.8%
7 STATE GRANT - WASTEWATER	-	-	-	62,700	62,700	62,700	0.0%
8 INTEREST - WASTEWATER	5,630	20,000	20,000	20,000	20,000	-	0.0%
9 MISCELLANEOUS SERVICE FEE	7,142	1,300	1,300	200	200	(1,100)	-84.6%
10 TOTAL REVENUES	8,752,293	10,284,300	10,284,300	10,470,600	10,470,600	186,300	1.8%
11 TOTAL BEGINNING BALANCE & REVENUES	9,097,693	10,332,200	11,372,800	12,877,000	12,877,000	2,544,800	24.6%
12 DIRECT EXPENSES:							
13 ENGINEERING & INSPECTION	187,426	288,300	288,300	393,300	393,300	105,000	36.4%
14 WASTEWATER MAINTENANCE	1,009,088	1,144,200	1,144,200	1,112,500	1,112,500	(31,700)	-2.8%
15 DIRECT EXPENDITURE SUBTOTAL	1,196,514	1,432,500	1,432,500	1,505,800	1,505,800	73,300	5.1%
16 OTHER EXPENSES:							
17 DEBT SERVICE - WASTEWATER	610,870	659,900	659,900	659,900	659,900	-	0.0%
18 RETIREES HEALTH CARE	113,100	81,500	81,500	93,000	93,000	11,500	14.1%
19 OTHER EMPLOYMENT EXPENSES	-	-	-	-	-	-	0.0%
20 OPEB UNFUNDED LIABILITY	-	-	-	-	-	-	0.0%
21 KENT COUNTY TREATMENT CHARGE	3,769,635	4,302,900	4,302,900	4,302,900	4,302,900	-	0.0%
22 INTERFUND SERVICE FEES	700,605	779,600	779,600	737,900	737,500	(41,700)	-5.3%
23 BANK & CREDIT CARD FEES	7,543	10,000	10,000	12,000	12,000	2,000	20.0%
24 BOND ISSUANCE COSTS	4,582	-	-	-	-	-	0.0%
25 OTHER EXPENSES SUBTOTAL	5,206,335	5,833,900	5,833,900	5,805,700	5,805,300	(28,200)	-0.5%
26 TRANSFER TO:							
27 GENERAL FUND FROM WASTEWATER	500,000	500,000	500,000	500,000	500,000	-	0.0%
28 WASTEWATER IMP AND EXT	900,000	1,200,000	1,200,000	860,600	799,200	(339,400)	-28.3%
29 SEWER IMPACT FEE RESERVE	57,327	-	-	-	-	-	0.0%
30 ELECTRIC IMP AND EXT	149,000	-	-	-	-	-	0.0%
31 ELETRIC FUND (ERP)	-	-	-	25,000	25,000	25,000	0.0%
32 GENERAL EMPLOYEES PENSION	-	-	-	-	-	-	0.0%
33 TRANSFER TO SUBTOTAL	1,606,327	1,700,000	1,700,000	1,385,600	1,324,200	(314,400)	-18.5%
34 TOTAL EXPENSES	8,009,176	8,966,400	8,966,400	8,697,100	8,635,300	(269,300)	-3.0%
35 BUDGET BALANCE WASTEWATER	1,088,517	1,365,800	2,406,400	4,179,900	4,241,700	2,814,100	206.0%
36 TOTAL BUDGET BALANCES & EXPENSES	9,097,693	10,332,200	11,372,800	12,877,000	12,877,000	2,544,800	24.6%
37 EXCEEDS/(REMAINS)TO MEET REQMN	1,088,517	543,100	1,583,700	3,347,300	3,409,100		

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	POLICY
38 RESERVE BALANCES							
40 CONTINGENCY - WATER/WASTEWATER	294,250	287,000	296,500	294,250	298,800	7,250	\$250K

Wastewater Fund

FY 2021 – 2022 Capital Expenditures

WASTEWATER IMPROVEMENT & EXTENSION FUND SUMMARY

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
1 BEGINNING BALANCE - WASTEWATER	906,600	242,100	750,100	892,700	892,700	650,600	268.7%
2 TOTAL BEGINNING BALANCES	906,600	242,100	750,100	892,700	892,700	650,600	268.7%
3 REVENUES							
5 STATE LOAN FUND - WASTEWATER	578,057	-	-	-	-	-	0.0%
7 TRANS FR OPERATING FUND - WW	900,000	1,200,000	1,200,000	860,600	799,200	(339,400)	-28.3%
9 TRANSFER FR WASTEWATER IMPACT FEE	-	31,600	31,600	22,000	22,000	(9,600)	-30.4%
10 PROCEEDS FROM SALE OF ASSETS	7,651	-	-	-	-	-	0.0%
11 INTEREST INCOME	34,304	10,000	10,000	10,000	10,000	-	0.0%
12 MISCELLANEOUS RECEIPTS	-	-	-	-	-	-	0.0%
13 TOTAL REVENUES	1,520,012	1,241,600	1,241,600	892,600	831,200	(349,000)	-28.1%
14 TOTAL BEGINNING BALANCES & REVENUES	2,426,612	1,483,700	1,991,700	1,785,300	1,723,900	301,600	20.3%
15 EXPENSES							
16 ENGINEERING & INSPECTION	-	14,000	14,000	-	-	(14,000)	-100.0%
17 WASTEWATER MAINTENANCE	1,676,497	1,085,000	1,085,000	892,600	831,200	(192,400)	-17.7%
18 TOTAL EXPENSES	1,676,497	1,099,000	1,099,000	892,600	831,200	(206,400)	-18.8%
19 BUDGET BALANCE - WASTEWATER	750,115	384,700	892,700	892,700	892,700	508,000	132.1%
20 TOTAL ENDING BUDGET BALANCES	750,115	384,700	892,700	892,700	892,700	508,000	132.1%
21 TOTAL BUDGET BALANCES & EXPENSES	2,426,612	1,483,700	1,991,700	1,785,300	1,723,900	301,600	20.3%

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	POLICY
22 RESERVE BALANCES							
23 CAPITAL ASSET RESERVE-WASTEWATER	545,290	553,600	549,400	553,600	553,600	-	MIN \$500K
24 IMPACT FEE RESERVE - WASTEWATER	4,970,695	4,464,200	4,603,600	4,607,000	4,607,000	142,800	20% of Rev.

Budget balance is to be no less than \$200,000 for each balance

25 BUDGET BALANCE - WASTEWATER	1,148,815	883,100	1,110,700	-	-	(883,100)	-100.0%
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Electric Fund

Revenues FY 2021 - 2022

ELECTRIC REVENUE FUND SUMMARY

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
1 BEGINNING BALANCE	16,024,400	13,548,100	15,090,000	10,913,400	10,913,400	(2,634,700)	-19.4%
2 DISTRIBUTION OF EARNINGS - PCA CREDIT	(2,727,377)	(5,246,100)	(5,246,100)	(5,196,000)	(5,196,000)	50,100	-1.0%
3 BEGINNING BALANCE - ADJUSTED	13,297,023	8,302,000	9,843,900	5,717,400	5,717,400	(2,584,600)	-31.1%
4 BASE REVENUE:							
5 DIRECT SALES TO CUSTOMER	78,675,457	80,417,400	79,484,000	81,960,900	81,960,900	1,543,500	1.9%
6 UTILITY TAX	1,223,240	1,245,100	1,233,100	1,271,500	1,271,500	26,400	2.1%
7 MISCELLANEOUS REVENUE	1,152,902	530,000	528,000	538,000	538,000	8,000	1.5%
8 RENT REVENUE	400	110,000	110,000	110,000	110,000	-	0.0%
9 GREEN ENERGY	128,841	127,400	127,400	127,000	127,000	(400)	-0.3%
10 GRANTS - DEMA	-	-	-	-	-	-	0.0%
11 INTEREST EARNINGS	279,055	157,400	195,000	175,000	175,000	17,600	11.2%
12 TRANSFER FROM RATE STABILIZATION	-	2,500,000	-	2,800,000	2,800,000	300,000	12.0%
13 TRANSFER FROM OTHER FUNDS	-	-	-	75,000	75,000	75,000	0.0%
14 TOTAL REVENUES	81,459,894	85,087,300	81,677,500	87,057,400	87,057,400	1,970,100	2.3%
15 TOTAL BEGINNING BALANCE & REVENUES	94,756,917	93,389,300	91,521,400	92,774,800	92,774,800	(614,500)	-0.7%

Electric Fund

Expenditures 2021 - 2022

ELECTRIC FUND SUMMARY (EXPENDITURES)

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
16 EXPENSES:							
17 POWER SUPPLY	21,967,340	19,715,300	22,115,400	19,773,200	19,773,200	57,900	0.3%
18 DOVER SUN PARK ENERGY	2,637,035	3,401,100	2,703,900	3,237,300	3,237,300	(163,800)	-4.8%
19 SOLAR RENEWAL ENERGY CREDITS	290,927	384,100	395,200	409,600	409,600	25,500	6.6%
20 POWER SUPPLY MANAGEMENT	805,574	634,800	835,000	634,800	634,800	-	0.0%
21 REC'S (Renewable Energy Credits)	785,167	614,600	411,000	1,300,000	1,300,000	685,400	111.5%
22 RGGI	-	12,300	67,500	33,700	33,700	21,400	174.0%
23 PJM CHARGES - ENERGY	(435,824)	5,871,900	5,678,600	5,508,400	5,508,400	(363,500)	-6.2%
24 PJM CHARGES - TRANSMISSION & FEES	6,664,703	8,476,800	7,792,400	6,772,100	6,772,100	(1,704,700)	-20.1%
25 CAPACITY CHARGES	10,796,427	15,048,100	11,101,900	13,322,900	13,322,900	(1,725,200)	-11.5%
26 SUB-TOTAL POWER SUPPLY	43,511,349	54,159,000	51,100,900	50,992,000	50,992,000	(3,167,000)	-5.8%
27 PLANT OPERATIONS	5,582,727	4,706,100	5,530,700	2,219,500	2,219,500	(2,486,600)	-52.8%
28 GENERATIONS FUELS	330,694	488,400	956,300	300,200	300,200	(188,200)	-38.5%
29 PJM SPOT MARKET ENERGY	(153,978)	(808,300)	(1,163,100)	(366,200)	(366,200)	442,100	-54.7%
30 PJM CREDITS	(324,034)	(369,400)	(516,900)	(87,000)	(87,000)	282,400	-76.4%
31 CAPACITY CREDITS	(8,421,958)	(12,191,700)	(8,422,000)	(5,411,200)	(5,411,200)	6,780,500	-55.6%
32 GENERATION SUBTOTAL	(2,986,548)	(8,174,900)	(3,615,000)	(3,344,700)	(3,344,700)	4,830,200	-59.1%
33 POWER SUPPLY & GENERATION SUBTOTAL	40,524,801	45,984,100	47,485,900	47,647,300	47,647,300	1,663,200	3.6%
34 DIRECT EXPENDITURES							
35 TRANSMISSION/DISTRIBUTION	3,426,896	3,995,600	3,802,800	4,126,700	4,126,700	131,100	3.3%
36 ELECTRICAL ENGINEERING	1,239,820	1,396,400	1,372,900	1,409,900	1,419,600	23,200	1.7%
37 ADMINISTRATION	509,678	707,400	615,500	909,400	909,400	202,000	28.6%
38 METER READING	406,497	375,300	401,900	387,900	389,400	14,100	3.8%
39 SYSTEMS OPERATIONS	693,451	871,100	853,100	941,700	941,700	70,600	8.1%
40 DIRECT EXPENDITURE SUBTOTALS	6,276,342	7,345,800	7,046,200	7,775,600	7,786,800	441,000	6.0%
41 OTHER EXPENSES:							
42 UTILITY TAX	1,223,240	1,245,100	1,245,100	1,271,500	1,271,500	26,400	2.1%
43 ALLOW FOR UNCOLLECTIBLES	250,000	300,000	300,000	300,000	300,000	-	0.0%
44 CONTRACTUAL SERVICES - RFP'S	-	-	-	60,000	60,000	60,000	0.0%
45 LEGAL EXPENSES	209	100,000	100,000	50,000	50,000	(50,000)	-50.0%
41 RETIREES HEALTH CARE	721,400	789,600	789,600	843,500	843,500	53,900	6.8%
42 GREEN ENERGY EXPENSES	60,839	127,000	127,000	127,000	127,000	-	0.0%
43 INTERFUND SERVICE FEES	3,333,502	3,784,300	3,784,300	3,736,600	3,657,100	(127,200)	-3.4%
44 INTEREST ON DEPOSITS	22,143	21,000	21,000	21,000	21,000	-	0.0%
45 BANK & CREDIT CARD FEES	339,468	330,300	330,300	500,000	500,000	169,700	51.4%
46 BOND ISSUANCE COST	-	-	-	40,000	40,000	40,000	0.0%
47 DEBT SERVICE	1,398,954	1,378,600	1,378,600	1,800,000	1,800,000	421,400	30.6%
48 OTHER EXPENSES SUBTOTAL	7,349,756	8,075,900	8,075,900	8,749,600	8,670,100	594,200	7.4%
49 TRANSFER TO:							
50 IMPROVEMENT & EXTENSION	6,816,000	6,000,000	6,000,000	3,711,100	3,711,100	(2,288,900)	-38.1%
51 GENERAL FUND	10,000,000	10,000,000	10,000,000	11,000,000	11,000,000	1,000,000	10.0%
52 TRANSFER TO FUTURE CAPACITY RESERVE	-	-	-	-	-	-	0.0%
53 TRANSFER TO DEPRECIATION RESERVE	5,000,000	-	-	-	-	-	0.0%
54 RATE STABILIZATION RESERVE	3,700,000	2,000,000	2,000,000	2,000,000	2,000,000	-	0.0%
55 TRANSFER TO SUBTOTAL	25,516,000	18,000,000	18,000,000	16,711,100	16,711,100	(1,288,900)	-7.2%
56 TOTAL EXPENSES	79,666,899	79,405,800	80,608,000	80,883,600	80,815,300	1,409,500	1.8%
57 BUDGET BALANCE - WORKING CAPITAL	15,090,018	13,983,500	10,913,400	11,891,200	11,959,500	(2,024,000)	-14.5%
58 TOTAL BUDGET BALANCE & EXPENSES	94,756,917	93,389,300	91,521,400	92,774,800	92,774,800	(614,500)	-0.7%
59 EXCEEDS/(REMAINS) TO MEET REQUIREMENT	5,461,618	4,073,000	1,112,100	1,789,300	1,857,600		
	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	POLICY
60 RESERVE BALANCES							
61 CONTINGENCY RESERVE	914,185	922,800	928,784	942,784	942,784	19,984	\$750K
62 INSURANCE RESERVE	802,443	810,300	815,200	864,112	864,112	53,812	\$750K
63 RATE STABILIZATION RESERVE	22,466,753	22,206,200	22,326,200	21,476,200	21,476,200	(730,000)	10% - 20%

The Vision

The City of Dover is a place where people want to live! Through the team effort of its elected officials, employees, and citizens, Dover is a clean and safe community, with a future of balanced growth and opportunity where all citizens are heard, enjoy a high quality of life, and diversity is valued.

The Vision

*...Dover is a clean and safe community,
...enjoy a high quality of life...*

This budget document reflects a spending plan for FY22, that maintains the increases in staff for critical service levels for public works, adds five new police from last year and starts a path towards enhanced maintenance of our infrastructure to support the City's taxpayers and citizens beyond FY21.

- This budget **maintains staffing** added last year for maintenance of basic public works such as ditch maintenance, streets, stormwater culverts, catch basins, vegetation/tree maintenance, building inspections and code enforcement and adds staff for building maintenance.
- This budget request includes are recommended one additional for Facilities, Information Technology (half a year), one new FTE and one decrease in part-time in Library, 5 new police officers (added at the end of FY21), and restores three linemen positions that had been eliminated.
- This budget continues with long range **plans to address our aging facilities**, park improvements, and to upgrade HVAC systems in City facilities.
- The budget does not include a self-funding Stormwater Utility. The City will still have to address stormwater infrastructure maintenance and operational requirements as required by Federal and State regulations, but any additional fees will require discussion during FY2 for implementation in late FY2 or in FY2.

The Vision

*...Dover is a clean and safe community,
...enjoy a high quality of life...*

This budget document reflects a spending plan for FY21, ...to support the City's taxpayers and citizens beyond FY21.

- This budget implements rate increases in water and wastewater (a.k.a. sewer) for needed improvements to infrastructure as well as establishing a prudent reserve in the wastewater fund over time. This step 2 of 4, but the increases in the next two years are smaller
- This budget keeps the PCA credit for electric rates at the FY21 level (\$0.007/kwh returned to all customers).
- This budget requires revenue enhancements to restore capital expenditures to sustainable levels
 - Water/Wastewater rates noted above
 - Increase in residential trash rates from \$21 to \$23 per month
 - A proposed increase in the property tax of \$0.055 per \$100 of assessed property
 - Some adjustments in Business Licenses
- This budget includes \$520,000 in American Rescue Plan funds – only to revenue directly related to COVID 19 in Parks and Library fees

Mission – Planning for the Future

- Create economic opportunities – three prongs
 - ❖ New Businesses
 - ❖ Preserve and Expand Existing Business
 - ❖ Citizens of Dover and local communities with quality jobs

- City buildings and infrastructure
 - ❖ Address aging building needs with repairs and staffing to improve maintenance
 - ❖ Address code compliance and energy efficiency for City structures
 - ❖ Look to the future needs and opportunities

- Quality of Life and Collaboration with Partners
 - ❖ Restore Central Dover – Community Policing. New LED lights, events
 - ❖ Safe streets and neighborhoods
 - ❖ Park amenities for families
 - ❖ Leverage resources by strategic partnerships

- Utilities
 - ❖ Address aging water & wastewater infrastructure
 - ❖ Develop a stormwater strategy
 - ❖ Replace past technology with solar resources for electric energy
 - ❖ Develop implementation plans for a Sanitation/Solid Waste Management Utility

Executive Summary

- General Fund
 - ✓ Property Tax – Recommend needed \$0.055 increase ~ projected Stormwater utility revenues
 - ✓ Adding 7 full-time positions (budget to budget)
 - ✓ Major Improvements in Dover Park (FY22 – FY24) and Schutte Park (FY23)
 - ✓ Development of a Stormwater Utility for consideration in Winter 2022
- Water Utility – separate Fund since FY20
 - ✓ Cost of service and rate increases started in FY21
 - ✓ Proposed to meet future revenue requirements for operations and capital maintenance
 - ✓ Allows for needed improvements and to preserve prudent reserves
 - ✓ Lowest volume users will still pay less per Tgal than in FY 20
 - ✓ Increased public relations presence
- Wastewater Utility – separate Fund since FY20
 - ✓ Cost of service and rate increases start in FY21
 - ✓ Proposed to meet future revenue requirements for operations and capital maintenance
 - ✓ Allows for needed improvements and to preserve prudent reserves
- Electric Fund
 - ✓ Decommissioning of the McKee Run Power Plant during FY22 – FY 23
 - ✓ Solar energy resources of 50MW to come online in CY 2022.
 - ✓ Maintain PCA Credit (to \$.00700/kwh) and no rate increase

Policy Compliance

- Revenue Policy
 - #6 – The City will project current revenues on a conservative basis so the actual revenues will consistently meet or exceed budgeted revenues. Revenues greater or less than the original budget will flow through to the audited Ending Budget Balance.
 - *Last year's General Fund and this year's budget require use of the Fund Balance to exceed expenditures, but the Fund Balance will remain above the 8% required.*
- Expenditure Policy
 - #3 –The City will adopt a balanced budget, by fund, for all funds maintained by the City, in which total anticipated revenues must equal or exceed the budgeted expenditures, less capital transfers, for each fund.
 - *Due to tight revenues and increasing expenditures, the General Fund budgeted anticipated budget balance under the maximum amount allowed.*
- Budget Balance Policy – General Fund
 - #1 – The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 12% of the current year operating revenues for the General Fund, excluding the carry forward balance. (8.33% = 1 month, 12% = 45 days)
- Budget Balance Policy – Water Fund
 - #1 – The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 17% of the current year operating revenues for the Water Fund, excluding the carry forward balance. (17% = 2 months)
- Budget Balance Policy – Wastewater Fund
 - #1 – The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 17% of the current year operating revenues for the Wastewater Fund, excluding the carry forward balance. (17% = 2 months)
- Budget Balance Policy – Electric Fund
 - #1 – The City will strive to maintain a minimum Budget Balance, of at least 12% of the current year operating revenues for the Electric Fund, excluding the carry forward balance.

Policy Compliance as Recommended

	General Fund	Water Utility	Wastewater Utility	Water and Wastewater Fund	Electric Fund *
Revenues	48,354,900	7,349,100	7,349,100	14,698,200	87,057,400
Expenses	(49,780,626)	(7,899,700)	(7,899,700)	(\$15,799,400)	(80,815,300)
Surplus/(Deficit)	(\$1,425,726)	(\$550,600)	(\$550,600)	(\$1,101,200)	\$6,242,100
Ending Budget Balance	3,915,174	\$956,008	\$1,855,800	\$2,811,808	\$11,959,500
% of Revenue	8.1%	13.0%	25.3%	19.1%	13.7%
Beginning Budget Balance	5,340,900	1,506,608	2,406,400	\$3,913,008	10,913,400
Less PCA Credit					(5,196,000)
Adjusted Beginning Budget Balance					5,717,400
Capital Improvement Transfers	4,385,900	2,082,600	799,200	\$2,881,800	3,711,100

Revenue Policy #6	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Budget Balance Policy #1	<input checked="" type="checkbox"/>				
Expenditure Policy #3	<input checked="" type="checkbox"/>				

City of Dover
Recap of Budget Review - Major Funds
Fiscal Year 2021/22

	<u>2020/21</u> <u>APPROVED</u>	<u>2021/22</u> <u>REQUESTED</u>	<u>2021/22</u> <u>RECOMMENDED</u>	<u>\$ DIFFERENCE</u> <u>REQ / REC</u>
Operating Budgets				
Expenditures less Capital Transfers				
General Fund	\$44,417,400	\$45,782,300	\$45,393,200	\$389,100
Water Fund	5,865,592	5,824,400	5,817,100	\$7,300
Wastewater Fund	7,766,400	7,836,500	7,836,100	\$400
Electric Revenue Fund	<u>73,405,800</u>	<u>77,172,500</u>	<u>77,104,200</u>	<u>\$68,300</u>
Total Operating Budgets	\$131,455,192	\$136,615,700	\$136,150,600	\$465,100
Capital Budgets				
General Fund	\$4,867,800	\$6,883,700	\$6,372,700	\$511,000
Water Fund	1,785,600	2,336,700	2,286,100	\$50,600
Wastewater Fund	1,099,000	892,600	831,200	\$61,400
Electric Revenue Fund	<u>6,195,900</u>	<u>21,686,300</u>	<u>21,686,300</u>	<u>\$0</u>
Total Capital Budgets Budgets	\$13,948,300	\$31,799,300	\$31,176,300	\$623,000
Grand Total Major Funds	<u>\$145,403,492</u>	<u>\$168,415,000</u>	<u>\$167,326,900</u>	<u>\$1,088,100</u>

**City of Dover
Major Rate & Fee Trends**

	Actual 2012/13	Actual 2013/14	Actual 2014/15	Actual 2015/16	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Actual 2020/21	Proposed 2021/22
GENERAL FUND										
Property Tax Rate Approved	\$0.3378	\$0.3378	\$0.3378	\$0.4050	\$0.4050	\$0.4050	\$0.4050	\$0.4400	\$0.4050	\$0.4600
Proposed Property Tax Rate Increase				\$0.0551				\$0.0350	(\$0.0350)	\$0.0550
Trash Fees (in City)	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$21.00	\$21.00	\$21.00	\$21.00	\$23.00
Trash Fees (outside City)	\$42.75	\$42.75	\$42.75	\$42.75	\$42.75	\$54.00	N/A	N/A	N/A	N/A
Transfer from Electric Utility	\$8 million	\$8 million	\$10 million	\$10 million	\$10 million	\$10 million	\$10 million	\$10 million	\$10 million	\$11 million
% of Electric Fund Revenues	8.3%	9.6%	12.5%	12.2%	12.3%	12.2%	12.2%	11.8%	11.8%	12.6%
% of General Fund Revenues	22.3%	22.5%	25.7%	23.9%	23.7%	23.4%	23.4%	22.0%	21.4%	22.7%
Transfer from Water/Wastewater Utility	\$500,000	\$500,000	\$500,000	\$850,000	\$875,000	\$900,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
% of Water/Wastewater Fund Revenues	3.7%	3.6%	3.4%	5.7%	5.7%	5.8%	5.8%	5.8%	5.7%	5.7%
% of General Fund Revenues	1.4%	1.1%	1.3%	2.0%	2.1%	2.1%	2.1%	2.2%	2.1%	2.1%
WATER/WASTEWATER FUND										
Water per 1,000 gal (Tier 1)	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$2.49	\$2.66
Water per 1,000 gal (Tier 2)									\$3.11	\$3.33
Water per 1,000 gal (Outside City Tier 1)	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$4.50	\$3.74	\$4.00
Water per 1,000 gal (Outside City Tier 2)									\$4.67	\$5.00
Water Customer Charge	\$1.25	\$1.25	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$5.00	\$5.00
Wastewater per 1,000 gal. Charge	\$2.65	\$2.65	\$2.65	\$2.65	\$2.65	\$2.65	\$2.65	\$2.65	\$2.84	\$3.03
Wastewater per 1,000 gal (Outside City)	\$3.98	\$3.98	\$3.98	\$3.98	\$3.98	\$3.98	\$3.98	\$3.98	\$4.25	\$4.55
Wastewater Customer Charge	\$1.25	\$1.25	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$5.00	\$5.00
Kent County Sewer Treatment Fee - Rate set by County	\$2.34	\$2.34	\$2.34	\$2.34	\$2.34	\$2.34	\$2.34	\$2.58	\$2.58	\$2.58
Kent County Sewer Adjustment (I & I flows)	\$1.05	\$1.05	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.61	\$1.72
ELECTRIC FUND										
Residential Rates	\$0.1316	\$0.1204	\$0.1204	\$0.1203	\$0.1203	\$0.1203	\$0.1206	\$0.1206	\$0.1209	\$0.1209
Increase %	-3.5%	-8.5%	0.0%	-0.1%	0.0%	0.0%	0.2%	0.2%	0.2%	0.0%
Power Cost Adjustment					(\$0.00252)	(\$0.00855)	(\$0.00382)	(\$0.00382)	(\$0.00700)	(\$0.00700)
Electric Fund Customer Charge	\$5.00	\$5.00	\$5.00	\$7.50	\$7.50	\$7.50	\$8.46	\$8.46	\$9.42	\$9.42
Reconnect Fees	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100	\$50 - \$100
Return Check Fees	\$25	\$25	\$25	\$40	\$40	\$40	\$40	\$40	\$40	\$40

Major Operating Funds Personnel

- Pay increases and progression steps in accordance with collective bargaining agreements; Non-Bargaining increases of 2.5%
- State Health Plan calls for no increase
- Retirement payouts
 - Known retirements (City Assessor, PD) are budgeted
 - Others will be absorbed by attrition and new hires put on hold until such time the budget will cover the position. Exceptions will be reviewed by the City Manager, Controller/Treasurer and Department Head.
- Negotiations with IBEW, FOP and DOE still pending.
- Possible to review at mid-year for key positions (additional street sweeper, Stormwater Manager.)
- Some funds (~\$50,000) are budgeted for additional Segal Study implementation

Personnel Request

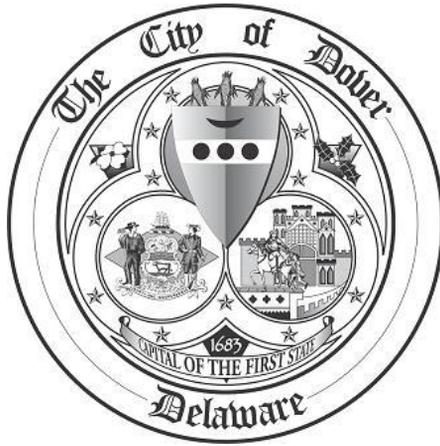
REQUESTED PERSONNEL POSITIONS					
DEPARTMENT	FTE	POSITION	SALARY/BENEFITS	YES/NO	NOTES
LIBRARY	1	LIBRARIAN I	\$ 54,900.00	Yes	Offset of one P/T pos eliminated
FACILITIES MAINT.	1	CRAFTSPERSON I	\$ 59,900.00	Yes	Improved maintenance
FACILITIES MAINT.	0	CRAFTSPERSON I	\$ 59,900.00	No	Budget limitations
INFORMATION TECH	1	LAN ANALYS	\$ 29,550.00	Yes	Approved for hire in January
STORMWATER	0	SW MOTOR EQUIPMENT OPERATOR II STEP 1	\$ 58,100.00	No	Reconsider with Stormwater Utility
STORMWATER	0	STORMWATER PROGRAM MANAGER	\$ 81,800.00	No	Reconsider with Stormwater Utility
POLICE CIVILIAN	0	SEU ADMIN ASSISTANT	\$ 53,400.00	No	Will restructure existing unfilled pos
POLICE	5	(1) PD OFFICERS	\$ 90,470.00	Yes	Added in late FY21
ELECTRIC	3	GROUNDWORKER	\$ 77,700.00		
PART TIME					
LIBRARY	-1	LIBRARIAN I	\$ 16,900.00		
FIRE	3	RELIEF FIRE DISPATCHER	\$ 4,500.00		
PARKS & RECREATION	1	PLAYGROUND LEADER	\$ 5,800.00		
Count = 14	14		\$ 832,200.00		

- In addition several discretionary promotions were requested and most were approved, particularly if they followed additional certifications
- Budget includes bringing all positions in the Segal study to the base of the market rates

Personnel Budget Summary

	Budget Fiscal Year 2020/2021	Requested Fiscal Year 2020/2021	Recommended Fiscal Year 2020/2021	% Change
By Fund				
General Fund	\$ 31,290,900	\$ 32,199,200	* \$ 31,946,000	2.09%
Water Utility Fund	2,096,600	2,177,800	2,177,800	3.87%
Wastewater Utility Fund	958,400	923,600	923,600	-3.63%
Electric Utility Fund	5,498,700	5,643,200	5,643,200	2.63%
Grant Funds	91,000	91,000	91,000	0.00%
	<u>\$ 39,844,600</u>	<u>\$ 40,943,800</u>	<u>\$ 40,690,600</u>	<u>2.12%</u>
By Fund Increase over FY20				
General Fund		\$ 908,300	\$ 655,100	
Water Utility Fund		\$ 81,200	\$ 81,200	
Wastewater Utility Fund		\$ (34,800)	\$ (34,800)	
Electric Utility Fund		\$ 144,500	\$ 144,500	
		<u>\$ -</u>	<u>\$ -</u>	
		\$ 1,099,200	\$ 846,000	

* The Stormwater Division is included in the General Fund Recommended Budget



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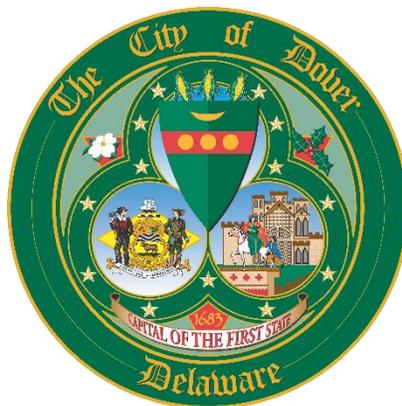
PERSONNEL SUMMARY

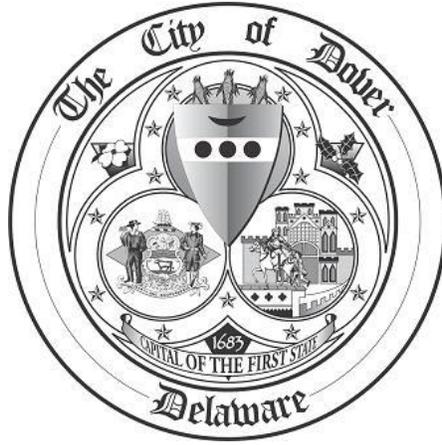
THE FOLLOWING SUBSECTIONS ARE INCLUDED:

PERSONNEL TABLE

PERSONNEL COST SUMMARY

OVERTIME TRENDS





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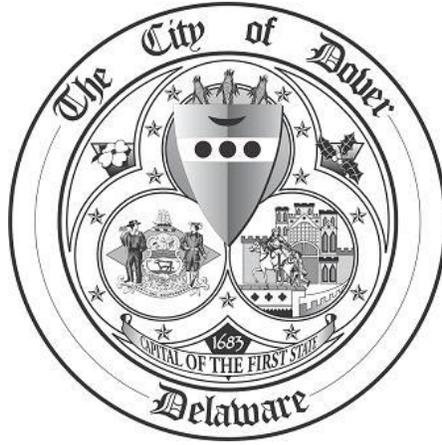
FY 2022 DRAFT ANNUAL OPERATING BUDGET - DOVER, DELAWARE

**City of Dover
Fiscal Year 2022 Budget
Personnel Table**

DEPT/DIVISION	2019-2020 BUDGET	2020-2021 BUDGET	2021-2022 RECOMMENDED	CHANGE
CITY CLERK	4.0	4.0	4.0	0.0
CITY MANAGER	5.0	6.0	6.0	0.0
CODE ENFORCEMENT	6.0	6.0	6.0	0.0
CUSTOMER SERVICES	16.0	16.0	14.0	(2.0)
FACILITIES MAINTENANCE	5.0	4.0	6.0	2.0
FINANCE	8.0	8.0	8.0	0.0
FIRE DEPARTMENT	5.0	5.0	5.0	0.0
FLEET MAINTENANCE	7.0	6.0	5.0	(1.0)
GROUNDS	14.0	14.0	14.0	0.0
HUMAN RESOURCES	4.0	4.0	4.0	0.0
INFORMATION TECHNOLOGY	4.0	4.0	5.0	1.0
INSPECTIONS	7.0	6.0	6.0	0.0
LIBRARY	14.0	14.0	15.0	1.0
LIFE SAFETY	3.0	4.0	4.0	0.0
MAYOR	2.0	2.0	2.0	0.0
PARKS AND RECREATION	9.0	9.0	9.0	0.0
PLANNING	6.0	6.0	6.0	0.0
POLICE - TOTAL*	135.0	135.0	140.0	5.0
PROCUREMENT AND INVENTORY	4.0	5.0	5.0	0.0
PUBLIC WORKS - ADMINISTRATION	7.0	5.0	5.0	0.0
PUBLIC WORKS - ENGINEERING	2.0	2.0	2.0	0.0
SANITATION	10.0	11.0	11.0	0.0
STREETS	7.0	7.0	7.0	0.0
STORMWATER	7.0	7.0	7.0	0.0
TAX ASSESSOR	3.0	3.0	2.0	(1.0)
GENERAL FUND AND CDBG TOTAL	294.0	293.0	298.0	5.0
ELECTRIC ADMINISTRATION	2.0	3.0	3.0	0.0
ELECTRIC SYSTEM OPERATIONS	7.0	7.0	4.0	(3.0)
ELECTRIC ENGINEERING	10.0	10.0	13.0	3.0
ELECTRIC T & D	23.0	23.0	25.0	2.0
METER READING - CUSTOMER SERVICE	4.0	4.0	4.0	0.0
ELECTRIC FUND TOTAL	46.0	47.0	49.0	2.0
WATER ENGINEERING	3.0	2.5	2.5	0.0
WASTEWATER ENGINEERING	2.0	2.5	2.5	0.0
WATER MAINTENANCE	6.0	6.0	6.0	0.0
WASTEWATER MAINTENANCE	11.0	11.0	11.0	0.0
WATER TREATMENT PLANT	14.0	14.0	14.0	0.0
WATER/WASTEWATER FUNDS TOTAL	36.0	36.0	36.0	0.0
TOTAL FULL-TIME PERSONNEL	376.0	376.0	383.0	7.0

*106 Officers; 34 Civilians - 140 Total Employees

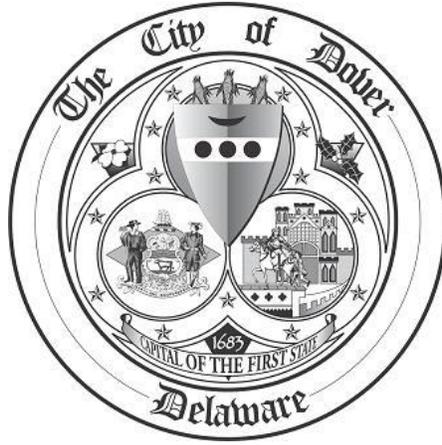
DEPT/DIVISION	2019-2020 BUDGET	2020-2021 PROPOSED	2020-2021 RECOMMENDED	CHANGE
PART-TIME PERSONNEL				
CITY CLERK	1.0	1.0	1.0	0.0
CITY COUNCIL COMMITTEES	17.0	17.0	17.0	0.0
PLANNING COMMISSION	14.0	14.0	14.0	0.0
FIRE (5 On Call Dispatchers)	6.0	6.0	9.0	3.0
GROUNDS	0.0	1.0	1.0	0.0
PARKS AND RECREATION	14.0	14.0	15.0	1.0
LIBRARY	17.0	17.0	16.0	(1.0)
POLICE CADET PROGRAM	9.0	6.0	6.0	0.0
PROCUREMENT AND INVENTORY	1.0	1.0	1.0	0.0
CUSTOMER SERVICES	0.0	0.0	0.0	0.0
METER READING - CUSTOMER SERVICE	0.0	0.0	0.0	0.0
HUMAN RESOURCES	1.0	0.0	0.0	0.0
ELECTRIC ENGINEERING	0.0	1.0	1.0	0.0
SUBSTANCE ABUSE GRANT	10.0	10.0	10.0	0.0
POLICE CADET - GRANT	0.0	0.0	0.0	0.0
TOTAL PART-TIME PERSONNEL	90.0	88.0	91.0	3.0
TOTAL PERSONNEL	466.0	464.0	474.0	10.0



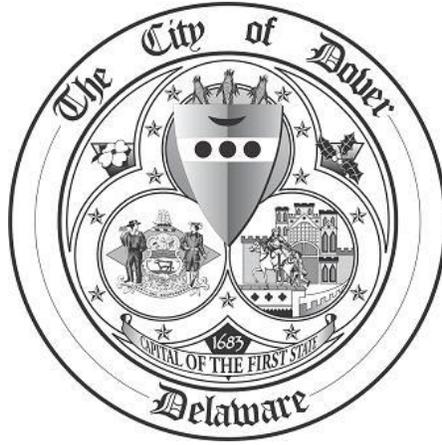
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FY 2022 DRAFT ANNUAL OPERATING BUDGET - DOVER, DELAWARE

City of Dover 2021-2022 RECOMMENDED Total City Personnel by Fund							
Division Title	Base Pay 51011	Bonus/Allow./SD On Call 51011	Overtime 51012	Part Time/Temp 51013	Total Wages	Total Benefits	Total Personnel
City Clerk	\$ 277,700	\$ 4,100	\$ -	\$ 1,300	\$ 283,100	\$ 198,600	\$ 481,700
City Council	-	-	-	84,300	84,300	6,700	91,000
Assessor	117,000	-	-	-	117,000	65,100	182,100
Planning	438,800	(23,400)	9,000	15,000	439,400	123,900	563,300
City Manager	485,800	3,600	5,600	-	495,000	206,100	701,100
Human Resources	257,200	7,900	900	-	266,000	189,800	455,800
Mayor	77,400	-	200	-	77,600	28,000	105,600
Fire	223,300	5,800	35,000	36,000	300,100	132,000	432,100
Life Safety	206,200	9,700	1,500	-	217,400	99,200	316,600
Code Enforcement	282,300	1,800	5,000	-	289,100	178,300	467,400
Building Inspections	322,600	700	7,800	-	331,100	287,700	618,800
Civilian Police	1,651,900	32,800	113,200	108,600	1,906,500	1,092,100	2,998,600
Law Enforcement	8,776,100	229,800	666,400	-	9,672,300	4,825,550	14,497,850
Police Extra Duty	439,300	-	-	-	439,300	60,700	500,000
Public Works Admin	310,600	1,400	300	-	312,300	253,600	565,900
Streets	282,100	2,300	11,400	-	295,800	184,600	480,400
Sanitation	444,100	1,700	17,300	-	463,100	355,600	818,700
Stormwater	268,700	3,100	8,800	-	280,600	128,000	408,600
Facilities	339,800	1,800	5,000	-	346,600	285,600	632,200
Public Works Engineering	100,500	300	1,300	-	102,100	42,900	145,000
Library	721,300	-	-	288,900	1,010,200	444,700	1,454,900
Grounds	607,300	2,600	10,700	10,700	631,300	458,600	1,089,900
Recreation	455,200	2,800	4,300	165,700	628,000	242,100	870,100
Procurement & Inventory	274,800	500	1,400	17,000	293,700	147,500	441,200
Fleet Maintenance	252,400	800	5,000	-	258,200	217,700	475,900
Information Technology	295,400	-	1,400	-	296,800	182,400	479,200
Finance	480,200	3,600	-	-	483,800	265,100	748,900
Customer Service	651,200	2,100	500	-	653,800	336,600	990,400
Total General Fund	\$ 19,039,200	\$ 295,800	\$ 912,000	\$ 727,500	\$ 20,974,500	\$ 11,038,750	\$ 32,013,250
Division Title	Base Pay 10-11	Bonus/Allow./SD On Call 10-11	Overtime 10-12	Part Time/Temp 10-13	Total Wages	Total Benefits	Total Personnel
Water Engineering	\$ 183,800	\$ 2,900	\$ -	\$ -	\$ 186,700	\$ 66,500	\$ 253,200
Water Maintenance	288,600	6,100	17,100	-	311,800	235,800	547,600
Water Treatment	767,700	7,900	51,300	-	826,900	550,100	1,377,000
Wastewater Engineering	165,800	1,300	-	-	167,100	60,400	227,500
Wastewater Maintenance	435,700	13,400	34,500	-	483,600	212,500	696,100
Total Water/Wastewater Fund	\$ 1,841,600	\$ 31,600	\$ 102,900	\$ -	\$ 1,976,100	\$ 1,125,300	\$ 3,101,400
Division Title	Base Pay 10-11	Bonus/Allow./SD On Call 10-11	Overtime 10-12	Part Time/Temp 10-13	Total Wages	Total Benefits	Total Personnel
Engineering	702,500	24,500	12,700	12,300	752,000	316,700	1,068,700
T & D	\$ 1,830,200	\$ 34,900	\$ 130,500	\$ -	\$ 1,995,600	\$ 982,900	\$ 2,978,500
Administration	207,000	-	-	-	207,000	95,100	302,100
Meter Reading	186,000	8,300	19,200	-	213,500	139,100	352,600
System Operators	556,500	6,700	101,000	-	664,200	277,500	941,700
Total Electric Fund	\$ 3,482,200	\$ 74,400	\$ 263,400	\$ 12,300	\$ 3,832,300	\$ 1,811,300	\$ 5,643,600
Division Title	Base Pay 10-11	Bonus/Allow./SD On Call 10-11	Overtime 10-12	Part Time/Temp 10-13	Total Wages	Total Benefits	Total Personnel
CDBG	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000
Substance Abuse Grant	-	-	-	63,500	63,500	5,000	68,500
Total Grant Funds	\$ -	\$ 25,000	\$ -	\$ 63,500	\$ 88,500	\$ 5,000	\$ 93,500
GRAND TOTAL	\$ 24,363,000	\$ 426,800	\$ 1,278,300	\$ 803,300	\$ 26,871,400	\$ 13,980,350	\$ 40,851,750



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CAPITAL INVESTMENTS PLAN

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

INTRODUCTION

REVENUE SOURCES AND FUNDS

TOTAL CITY SUMMARY

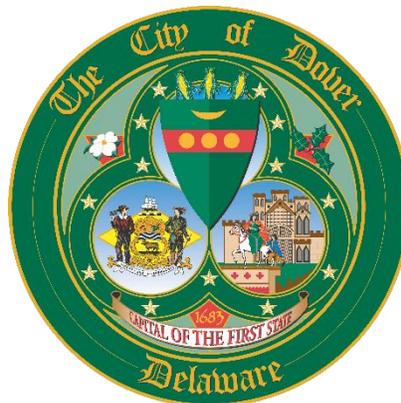
GENERAL

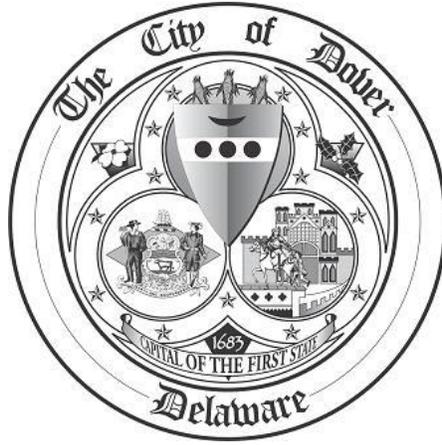
PUBLIC UTILITIES WATER

PUBLIC UTILITIES WASTEWATER

PUBLIC UTILITIES ELECTRIC

VEHICLE REPLACEMENTS





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CAPITAL INVESTMENT PLANS

Revenue Sources & Funds

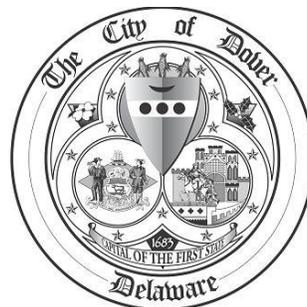
Total City Summary

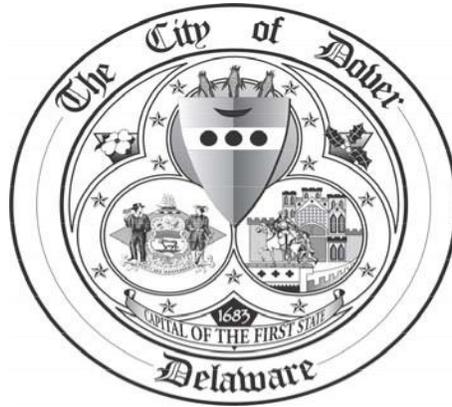
General Fund

Wastewater & Water Fund

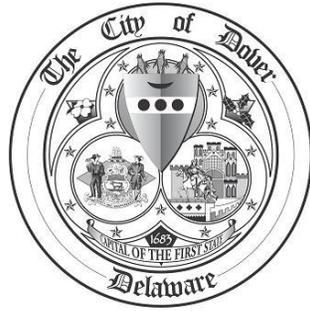
Electric Fund

Vehicle Replacements

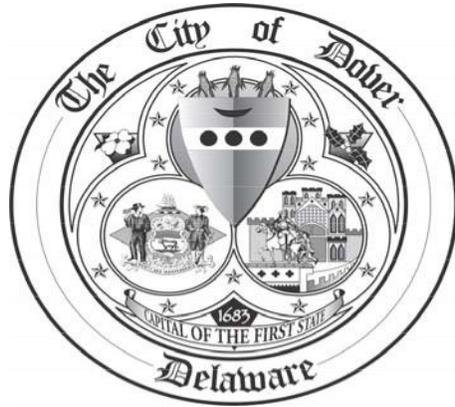




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CITY SUMMARY

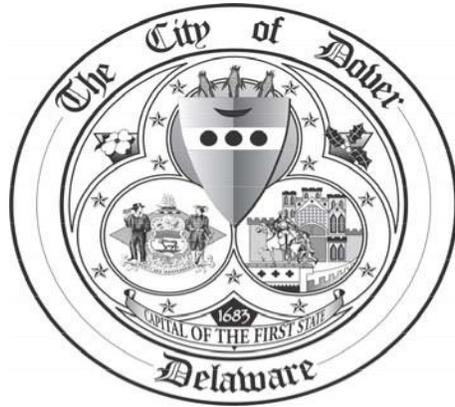


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City of Dover, Delaware
FY 2022 Capital Investment Plan
FY 22 thru FY 26

FUNDING SOURCE SUMMARY

Source	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Capital Asset Reserve		140,000				140,000
Depreciation Reserve	9,000,000					9,000,000
Developer Contribution	400,000	400,000	400,000	400,000	400,000	2,000,000
Electric Revenue	3,711,100	6,931,000	3,557,400	2,977,000	3,119,000	20,295,500
General Fund	4,525,900	5,463,900	5,743,149	4,494,400	4,467,100	24,694,449
Impact Fee Reserve	175,483	342,110	337,670	336,851	188,704	1,380,818
Other (Loan)	8,575,200					8,575,200
Parkland Reserve Fund	490,000					490,000
Police Grant	23,800	30,600	23,800	17,000	27,200	122,400
State Grant	1,343,000		33,000		33,000	1,409,000
W/WW Debt Financing					85,000	85,000
Water/Wastewater Fund	2,931,817	8,062,590	8,897,430	4,546,249	1,382,296	25,820,382
GRAND TOTAL	31,176,300	21,370,200	18,992,449	12,771,500	9,702,300	94,012,749



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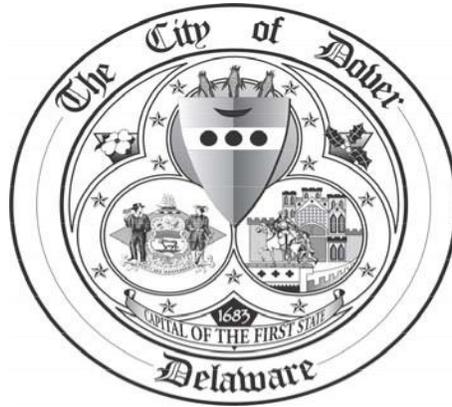
City of Dover, Delaware
FY 2022 Capital Investment Plan
 FY 22 thru FY 26

PROJECTS BY DEPARTMENT

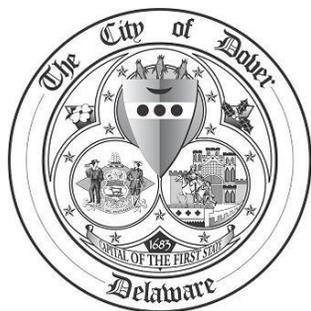
Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Admin								
2022 Electric Utility Admin Facility Improvements	EA2202	n/a	138,000					138,000
Weyandt Hall Facility Improvements	EA2203	3	130,000					130,000
Weyandt Hall Stairwells/Basement Flooring	EA2301	3		30,000				30,000
Reed Street HVAC Major Overhaul	EE1819	1	1,575,200					1,575,200
Electric Admin Total			1,843,200	30,000				1,873,200
Electric Engineering								
SCADA Master Hardware Replacement	EE2202	1	550,000					550,000
Bacon Avenue & Buckson Drive	EE2204	6	160,000					160,000
Kentwood Trailer Park O/H	EE2205	9	73,000					73,000
Bay Road 750 Underground	EE2206	7	50,000					50,000
Poplar Lane	EE2207	8	21,000					21,000
UPS Batteries	EE2208	4	6,800					6,800
FLIR Camera	EE2209	3	15,000					15,000
LED Lighting Conversion	EE2211	10	175,000	1,200,000	1,200,000			2,575,000
Small Cell Wireless Improvements	EE2212	10	30,000	30,000	30,000	30,000	30,000	150,000
Transmission Line Maintenance Program	EE2213	10	50,000	50,000	50,000	50,000	50,000	250,000
Townsend Boulevard	EE2214	5	203,000					203,000
Garrison Oak / Sun Park Substation	EE2215	1	7,000,000					7,000,000
Substation Transformer Oxidation Inhibitor	EE2216	2	100,000					100,000
Back Up Feed for U.S. Corrugated	EE2218	6	250,000					250,000
McKee Switchyard Reconfiguration	EE2219	4	240,000					240,000
Derby Estates Underground Upgrade	EE2301	2		164,000				164,000
The Greens Underground Upgrade Phase 1 & 2	EE2302	2		218,000				218,000
Nimitz Road and Bacon Avenue	EE2303	1		178,000				178,000
Ann Avenue Restoration	EE2304	4		171,000				171,000
Advanced Metering Infrastructure (AMI)	EE2401	1			500,000	1,500,000	1,500,000	3,500,000
Woodcrest Overhead to Underground	EE2402	2			300,000			300,000
Rodney Village Overhead to Underground	EE2403	3			690,000			690,000
Substation Battery Replacement	EE2501	1				15,000	16,000	31,000
Farmview Drive Renovation	EE2502	1				146,000		146,000
Heatherfield Renovation	EE2503	2				157,000		157,000
Heatherfield East Renovation	EE2504	3				99,000		99,000
White Oak Condominiums	EE2505	4				70,000		70,000
Fox Hall	EE2601	1					511,000	511,000
Fox Hall West	EE2602	2					52,000	52,000
Electric Engineering Total			8,923,800	2,011,000	2,770,000	2,067,000	2,159,000	17,930,800
Electric T & D								
Emergency Component Replacement (T&D)	EE2220	4	60,000	60,000	60,000	60,000	60,000	300,000
New Developments	EE2222	n/a	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000
Electric T & D Total			1,160,000	1,160,000	1,160,000	1,160,000	1,160,000	5,800,000

Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Facilities Management								
City Hall 2nd Story Flat Roof	FC2301	3		50,000				50,000
Paint Exterior of City Hall	FC2302	3		30,000				30,000
2022 City Hall Improvements	FC2303	n/a		50,000				50,000
Facilities Management Total				130,000				130,000
Finance								
Enterprise Resource Planning (ERP) Solution	FN1701	1	500,000					500,000
Finance Total			500,000					500,000
Information Technology								
Server Lifecycle	IT2200	3	5,000					5,000
Network Infrastructure	IT2201	2	21,600					21,600
Information Technology Total			26,600					26,600
Library								
Replace HVAC Controller	LB2201	n/a	25,000					25,000
Library Total			25,000					25,000
Parks and Recreation								
2021 Dover Park Improvements	PR2100	n/a	690,000					690,000
Park & Playground Improvement	PR2200	n/a	66,000					66,000
Schutte Park Skate Park	PR2301	n/a		560,000				560,000
Schutte Park Dog Park	PR2302	n/a		70,000				70,000
Park & Playground Improvement	PR2400	n/a			66,000			66,000
Dover Park ADA Accessible Playground	PR2401	n/a			800,000			800,000
Silver Lake Master Plan	PR2501	n/a				75,000		75,000
Park & Playground Improvement	PR2600	n/a					66,000	66,000
Schutte Park Trail System	PR2601	n/a					26,000	26,000
Parks and Recreation Total			756,000	630,000	866,000	75,000	92,000	2,419,000
Police								
Uninterrupted Power Source (UPS) Station Back-Up	PD2202	1	22,000					22,000
Police Total			22,000					22,000
Power Plant								
Plant Decommissioning	EG2102	1	9,000,000	4,000,000				13,000,000
Van Sant Office trailer	EG2201	n/a	70,000					70,000
Power Plant Total			9,070,000	4,000,000				13,070,000
Procurement & Inventory								
Warehouse LED Lighting	CS2301	3		12,000				12,000
2022 Warehouse Improvements	CS2302	6		90,000				90,000
Warehouse Flat Roof Replacement	CS2401	3			340,000			340,000
Procurement & Inventory Total				102,000	340,000			442,000
Public Works - Stormwater								
Miscellaneous Emergency Storm Sewer Repairs	SW2201	1	82,000	85,000	88,000	91,000	94,000	440,000

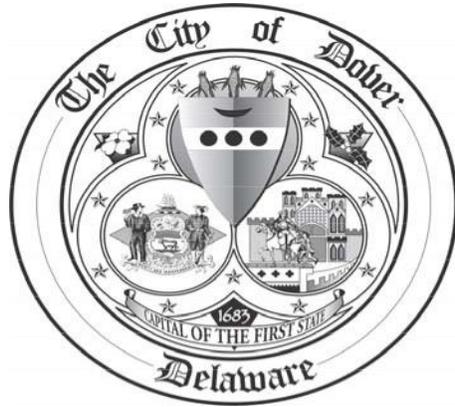
Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Silver Lake Dam Repairs	SW2202	2	100,000		125,000		150,000	375,000
Persimmon Park Place Basin Improvements	SW2203	3	1,200,000					1,200,000
East Lake Garden Drainage Basin Improvements	SW2204	4	500,000					500,000
Water Street Flooding Improvements	SW2206	6	14,000	60,000		750,000		824,000
West Street Flooding Improvements	SW2303	3		600,000				600,000
The Greens of Dover/Lamplighter Stormwater Impro	SW2304	4		16,000	65,000		400,000	481,000
Mirror Lake Drainage Basin Improvements	SW2305	5		350,000				350,000
Lynnhaven Drive Flooding Improvements	SW2404	4			18,000	70,000		88,000
Vehicle Pole Barn	SW2405	5			150,000			150,000
State Street Flooding Improvements	SW2504	4				20,000	75,000	95,000
Reed Street Flooding Improvements	SW2605	5					22,000	22,000
Public Works - Stormwater Total			1,896,000	1,111,000	446,000	931,000	741,000	5,125,000
Public Works - Streets								
Street, Concrete, and Alley Program	ST2201	1	1,168,000	1,200,000	1,240,000	1,288,000	1,335,000	6,231,000
Public Works - Streets Total			1,168,000	1,200,000	1,240,000	1,288,000	1,335,000	6,231,000
Wastewater Management								
Inflow/Infiltration Removal	WW2201	1	419,000	4,270,000	4,270,000			8,959,000
Miscellaneous Emergency Sanitary Sewer Repairs	WW2202	2	155,000	160,000	165,000	170,000	175,000	825,000
Turnberry Pump Station Replacement	WW2203	3	43,000		600,000			643,000
Heatherfield Pump Station Replacement	WW2204	4	12,000	45,000		618,000		675,000
EOS Arrow Gold RTK	WW2206	n/a	6,000					6,000
Meter Replacement Project	WW2300	n/a		418,700	418,700	418,700		1,256,100
College Rd Pump Station Replacement	WW2303	3		580,000				580,000
Lepore Road Sanitary Sewer Upgrade	WW2304	4		317,000				317,000
Cedar Chase Pump Station Replacement	WW2305	5		14,000	71,000			85,000
Laurel Drive Pump Station Replacement	WW2405	5			16,000	49,000		65,000
Lepore Rd Sanitary Sewer	WW2504	4				18,000	51,000	69,000
Kings Cliffe Pump Station Replacement	WW2505	5				18,000		18,000
Hunter's Point Pump Station Replacement	WW2604	4					20,000	20,000
Wastewater Management Total			635,000	5,804,700	5,540,700	1,291,700	246,000	13,518,100
Water Management								
Wellhead Redevelopment Program	WD2201	1	129,000	75,000	75,000	75,000	75,000	429,000
Early Warning System	WD2204	n/a	10,000					10,000
Future Well Installation	WD2205	5	707,700	707,700				1,415,400
Meter Replacement Project	WD2300	n/a		418,700	418,700	418,700		1,256,100
Denneys Road 1.0 MG Elevated Water Storage Tank	WD2304	4		85,000	1,539,900	1,539,900		3,164,800
Water Quality Improvements	WQ2201	2	965,300	595,500	1,390,000	1,264,800	1,250,000	5,465,600
Miscellaneous Emergency Water Repair	WQ2202	3	85,000	85,000	85,000	85,000	85,000	425,000
Water Management Total			1,897,000	1,966,900	3,508,600	3,383,400	1,410,000	12,165,900
GRAND TOTAL			27,922,600	18,145,600	15,871,300	10,196,100	7,143,000	79,278,600



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GENERAL FUND



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City of Dover, Delaware
FY 2022 Capital Investment Plan
 FY 22 thru FY 26

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Capital Asset Reserve								
2022 Warehouse Improvements	CS2302	6		90,000				90,000
2022 City Hall Improvements	FC2303	n/a		50,000				50,000
Capital Asset Reserve Total				140,000				140,000
General Fund								
Warehouse LED Lighting	CS2301	3		12,000				12,000
Warehouse Flat Roof Replacement	CS2401	3			340,000			340,000
City Hall 2nd Story Flat Roof	FC2301	3		50,000				50,000
Paint Exterior of City Hall	FC2302	3		30,000				30,000
Server Lifecycle	IT2200	3	5,000					5,000
Network Infrastructure	IT2201	2	21,600					21,600
Replace HVAC Controller	LB2201	n/a	25,000					25,000
Uninterrupted Power Source (UPS) Station Back-Up	PD2202	1	22,000					22,000
2021 Dover Park Improvements	PR2100	n/a	100,000					100,000
Park & Playground Improvement	PR2200	n/a	33,000					33,000
Schutte Park Skate Park	PR2301	n/a		560,000				560,000
Schutte Park Dog Park	PR2302	n/a		70,000				70,000
Park & Playground Improvement	PR2400	n/a			33,000			33,000
Dover Park ADA Accessible Playground	PR2401	n/a			800,000			800,000
Silver Lake Master Plan	PR2501	n/a				75,000		75,000
Park & Playground Improvement	PR2600	n/a					33,000	33,000
Schutte Park Trail System	PR2601	n/a					26,000	26,000
Street, Concrete, and Alley Program	ST2201	1	1,168,000	1,200,000	1,240,000	1,288,000	1,335,000	6,231,000
Miscellaneous Emergency Storm Sewer Repairs	SW2201	1	82,000	85,000	88,000	91,000	94,000	440,000
Silver Lake Dam Repairs	SW2202	2	100,000		125,000		150,000	375,000
East Lake Garden Drainage Basin Improvements	SW2204	4	500,000					500,000
Water Street Flooding Improvements	SW2206	6	14,000	60,000		750,000		824,000
West Street Flooding Improvements	SW2303	3		600,000				600,000
The Greens of Dover/Lamplighter Stormwater Impro	SW2304	4		16,000	65,000		400,000	481,000
Mirror Lake Drainage Basin Improvements	SW2305	5		350,000				350,000
Lynnhaven Drive Flooding Improvements	SW2404	4			18,000	70,000		88,000
Vehicle Pole Barn	SW2405	5			150,000			150,000
State Street Flooding Improvements	SW2504	4				20,000	75,000	95,000
Reed Street Flooding Improvements	SW2605	5					22,000	22,000
General Fund Total			2,070,600	3,033,000	2,859,000	2,294,000	2,135,000	12,391,600
Parkland Reserve Fund								
2021 Dover Park Improvements	PR2100	n/a	490,000					490,000
Parkland Reserve Fund Total			490,000					490,000

Source	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
State Grant								
2021 Dover Park Improvements	PR2100	n/a	100,000					100,000
Park & Playground Improvement	PR2200	n/a	33,000					33,000
Park & Playground Improvement	PR2400	n/a			33,000			33,000
Park & Playground Improvement	PR2600	n/a				33,000		33,000
Persimmon Park Place Basin Improvements	SW2203	3	1,200,000					1,200,000
State Grant Total			1,333,000		33,000		33,000	1,399,000
GRAND TOTAL			3,893,600	3,173,000	2,892,000	2,294,000	2,168,000	14,420,600

City of Dover, Delaware
FY 2022 Capital Investment Plan
 FY 22 thru FY 26

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Facilities Management								
City Hall 2nd Story Flat Roof	FC2301	3		50,000				50,000
Paint Exterior of City Hall	FC2302	3		30,000				30,000
2022 City Hall Improvements	FC2303	n/a		50,000				50,000
Facilities Management Total				130,000				130,000
Information Technology								
Server Lifecycle	IT2200	3	5,000					5,000
Network Infrastructure	IT2201	2	21,600					21,600
Information Technology Total			26,600					26,600
Library								
Replace HVAC Controller	LB2201	n/a	25,000					25,000
Library Total			25,000					25,000
Parks and Recreation								
2021 Dover Park Improvements	PR2100	n/a	690,000					690,000
Park & Playground Improvement	PR2200	n/a	66,000					66,000
Schutte Park Skate Park	PR2301	n/a		560,000				560,000
Schutte Park Dog Park	PR2302	n/a		70,000				70,000
Park & Playground Improvement	PR2400	n/a			66,000			66,000
Dover Park ADA Accessible Playground	PR2401	n/a			800,000			800,000
Silver Lake Master Plan	PR2501	n/a				75,000		75,000
Park & Playground Improvement	PR2600	n/a					66,000	66,000
Schutte Park Trail System	PR2601	n/a					26,000	26,000
Parks and Recreation Total			756,000	630,000	866,000	75,000	92,000	2,419,000
Police								
Uninterrupted Power Source (UPS) Station Back-Up	PD2202	1	22,000					22,000
Police Total			22,000					22,000
Procurement & Inventory								
Warehouse LED Lighting	CS2301	3		12,000				12,000
2022 Warehouse Improvements	CS2302	6		90,000				90,000
Warehouse Flat Roof Replacement	CS2401	3			340,000			340,000
Procurement & Inventory Total				102,000	340,000			442,000
Public Works - Stormwater								
Miscellaneous Emergency Storm Sewer Repairs	SW2201	1	82,000	85,000	88,000	91,000	94,000	440,000
Silver Lake Dam Repairs	SW2202	2	100,000		125,000		150,000	375,000
Persimmon Park Place Basin Improvements	SW2203	3	1,200,000					1,200,000

Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
East Lake Garden Drainage Basin Improvements	SW2204	4	500,000					500,000
Water Street Flooding Improvements	SW2206	6	14,000	60,000		750,000		824,000
West Street Flooding Improvements	SW2303	3		600,000				600,000
The Greens of Dover/Lamplighter Stormwater Impro	SW2304	4		16,000	65,000		400,000	481,000
Mirror Lake Drainage Basin Improvements	SW2305	5		350,000				350,000
Lynnhaven Drive Flooding Improvements	SW2404	4			18,000	70,000		88,000
Vehicle Pole Barn	SW2405	5			150,000			150,000
State Street Flooding Improvements	SW2504	4				20,000	75,000	95,000
Reed Street Flooding Improvements	SW2605	5					22,000	22,000
Public Works - Stormwater Total			1,896,000	1,111,000	446,000	931,000	741,000	5,125,000
Public Works - Streets								
Street, Concrete, and Alley Program	ST2201	1	1,168,000	1,200,000	1,240,000	1,288,000	1,335,000	6,231,000
Public Works - Streets Total			1,168,000	1,200,000	1,240,000	1,288,000	1,335,000	6,231,000
GRAND TOTAL			3,893,600	3,173,000	2,892,000	2,294,000	2,168,000	14,420,600

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Facilities Management

Contact Central Services Director

Project # FC2301
 Project Name City Hall 2nd Story Flat Roof

Type Improvement

Useful Life 25+ years

Category General

Priority 3

Status Active

Total Project Cost: \$50,000

Description

Replace the flat roof on the second story above the City Managers office

Justification

Due to age and weathered condition. Roof is original to the building and had a 25 year life expectancy. Asbestos sampl to be taken in 2022.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		50,000				50,000
Total		50,000				50,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund		50,000				50,000
Total		50,000				50,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Facilities Management

Contact Central Services Director

Project # FC2302
 Project Name Paint Exterior of City Hall

Type Maintenance

Useful Life 10 years

Category General

Priority 3

Status Active

Total Project Cost: \$30,000

Description

Paint all outside surfaces of outside of City Hall

Justification

Paint is peeling and flaking off. Windows are being replaced in FY22 which will replace most of the rotten wood and sealing and painting will be required.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Miscellaneous		30,000				30,000
Total		30,000				30,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund		30,000				30,000
Total		30,000				30,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Facilities Management

Contact Central Services Director

Project # FC2303
 Project Name 2022 City Hall Improvements

Type Maintenance

Useful Life 10-20 years

Category General

Priority n/a

Status Active

Total Project Cost: \$50,000

Description
 - Replace all windows at City Hall.....\$50,000

Justification
 - All windows are outdated, wood is rotted, and not energy efficient.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		50,000				50,000
Total		50,000				50,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Capital Asset Reserve		50,000				50,000
Total		50,000				50,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

Department Information Technology

City of Dover, Delaware

Contact IT Director

Project # IT2200
Project Name Server Lifecycle

Type Technology

Useful Life 3 - 5 Years

Category Information Technology

Priority 3

Status Active

Total Project Cost: \$97,300

Description

As with the computer lifecycle, the servers are on a lifecycle and require planned replacements. When a server is up for replacement, it is evaluated for continued use beyond the lifecycle timeframe. As long as it's viable and service can be extended, its service life will be extended. This plan includes the replacement of DOVERDC1 and the SQL server in FY9, two HyperV servers in FY20, and the Storage Area Network (SAN) in FY21. 4/22/2020 - Adjusted amount to include the lease payments for the new iSeries AS400. Added FY22 projected budget. FY22 will need to replace DOVERDC3 and continue lease payments on the iSeries AS400.

Justification

Due to the City's growing need and dependency on data, servers and storage requirements increase. The increased demands on equipment and storage makes it necessary to replace aging equipment. Obtaining extended warranties may be used when possible, but it can be more cost effective to replace with newer technology. Servers and associated equipment listed in this plan are to ensure continued 99.999% availability.

Prior	Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
92,300	Equip/Vehicle/Furnishings	5,000					5,000
Total	Total	5,000					5,000

Prior	Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
92,300	General Fund	5,000					5,000
Total	Total	5,000					5,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Information Technology

Contact IT Director

Type Technology

Useful Life 10 years

Category Information Technology

Priority 2

Status Active

Total Project Cost: \$95,700

Project #	IT2201
Project Name	Network Infrastructure

Description

The City's network infrastructure (switches and routers) were installed as part of the telephone upgrade in 2006. It consists of approximately 18 switches, 6 routers. All of this equipment is at or nearing Cisco's End of Support/End of Life requiring a phased replacement plan. FY21 funding reduced to absorb lease payments of iSeries AS400; however, funding restored in FY22 for infrastructure expenses.

Justification

Vital network switching and routing equipment allow for communication between servers, computers, printers, telephones, etc.. A loss of any one piece of equipment will prevent up to 48 devices to stop communicating. With no support for the current equipment, it could be an extended outage while completing an unplanned purchase. This plan is critical to maintaining the level of communication and support expected by all users. It calls for a 20% replacement schedule across 5 years until all equipment is replaced and supported.

Prior	Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
74,100	Equip/Vehicle/Furnishings	21,600					21,600
Total	Total	21,600					21,600

Prior	Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
74,100	General Fund	21,600					21,600
Total	Total	21,600					21,600

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Library

Contact

Project # LB2201
 Project Name Replace HVAC Controller

Type Improvement

Useful Life 10-15 years

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$25,000

Description

Replace NAE Johnson Control with FX 40 control.
 Integrate the existing program into the new control.
 Set up the system for proper access.
 Make changes to the switch over program
 Adjust system to allow ice making with temperature control.
 Set up modulation valve for heat as needed.
 Check system for proper operation as needed.

Justification

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	25,000					25,000
Total	25,000					25,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund	25,000					25,000
Total	25,000					25,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Parks and Recreation

Contact Public Works Director

Project #	PR1402
Project Name	Schutte Park Land Improvements

Type Improvement

Useful Life 50 years

Category General

Priority 1

Status Active

Total Project Cost: \$335,000

Description

The project completes the goal of developing multipurpose fields on the west side of the park and work on completing the multiuse pathway around the park's perimeter. It will also include other amenities that are consistent with the Recreation Needs Assessment and Schutte Park Master Plan.

FY20 Field Seeding.....\$49,000

FY20 Sidewalk along Wyoming Mill Rd. portion of park.....\$26,000

Justification

Currently, this donated area of land is unusable. There is a high demand for field space. Completing this project offers us the field space and walking trail that is badly needed.

Prior

335,000

Total

Prior

335,000

Total

Budget Impact/Other

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Prior	Budget Items	FY 22	FY 23	FY 24	FY 25	FY 26	Total
10,000	Maintenance	5,000	5,000	5,000	5,000		20,000
Total	Total	5,000	5,000	5,000	5,000		20,000

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life
 Category General
 Priority n/a
 Status Active

City of Dover, Delaware

Project # PR2100
 Project Name 2021 Dover Park Improvements

Total Project Cost: \$1,000,000

Description

Under this project, the city would fund a Splash Pad at Dover Park. The Recreational Needs Assessment and the Dover Park Master Plan both call for a Splash Pad. This would apparatus that spray water from a variety of fund shapes and spouts. Putting this project in Dover Park offers not only the several surrounding neighborhoods the city as a whole would enjoy going over to Dover Park for an afternoon of water play.

- Splash Pad \$250,000
 - His/Hers Bathroom Complex.....\$60,000

Justification

Dover offers no area for children to have water play during the summer months. This would serve the needs of the whole community.

Prior	Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
310,000	Construction/Maintenance	690,000					690,000
Total	Total	690,000					690,000

Prior	Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
310,000	General Fund	100,000					100,000
	Parkland Reserve Fund	490,000					490,000
Total	State Grant	100,000					100,000
	Total	690,000					690,000

Budget Impact/Other

Annual Operating:
 - \$10K Electric and water
 - \$2K cleaning supplies

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life 10-15 years
 Category General
 Priority n/a
 Status Active

Project # PR2200
 Project Name Park & Playground Improvement

Total Project Cost: \$66,000

Description

Under this project, the city would fund small capital improvements to parks citywide. This could also include improvements to pavilions, fencing, and other structures in the park that require investment over time but exceed the thresholds for non-capital projects.

Justification

As equipment ages it deteriorates and can become unsightly and/or unsafe. Replacement of dated equipment is important to ensure that our parks meet the needs of the population and provides a safe play environment.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	66,000					66,000
Total	66,000					66,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund	33,000					33,000
State Grant	33,000					33,000
Total	66,000					66,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life 20 years
 Category General
 Priority n/a
 Status Active

Project # PR2301
 Project Name Schutte Park Skate Park

Total Project Cost: \$560,000

Description

Justification

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		560,000				560,000
Total		560,000				560,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund		560,000				560,000
Total		560,000				560,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life 20 years
 Category General
 Priority n/a
 Status Active

Project # PR2302
 Project Name Schutte Park Dog Park

Total Project Cost: \$70,000

Description

Justification

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		70,000				70,000
Total		70,000				70,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund		70,000				70,000
Total		70,000				70,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life 10-15 years
 Category General
 Priority n/a
 Status Active

City of Dover, Delaware

Project # PR2400
 Project Name Park & Playground Improvement

Total Project Cost: \$66,000

Description

Under this project, the city would fund small capital improvements to parks citywide. This could also include improvements to pavilions, fencing, and other structures in the park that require investment over time but exceed the thresholds for non-capital projects.

Justification

As equipment ages it deteriorates and can become unsightly and/or unsafe. Replacement of dated equipment is important to ensure that our parks meet the needs of the population and provides a safe play environment.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance			66,000			66,000
Total			66,000			66,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund			33,000			33,000
State Grant			33,000			33,000
Total			66,000			66,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life 10-15 years
 Category General
 Priority n/a
 Status Active

Project # PR2401
 Project Name Dover Park ADA Accessible Playground

Total Project Cost: \$800,000

Description

Justification

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance			800,000			800,000
Total			800,000			800,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund			800,000			800,000
Total			800,000			800,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life
 Category General
 Priority n/a
 Status Active

Project # PR2501
 Project Name Silver Lake Master Plan

Total Project Cost: \$75,000

Description

Justification

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance				75,000		75,000
Total	75,000					75,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund				75,000		75,000
Total	75,000					75,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life 10-15 years
 Category General
 Priority n/a
 Status Active

Project # PR2600
 Project Name Park & Playground Improvement

Total Project Cost: \$66,000

Description

Under this project, the city would fund small capital improvements to parks citywide. This could also include improvements to pavilions, fencing, and other structures in the park that require investment over time but exceed the thresholds for non-capital projects.

Justification

As equipment ages it deteriorates and can become unsightly and/or unsafe. Replacement of dated equipment is important to ensure that our parks meet the needs of the population and provides a safe play environment.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance					66,000	66,000
Total					66,000	66,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund					33,000	33,000
State Grant					33,000	33,000
Total					66,000	66,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Parks and Recreation
 Contact Parks & Recreation Director
 Type Improvement
 Useful Life 20-25 years
 Category General
 Priority n/a
 Status Active

Project # PR2601
 Project Name Schutte Park Trail System

Total Project Cost: \$26,000

Description

Justification

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance					26,000	26,000
Total					26,000	26,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund					26,000	26,000
Total					26,000	26,000

Budget Impact/Other

Project #	PD2202
Project Name	Uninterrupted Power Source (UPS) Station Back-Up

Type	Equipment
Useful Life	10 years
Category	Unassigned
Priority	1
Status	Active

Total Project Cost: \$22,000

Description

As long as the electricity stays on, a UPS system supplies conditioned utility power to its outlets and keeps its internal battery charged. It also protects valuable devices and data from power problems, such as power surges and abnormal voltages which otherwise may damage those devices. If the power goes out, the UPS system provides backup power from its internal battery. This allows equipment to stay on during a power outage, which is especially useful for devices like computers that can lose data when they turn off unexpectedly.

Currently, the Dover PD has a large capacity UPS supplying power to critical servers, computers and networking equipment. Much of this equipment is very expensive and serves our PSAP (911 center). All of this equipment serves all PD computer users.

While the Dover PD does have a generator which supplies power to much of the PD during extended power outages, there is a period of time between when the power is cut and the generator supplies power where there is no power supplied to critical infrastructure at the PD. The PD relies on various battery backups (UPS's) to supply power to critical infrastructure during these times of no power availability.

The Dover PD's main, largest UPS is no longer able to be maintained, serviced or warranted without spending an unjustifiable amount of money to "refresh" most of the primary components of the UPS. Even upon completion of this, the UPS will still have much of its parts remain in their 10-year-old-state and will only extend its ability to be maintained, serviced or warranted by 4 years. While this "refreshment" is less costly in the short term, it will be much costlier in the long term.

Justification

1. The UPS system provides power to all critical police station computer systems during the approximate 10 second transition to generator power when a power outage occurs. Without the backup during this short period, power would be interrupted and all the systems would go down. Some of the systems would have to be brought back up again manually and a lot of critical data could be lost.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Equip/Vehicle/Furnishings	22,000					22,000
Total	22,000					22,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund	22,000					22,000
Total	22,000					22,000

Budget Impact/Other

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Budget Items	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Maintenance		2,200	2,200	2,200	2,200	8,800
Total		2,200	2,200	2,200	2,200	8,800

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Procurement & Inventory

Contact Central Services Director

Project # CS2301
 Project Name Warehouse LED Lighting

Type Improvement

Useful Life 10 years

Category Electric

Priority 3

Status Active

Total Project Cost: \$12,000

Description

Upgrade existing lighting to LED

Justification

LED lighting has a longer lifespan and is more energy efficient.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		12,000				12,000
Total		12,000				12,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund		12,000				12,000
Total		12,000				12,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

Department Procurement & Inventory

City of Dover, Delaware

Contact

Project #	CS2302
Project Name	2022 Warehouse Improvements

Type Maintenance

Useful Life 10-20 years

Category General

Priority 6 --

Status Active

Total Project Cost: \$90,000

Description	
- Paint building inside and out.....	\$40,000
- Replace all tile flooring.....	\$30,000
- Remodel all bathrooms.....	\$20,000

Justification
Paint on the outside of the building is peeling and inside surfaces are scuffed and worn.
Tile flooring is peeling up and deteriorating in several places.
All bathrooms must be made ADA compliant.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		90,000				90,000
Total		90,000				90,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Capital Asset Reserve		90,000				90,000
Total		90,000				90,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Procurement & Inventory

Contact Central Services Director

Project # CS2401
 Project Name Warehouse Flat Roof Replacement

Type Maintenance

Useful Life 25+ years

Category General

Priority 3

Status Active

Total Project Cost: \$340,000

Description

Replace flat rubber roof

Justification

Roof has aged out and is requiring repairs annually. Asbestos samples to be taken in FY23

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance			340,000			340,000
Total			340,000			340,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund			340,000			340,000
Total			340,000			340,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # SW2201
 Project Name Miscellaneous Emergency Storm Sewer Repairs

Type Improvement

Useful Life 50-80

Category General

Priority 1

Status Active

Total Project Cost: \$440,000

Description

This project will repair failing storm sewer infrastructure. The work will focus on emergency repair situations on City owned infrastructure. No specific locations for this work have been identified.

Justification

This project is necessary to address failing or deteriorated infrastructure in the City. If these repairs are not conducted, significant impacts to property, life and environment could arise. Delaying these repairs could result in road failure, sink holes and environmental impacts.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	82,000	85,000	88,000	91,000	94,000	440,000
Total	82,000	85,000	88,000	91,000	94,000	440,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund	82,000	85,000	88,000	91,000	94,000	440,000
Total	82,000	85,000	88,000	91,000	94,000	440,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

Department Public Works - Stormwater

City of Dover, Delaware

Contact Public Works Director

Project #	SW2202
Project Name	Silver Lake Dam Repairs

Type Improvement

Useful Life 20-30 years

Category General

Priority 2

Status Active

Total Project Cost: \$375,000

Description

The proposed project for FY2022, identified by the 2020 Silver Lake Dam Inspection report, will repair spalled concrete, delamination of concrete, and repairing cracks (out year projects are based upon future annual inspection reports.) Preliminary estimates provided by bid data.

Justification

The improvements are necessary to maintain the existing dam in normal working conditions. Failure to maintain the dam could lead to failure and downstream flooding.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	100,000		125,000		150,000	375,000
Total	100,000		125,000		150,000	375,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund	100,000		125,000		150,000	375,000
Total	100,000		125,000		150,000	375,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # SW2203
 Project Name Persimmon Park Place Basin Improvements

Type Improvement

Useful Life 50 years

Category General

Priority 3

Status Active

Total Project Cost: \$1,200,000

Description

This project was initiated by the development constituents. Significant drainage issues occur throughout the Persimmon Park Place Development. Studies have been completed by consulting firms that indicate the existing infrastructure is not sufficient for proper drainage. The construction is scheduled for FY 2022.

Justification

This will provide improved capacity and conveyance of stormwater from this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	1,200,000					1,200,000
Total	1,200,000					1,200,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
State Grant	1,200,000					1,200,000
Total	1,200,000					1,200,000

Budget Impact/Other

Funding to be provided through State Funds.

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # SW2204
 Project Name East Lake Garden Drainage Basin Improvements

Type Improvement

Useful Life 50 years

Category General

Priority 4

Status Active

Total Project Cost: \$500,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure in the East Lake Garden development. This area consistently floods with a moderate rain event in the City. The construction is planned for FY 2022.

Justification

This will provide improved capacity and conveyance of stormwater from this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	500,000					500,000
Total	500,000					500,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund	500,000					500,000
Total	500,000					500,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # SW2206
 Project Name Water Street Flooding Improvements

Type Improvement

Useful Life 50 years

Category General

Priority 6 --

Status Active

Total Project Cost: \$824,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is in Water Street, near the intersection of Governors Avenue. This area consistently floods with a moderate rain event in the city. Feasibility study is scheduled for FY2022, design is scheduled for FY2023 and construction is scheduled for FY2025.

Justification

This will provide improved capacity and conveyance of stormwater for this area. Failure to improve ths system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design	14,000	60,000				74,000
Construction/Maintenance				750,000		750,000
Total	14,000	60,000		750,000		824,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund	14,000	60,000		750,000		824,000
Total	14,000	60,000		750,000		824,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # SW2303
 Project Name West Street Flooding Improvements

Type Improvement

Useful Life 50 years

Category General

Priority 3

Status Active

Total Project Cost: \$600,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is within West Street, from Division Street to Mary Street. This area consistently floods with a moderate rain event in the City. Construction is scheduled for FY 2023.

Justification

This will provide improved capacity and conveyance of stormwater for this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		600,000				600,000
Total		600,000				600,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund		600,000				600,000
Total		600,000				600,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # SW2304
 Project Name The Greens of Dover/Lamplighter Stormwater Impro

Type Improvement

Useful Life 50 years

Category General

Priority 4

Status Active

Total Project Cost: \$481,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is behind Lamplighter Lane, near the Greens of Dover. The existing forty-two inch (42") stormwater pipe has a temporary repair to handle the stormwater. Feasibility study is scheduled for FY 2023 and design is scheduled for FY 2024, and construction is scheduled for FY 2026.

Justification

This will provide improved capacity and conveyance of stormwater from this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design		16,000	65,000			81,000
Construction/Maintenance					400,000	400,000
Total		16,000	65,000		400,000	481,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund		16,000	65,000		400,000	481,000
Total		16,000	65,000		400,000	481,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # SW2305
 Project Name Mirror Lake Drainage Basin Improvements

Type Improvement

Useful Life 50 years

Category General

Priority 5

Status Active

Total Project Cost: \$350,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is upstream of Mirror Lake, including the eastern portion of the Dover Library parking lot. This area consistently floods with moderate rain event in the City. The construction is planned for FY 2022.

Justification

This will provide improved capacity and conveyance of stormwater from this area. Failure to improve this system will result in a future failure of the infrastructure and property damage.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		350,000				350,000
Total		350,000				350,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund		350,000				350,000
Total		350,000				350,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

Department Public Works - Stormwater

City of Dover, Delaware

Contact Public Works Director

Project #	SW2404
Project Name	Lynnhaven Drive Flooding Improvements

Type Improvement

Useful Life 50 years

Category General

Priority 4

Status Active

Total Project Cost: \$88,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is in Lynnhaven Drive, east of Crescent Drive. The existing infrastructure is inadequate. Feasibility study is scheduled for FY 2024 and design is scheduled for FY2025.

Justification

This will provide improved capacity and conveyance of stormwater from the street. Failure to improve this system will result in continued flooding in the area.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design			18,000	70,000		88,000
Total			18,000	70,000		88,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund			18,000	70,000		88,000
Total			18,000	70,000		88,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # SW2405
 Project Name Vehicle Pole Barn

Type Improvement

Useful Life 20-30 years

Category General

Priority 5

Status Active

Total Project Cost: \$150,000

Description

This project will intall a new vehicle pole barn at the Street/Stormwater Division yard, located at Schutte Park .

Justification

This project is necessary to properly store stormwater division vehicles, particularly the leaf vac trucks/trailers. If the Pole Barn is not installed, the weather could cause premature deterioration of the vehicles.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance			150,000			150,000
Total			150,000			150,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund			150,000			150,000
Total			150,000			150,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project # SW2504
 Project Name State Street Flooding Improvements

Type Improvement

Useful Life 50 years

Category General

Priority 4

Status Active

Total Project Cost: \$95,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is in North State Street between Division Street and William Street. There is not enough existing infrastructure to handle the needs in this area. Feasibility is scheduled for FY2025 and design is scheduled for FY2026.

Justification

This will provide improved capacity and conveyance of stormwater from this street. Failure to improve this system will result in continued flooding in the area.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design				20,000	75,000	95,000
Total				20,000	75,000	95,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund				20,000	75,000	95,000
Total				20,000	75,000	95,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Public Works - Stormwater

Contact Public Works Director

Project #	SW2605
Project Name	Reed Street FloodingImprovements

Type Improvement

Useful Life 50 years

Category General

Priority 5

Status Active

Total Project Cost: \$22,000

Description

This project, identified by staff, will upgrade the existing stormwater infrastructure that is in Reed Street, between South State Street and South Governors Avenue. There is not enough existing infrastructure to handle the needs of the area. Feasibility study is scheduled for FY2026.

Justification

This will provide improved capacity and conveyance of stormwater from this street. Failure to improve this system will result in continued flooding in the area.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design					22,000	22,000
Total					22,000	22,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund					22,000	22,000
Total					22,000	22,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Public Works - Streets

Contact Public Works Director

Project # ST2201
 Project Name Street, Concrete, and Alley Program

Type Improvement

Useful Life 20-25 years

Category General

Priority 1

Status Active

Total Project Cost: \$6,231,000

Description

This project will rehabilitate approximately one to three percent (1-3%) of the street and alley network each year. The estimated capital maintenance cost are \$51 million over a 20 year planning horizon in FY17 dollars. The estimate is based on the needs survey conducted by Public Works in FY17. Continuous maintenance on these assets will prevent costlier reconstruction in the future. This project combines the former Street Resurfacing Program, the Alley Program and the Barrier Free Access Ramp Program. FY22 anticipated projects are as follows:

Columbia Ave (N. State St to Pear St)
 River Rd (Martin Luther King Jr Blvd to S. Dupont Hwy)
 Townsend Blvd (N. Dupont Hwy to End)

Justification

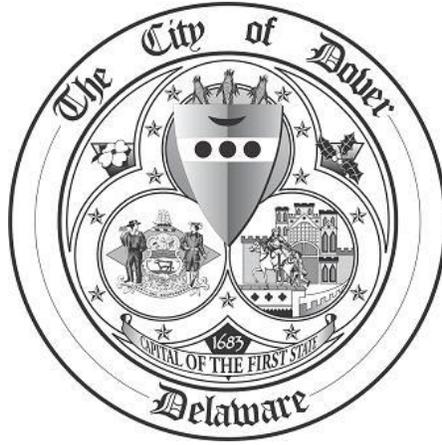
Replacement of deteriorated curbs, gutters, and sidewalks provides improved use, drainage, and appearance of the pavement section. The Street, Concrete, and Alley Program schedule is driven by funding and road ratings. Total street mileage is growing as more roads and alleys are dedicated for public maintenance due to growth. Additionally, this program promotes the interconnection of the sidewalk network to conform to ISTEA (Intermodal Surface Transportation Efficiency Act) and rehabilitates sidewalks that have root damage from city trees. This program also facilitates compliance with the Americans with Disabilities Act as it relates to the pedestrian network as well as improving localized drainage issues.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	1,168,000	1,200,000	1,240,000	1,288,000	1,335,000	6,231,000
Total	1,168,000	1,200,000	1,240,000	1,288,000	1,335,000	6,231,000

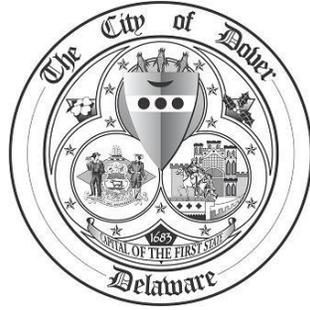
Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund	1,168,000	1,200,000	1,240,000	1,288,000	1,335,000	6,231,000
Total	1,168,000	1,200,000	1,240,000	1,288,000	1,335,000	6,231,000

Budget Impact/Other

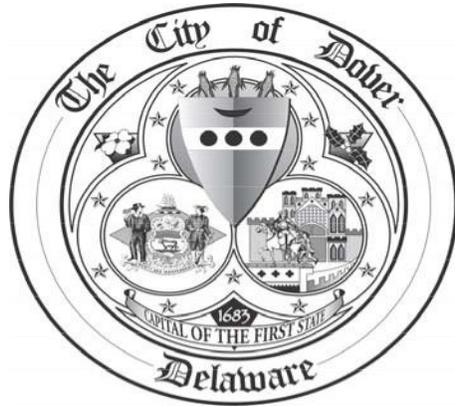
Portions of funding may be provided by Legislator funds.



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WATER FUNDS



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City of Dover, Delaware
FY 2022 Capital Investment Plan
FY 22 thru FY 26

FUNDING SOURCE SUMMARY

Source	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve	153,483	86,510	62,870	55,651	160,304	518,818
State Grant	10,000					10,000
W/WW Debt Financing					85,000	85,000
Water/Wastewater Fund	1,733,517	1,880,390	3,445,730	3,327,749	1,164,696	11,552,082
GRAND TOTAL	1,897,000	1,966,900	3,508,600	3,383,400	1,410,000	12,165,900

City of Dover, Delaware
FY 2022 Capital Investment Plan
 FY 22 thru FY 26

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve								
Water Quality Improvements	WQ2201	2	153,483	86,510	62,870	55,651	160,304	518,818
Impact Fee Reserve Total			153,483	86,510	62,870	55,651	160,304	518,818
State Grant								
Early Warning System	WD2204	n/a	10,000					10,000
State Grant Total			10,000					10,000
W/WW Debt Financing								
Miscellaneous Emergency Water Repair	WQ2202	3					85,000	85,000
W/WW Debt Financing Total							85,000	85,000
Water/Wastewater Fund								
Wellhead Redevelopment Program	WD2201	1	129,000	75,000	75,000	75,000	75,000	429,000
Future Well Installation	WD2205	5	707,700	707,700				1,415,400
Meter Replacement Project	WD2300	n/a		418,700	418,700	418,700		1,256,100
Denneys Road 1.0 MG Elevated Water Storage Tank	WD2304	4		85,000	1,539,900	1,539,900		3,164,800
Water Quality Improvements	WQ2201	2	811,817	508,990	1,327,130	1,209,149	1,089,696	4,946,782
Miscellaneous Emergency Water Repair	WQ2202	3	85,000	85,000	85,000	85,000		340,000
Water/Wastewater Fund Total			1,733,517	1,880,390	3,445,730	3,327,749	1,164,696	11,552,082
GRAND TOTAL			1,897,000	1,966,900	3,508,600	3,383,400	1,410,000	12,165,900

City of Dover, Delaware
FY 2022 Capital Investment Plan
 FY 22 thru FY 26

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Water Management								
Wellhead Redevelopment Program	WD2201	1	129,000	75,000	75,000	75,000	75,000	429,000
Early Warning System	WD2204	n/a	10,000					10,000
Future Well Installation	WD2205	5	707,700	707,700				1,415,400
Meter Replacement Project	WD2300	n/a		418,700	418,700	418,700		1,256,100
Denneys Road 1.0 MG Elevated Water Storage Tank	WD2304	4		85,000	1,539,900	1,539,900		3,164,800
Water Quality Improvements	WQ2201	2	965,300	595,500	1,390,000	1,264,800	1,250,000	5,465,600
Miscellaneous Emergency Water Repair	WQ2202	3	85,000	85,000	85,000	85,000	85,000	425,000
Water Management Total			1,897,000	1,966,900	3,508,600	3,383,400	1,410,000	12,165,900
GRAND TOTAL			1,897,000	1,966,900	3,508,600	3,383,400	1,410,000	12,165,900

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Water Management
 Contact Water/Wastewater Director
 Type Improvement
 Useful Life 20-25 years
 Category Water/Wastewater
 Priority 1
 Status Active

Project # WD2201
 Project Name Wellhead Redevelopment Program

Total Project Cost: \$429,000

Description

This project will provide for rehabilitation and repair of each deep wellhead in an effort to maintain operations and/or increase/maintain the yield of each well as it relates to the permitted allocation. FY 2008; total well inspection and testing performed. FY 2009: Motors at Wells #6A and #9 were rebuilt, and wells #13R and #15 were redeveloped. FY 2010: Well #10. FY 2011: Well #4 redevelopment and well piping improvements at various well locations, as well as continued well testing. FY 2012: Well #1 redevelopment. FY2013: complete repair of Well #10. FY2014: complete repair of well #14. FY2015 inspected: 2, 3, 11, 13R, 15, PW2. FY 2016 inspected: 4, 6, 8R, 9 & PW8A. FY 2017 inspected: 1, 10, 4, PW6A & 4B. FY 2018 inspected: 3. FY 2019 inspected: 12R, PW1A, 2, 11, 13R, 15. FY 2020: 2, 5 & 6. FY 2021: Well 8R, Well 9, Well 10 and PW6A. FY 2022 tentatively scheduled: 1A, 6, 2A, 4B, 3. Inspections include 3, 13R, 15, 11, PW4B and 12R.

Justification

The well screening and gravel pack requires cleaning over time due to a buildup of mineral deposits and foreign materials such as clay and silt. This maintenance effort is critical to ensure that production can continue to meet demand. It is also necessary to maintain the operational aspects of each well and provide repairs as needed to minimize downtime to maintain system capacity. Delaying or eliminating this project would result in the continued deterioration of the well screen, gravel pack, and well yield over time. It would also result in increased well downtime, emergency repairs, and decreased capacity. These issues can lead to increased flow pattern changes and water quality concerns.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	129,000	75,000	75,000	75,000	75,000	429,000
Total	129,000	75,000	75,000	75,000	75,000	429,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Water/Wastewater Fund	129,000	75,000	75,000	75,000	75,000	429,000
Total	129,000	75,000	75,000	75,000	75,000	429,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Water Management
 Contact Water/Wastewater Director
 Type Improvement
 Useful Life
 Category Water/Wastewater
 Priority n/a
 Status Active

Project # WD2204
 Project Name Early Warning System

Total Project Cost: \$10,000

Description
 Red Alert System to notify residents when there is a water emergency

Justification

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Equip/Vehicle/Furnishings	10,000					10,000
Total	10,000					10,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
State Grant	10,000					10,000
Total	10,000					10,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Water Management

Contact Public Works Director

Type Improvement

Useful Life 100

Category Water/Wastewater

Priority 5

Status Active

Total Project Cost: \$1,415,400

Project # WD2205
Project Name Future Well Installation

Description

The proposed project, identified by staff will drill a new well to increase production capacity for the water distribution system. Estimates provided by AECOM Corp., Consulting Engineer.

Justification

To meet increased water demand and fire suppression requirements. Delaying or eliminating this project would result in the continued reduction in our production capabilities under our permitted allocation, as well as limiting the City's growth. Initial planning was conducted in FY 2016, design completed in FY 2017-18 and construction is planned in both FY 2022-23.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	707,700	707,700				1,415,400
Total	707,700	707,700				1,415,400

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Water/Wastewater Fund	707,700	707,700				1,415,400
Total	707,700	707,700				1,415,400

Budget Impact/Other

Electrical costs will increase in the Operations Budget

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Water Management
 Contact Water/Wastewater Director
 Type Improvement
 Useful Life 20 years
 Category Water/Wastewater
 Priority n/a
 Status Active

Project # WD2300
 Project Name Meter Replacement Project

Total Project Cost: \$1,256,100

Description

This project will be an ongoing project to replace our aged water meters in the system. A majority of the water meters have exceeded their life expectancy of 15-20 years. The City will benefit from this project by having a more efficient system which will recover maximum revenue to the water utility. Additionally, expenses of maintaining, stocking and operating the out dated meters are greatly reduced. This project is proposed to be lined up with the future AMI project.

Justification

This project will provide the City of Dover with accurate readings of our water users, thus creating accurate revenue from the customers. Delaying or eliminating this project would result in the age of the water meters increasing, and consequently the meters will not read the correct volume of water being consumed. Additionally, older water meters typically require more maintenance.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Equip/Vehicle/Furnishings		418,700	418,700	418,700		1,256,100
Total		418,700	418,700	418,700		1,256,100

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Water/Wastewater Fund		418,700	418,700	418,700		1,256,100
Total		418,700	418,700	418,700		1,256,100

Budget Impact/Other

Over time, the capabilities of a water meter to read accurate volumes of water deteriorates, typically registering less water than actually being consumed. With installation of new meters, accurate readings will increase the actual revenue from this utility.

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Water Management
 Contact Water/Wastewater Director
 Type Improvement
 Useful Life 10 years
 Category Water/Wastewater
 Priority 4
 Status Active

Project # WD2304
 Project Name Denneys Road 1.0 MG Elevated Water Storage Tank

Total Project Cost: \$3,164,800

Description

The proposed project, identified by staff and confirmed by the 2004 Water Master Plan Update, will construct a new 1.0 million gallon elevated storage tank within the distribution system. An evaluation concluded that a new 1.0 million gallon elevated storage tank is not merited in the City. FY 2021 will produce a study within the Water Master Plan Update to evaluate the need of a tower.

Justification

This project was determined necessary by the 2004 Water Mater Plan update in order to meet future storage volume requirements based upon demands and to aid in reducing low pressure areas and enhance fire suppression capability.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design		55,000				55,000
Land Acquisition		30,000				30,000
Construction/Maintenance			1,539,900	1,539,900		3,079,800
Total		85,000	1,539,900	1,539,900		3,164,800

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Water/Wastewater Fund		85,000	1,539,900	1,539,900		3,164,800
Total		85,000	1,539,900	1,539,900		3,164,800

Budget Impact/Other

Electrical costs will increase in the Operations Budget

FY 2022 Capital Investment Plan

FY 22 thru FY 26

City of Dover, Delaware

Department Water Management
 Contact Water/Wastewater Director
 Type Improvement
 Useful Life 90+ years
 Category Water/Wastewater
 Priority 2
 Status Active

Project # WQ2201
 Project Name Water Quality Improvements

Total Project Cost: \$5,465,600

Description

This project was first identified by staff and the 2006 Water Master Plan Update, and has since become further refined with the FY 2006 Water Quality Evaluation. Projects to be included under this category primarily consist of replacement or relining of old unlined cast iron water main within the City’s water distribution system; system upgrades to improve system control; and utilization of a consultant to provide additional design and evaluation services, as needed. Recent research and data collection has produced a Water Main Rehabilitation Priority List, based on several criteria to identify water mains that are in need of replacement or relining. Pipes will be upgraded according to the severity of the pipe condition, as well as coordination with the City of Dover’s Public Services Street Rehabilitation Program. Between FY 2008 and FY 2010, the deep well contact chambers were designed and installed. Between FY 2008 and FY 2011 the water mains that were replaced include, Washington Street, Pennsylvania Avenue, South Street, Pear Street, West Street, Hazel Road, Maryland Avenue, American Avenue, Bayard Avenue, Greenhill Avenue, Bayard Avenue Alley and Loockerman Street. Operational efforts, such as flushing, will continue to occur on a routine basis. FY 2012 improvements include, N. Pennsylvania Ave., American Ave. Ext., Madison St., Rodney Rd., New Street, Ross Street and Bradford Street (near Wesley College). FY 2013 improvements included North Street. As part of the Water Main Rehabilitation Priority List, water lines were identified throughout the City that requires replacement/relining. FY 2017 improvement include: New Street (Water St. to Loockerman). FY 2018 improvements included: Bradford Street (Loockerman St. to Division St.) and William Street (Pear St. to State St.). FY 2019 improvements included: Lakewood Place. FY 2020 improvements included: Columbia Avenue. FY 2021 improvements included: N. West St. West Alley and Ross Street.
 •N. State Street (Division Street to Columbia Street) - \$965,300 (Remainder of Project budgeted in FY23)

Justification

Water quality complaints have eroded consumer confidence in the City’s water supply as the water is perceived to be aesthetically unpleasant. In order to reduce complaints and potentially alleviate this problem, it is necessary to implement the improvements identified by staff, the 2006 Water Master Plan Update, and the FY 2006 Water Quality Evaluation. Delaying or eliminating this project will prolong customer dissatisfaction and further erode confidence in the City’s water supply. In addition, main rehabilitation and replacement, ensuring pipes do not significantly exceed the expected life cycle, is critical to provide a reliable supply of water for our customers and for fire suppression. Water leaks and breaks on older lines can have a significant impact on our ability to serve over time. Addressing the brown water and associated water quality concerns of the City’s water system will not only require capital improvements to the system but also operational changes. Some operation changes will result in no net effect on the operating budget, while others will need to be addressed in the development of future operating budgets. Such items include tools and supplies necessary to improve system sampling and monitoring as well as tools and supplies necessary to improve system-wide flushing operations.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Miscellaneous	965,300	595,500	1,390,000	1,264,800	1,250,000	5,465,600
Total	965,300	595,500	1,390,000	1,264,800	1,250,000	5,465,600

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve	153,483	86,510	62,870	55,651	160,304	518,818
Water/Wastewater Fund	811,817	508,990	1,327,130	1,209,149	1,089,696	4,946,782
Total	965,300	595,500	1,390,000	1,264,800	1,250,000	5,465,600

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Water Management
 Contact Water/Wastewater Director
 Type Improvement
 Useful Life 50-80
 Category Water/Wastewater
 Priority 3
 Status Active

Project # WQ2202
 Project Name Miscellaneous Emergency Water Repair

Total Project Cost: \$425,000

Description

This project will repair failing water infrastructure. The work will focus on emergency repair situations on City owned infrastructure. No specific locations for this work have been identified.

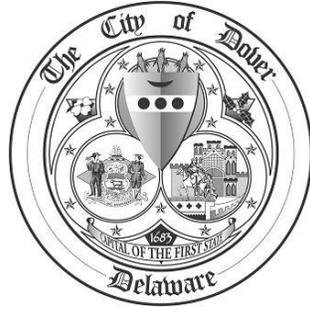
Justification

This project is necessary to address failing or deteriorated infrastructure in the City. If these repairs are not conducted, significant impacts to property, life and environment could arise. Delaying these repairs could result in road failure, sink holes and environmental impacts.

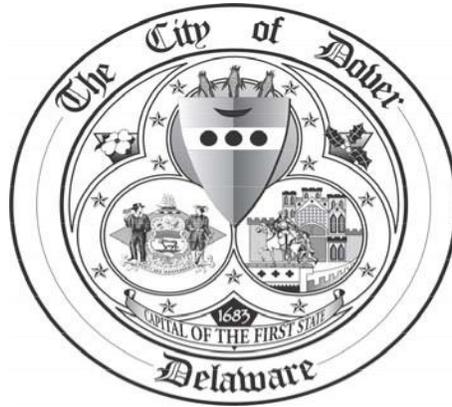
Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	85,000	85,000	85,000	85,000	85,000	425,000
Total	85,000	85,000	85,000	85,000	85,000	425,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
W/WW Debt Financing					85,000	85,000
Water/Wastewater Fund	85,000	85,000	85,000	85,000		340,000
Total	85,000	85,000	85,000	85,000	85,000	425,000

Budget Impact/Other



WASTEWATER FUND



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City of Dover, Delaware
FY 2022 Capital Investment Plan
FY 22 thru FY 26

FUNDING SOURCE SUMMARY

Source	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve	22,000	255,600	274,800	281,200	28,400	862,000
Water/Wastewater Fund	613,000	5,549,100	5,265,900	1,010,500	217,600	12,656,100
GRAND TOTAL	635,000	5,804,700	5,540,700	1,291,700	246,000	13,518,100

City of Dover, Delaware
FY 2022 Capital Investment Plan
 FY 22 thru FY 26

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve								
Turnberry Pump Station Replacement	WW2203	3	17,200		240,000			257,200
Heatherfield Pump Station Replacement	WW2204	4	4,800	18,000		247,200		270,000
College Rd Pump Station Replacement	WW2303	3		232,000				232,000
Cedar Chase Pump Station Replacement	WW2305	5		5,600	28,400			34,000
Laurel Drive Pump Station Replacement	WW2405	5			6,400	19,600		26,000
Lepore Rd Sanitary Sewer	WW2504	4				7,200	20,400	27,600
Kings Cliffe Pump Station Replacement	WW2505	5				7,200		7,200
Hunter's Point Pump Station Replacement	WW2604	4					8,000	8,000
Impact Fee Reserve Total			22,000	255,600	274,800	281,200	28,400	862,000
Water/Wastewater Fund								
Inflow/Infiltration Removal	WW2201	1	419,000	4,270,000	4,270,000			8,959,000
Miscellaneous Emergency Sanitary Sewer Repairs	WW2202	2	155,000	160,000	165,000	170,000	175,000	825,000
Turnberry Pump Station Replacement	WW2203	3	25,800		360,000			385,800
Heatherfield Pump Station Replacement	WW2204	4	7,200	27,000		370,800		405,000
EOS Arrow Gold RTK	WW2206	n/a	6,000					6,000
Meter Replacement Project	WW2300	n/a		418,700	418,700	418,700		1,256,100
College Rd Pump Station Replacement	WW2303	3		348,000				348,000
Lepore Road Sanitary Sewer Upgrade	WW2304	4		317,000				317,000
Cedar Chase Pump Station Replacement	WW2305	5		8,400	42,600			51,000
Laurel Drive Pump Station Replacement	WW2405	5			9,600	29,400		39,000
Lepore Rd Sanitary Sewer	WW2504	4				10,800	30,600	41,400
Kings Cliffe Pump Station Replacement	WW2505	5				10,800		10,800
Hunter's Point Pump Station Replacement	WW2604	4					12,000	12,000
Water/Wastewater Fund Total			613,000	5,549,100	5,265,900	1,010,500	217,600	12,656,100
GRAND TOTAL			635,000	5,804,700	5,540,700	1,291,700	246,000	13,518,100

City of Dover, Delaware
FY 2022 Capital Investment Plan
 FY 22 thru FY 26

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Wastewater Management								
Inflow/Infiltration Removal	WW2201	1	419,000	4,270,000	4,270,000			8,959,000
Miscellaneous Emergency Sanitary Sewer Repairs	WW2202	2	155,000	160,000	165,000	170,000	175,000	825,000
Turnberry Pump Station Replacement	WW2203	3	43,000		600,000			643,000
Heatherfield Pump Station Replacement	WW2204	4	12,000	45,000		618,000		675,000
EOS Arrow Gold RTK	WW2206	n/a	6,000					6,000
Meter Replacement Project	WW2300	n/a		418,700	418,700	418,700		1,256,100
College Rd Pump Station Replacement	WW2303	3		580,000				580,000
Lepore Road Sanitary Sewer Upgrade	WW2304	4		317,000				317,000
Cedar Chase Pump Station Replacement	WW2305	5		14,000	71,000			85,000
Laurel Drive Pump Station Replacement	WW2405	5			16,000	49,000		65,000
Lepore Rd Sanitary Sewer	WW2504	4				18,000	51,000	69,000
Kings Cliffe Pump Station Replacement	WW2505	5				18,000		18,000
Hunter's Point Pump Station Replacement	WW2604	4					20,000	20,000
Wastewater Management Total			635,000	5,804,700	5,540,700	1,291,700	246,000	13,518,100
GRAND TOTAL			635,000	5,804,700	5,540,700	1,291,700	246,000	13,518,100

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management

Contact Water/Wastewater Director

Project # WW2201
 Project Name Inflow/Infiltration Removal

Type Improvement

Useful Life 50-80

Category Water/Wastewater

Priority 1

Status Active

Total Project Cost: \$8,959,000

Description

This project identifies and corrects areas in the sanitary sewer collection system that are deteriorating and allowing groundwater to enter the sanitary sewer system through cracked pipes and/or joints. Video investigations of the lines are performed by in-house crews to determine the condition of subject pipes which may also help with the identification of sump pumps and other illicit connections to the system which will have to be removed by individual property owners. Investigations are occurring systematically through the sewer basins to establish projects for the following year. Sanitary sewer lines are also being inspected in conjunction with water quality improvement project areas to determine main condition. The wet weather which was experienced in both 2003 and 2009/2010/2011, exemplified the fact that the aging and deteriorating sanitary sewer system allows groundwater and rain water to enter the system. This in turn results in higher treatment charges from Kent County. In FY 2011 a new groundwater inflow adjustment charge was established as a result. It is critical to continue making improvements on a regular and planned basis to improve the integrity of the wastewater system. Weather occurs in a cyclical fashion and discrepancies between fees collected and charges received will likely happen again when groundwater and precipitation levels rise. This project would start with an inventory and rating and smoke testing of the approximately 71 miles of sanitary sewer main in FY 2021 and FY 2022. Rehabilitation will occur beginning in FY 2023. The intent of this project is to rehabilitate the infrastructure with the worst ratings.

Justification

The wet weather experienced in both 2003 and 2009/2010/2011, highlighted the fact that we have an aging wastewater system that requires more attention to the condition of the old pipe network and more monitoring of illicit connections to the system. Inflow and infiltration are problems that all customers pay for since they are costs that are not assigned to an individual customer. Therefore, all customers are affected by expenses related to inflow and infiltration. Delaying or eliminating this project will result in continued higher treatment charges for wastewater flow to Kent County than is necessary. In addition, the reduction in available capacity in the City and County systems due to inflow and infiltration will reduce the capacity available for future growth.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design	419,000					419,000
Construction/Maintenance		4,270,000	4,270,000			8,540,000
Total	419,000	4,270,000	4,270,000			8,959,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Water/Wastewater Fund	419,000	4,270,000	4,270,000			8,959,000
Total	419,000	4,270,000	4,270,000			8,959,000

Budget Impact/Other

The project will reduce the operating budget over time due to the reduction in costs for sewage treatment paid to Kent County. All savings are cumulative. Project may be partially funded by CWSRF loan.

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management

Contact Water/Wastewater Director

Type Improvement

Useful Life 50-80

Category Water/Wastewater

Priority 2

Status Active

Total Project Cost: \$825,000

Project # WW2202
 Project Name Miscellaneous Emergency Sanitary Sewer Repairs

Description

This project will repair failing sanitary sewer infrastructure. The work will focus on emergency repair situations on City owned infrastructure. No specific locations for this work have been identified

Justification

This project is necessary to address failing or deteriorated infrastructure in the City. If these repairs are not conducted, significant impacts to property, life and environment could arise. Delaying these repairs could result in road failure, sink holes and environmental contamination

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	155,000	160,000	165,000	170,000	175,000	825,000
Total	155,000	160,000	165,000	170,000	175,000	825,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Water/Wastewater Fund	155,000	160,000	165,000	170,000	175,000	825,000
Total	155,000	160,000	165,000	170,000	175,000	825,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management

Contact Water/Wastewater Director

Type Improvement

Useful Life 20-25 years

Category Water/Wastewater

Priority 3

Status Active

Total Project Cost: \$643,000

Project # WW2203
 Project Name Turnberry Pump Station Replacement

Description

This project calls for replacement of the Smith & Loveless package pumping station, installed in 1989, in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years and is in need of a capacity upgrade to handle anticipated growth in the basin.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly. Feasibility study occurred in FY 2021, design in FY 2022, construction in FY 2024.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design	43,000		600,000			643,000
Total	43,000		600,000			643,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve	17,200		240,000			257,200
Water/Wastewater Fund	25,800		360,000			385,800
Total	43,000		600,000			643,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management

Contact Water/Wastewater Director

Project # WW2204
 Project Name Heatherfield Pump Station Replacement

Type Improvement

Useful Life 20-25 years

Category Water/Wastewater

Priority 4

Status Active

Total Project Cost: \$675,000

Description

This project calls for replacement of the Smith & Loveless package pumping station, installed in 1985, in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years and is in need of a capacity upgrade to handle anticipated growth in the basin. .

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable and replacement of equipment is costly. Feasibility study in FY 2022, design in FY 2023, construction in FY 2025.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design	12,000	45,000		618,000		675,000
Total	12,000	45,000		618,000		675,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve	4,800	18,000		247,200		270,000
Water/Wastewater Fund	7,200	27,000		370,800		405,000
Total	12,000	45,000		618,000		675,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

Department Wastewater Management

City of Dover, Delaware

Contact

Project # WW2206
 Project Name EOS Arrow Gold RTK

Type Equipment

Useful Life 10 years

Category Unassigned

Priority n/a

Status Active

Total Project Cost: \$6,000

Description

This equipment will allow staff to obtain horizontal and vertical elevations for infrastructure throughout the City. This equipment would be extremely efficient and accurate for design work and modeling software.

Justification

This equipment will eliminate the need to hire most consulting firms from surveying projects that the City is performing. It will also increase the accuracy of our modeling software for future projections of capacity of our infrastructure.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Equip/Vehicle/Furnishings	6,000					6,000
Total	6,000					6,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Water/Wastewater Fund	6,000					6,000
Total	6,000					6,000

Budget Impact/Other

This equipment will require a yearly subscription (shared with the Water Division) to access the necessary satellites to gain field information.

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management
 Contact Water/Wastewater Director
 Type Improvement
 Useful Life 20 years
 Category Water/Wastewater
 Priority n/a
 Status Active

Project # WW2300
 Project Name Meter Replacement Project

Total Project Cost: \$1,256,100

Description

This project will be an ongoing project to replace our aged water meters in the system. A majority of the water meters have exceeded their life expectancy of 15-20 years. The City will benefit from this project by having a more efficient system which will recover maximum revenue to the water utility. Additionally, expenses of maintaining, stocking and operating the out dated meters are greatly reduced.

Justification

This project will provide the City of Dover with accurate readings of our water users, thus creating accurate revenue from the customers. Delaying or eliminating this project would result in the age of the water meters increasing, and consequently the meters will not read the correct volume of water being consumed. Additionally, older water meters typically require more maintenance.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Equip/Vehicle/Furnishings		418,700	418,700	418,700		1,256,100
Total		418,700	418,700	418,700		1,256,100

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Water/Wastewater Fund		418,700	418,700	418,700		1,256,100
Total		418,700	418,700	418,700		1,256,100

Budget Impact/Other

Over time, the capabilities of a water meter to read accurate volumes of water deteriorates, typically registering less water than actually being consumed. With installation of new meters, accurate readings will increase the actual revenue from this utility.

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management

Contact Water/Wastewater Director

Project # WW2303
 Project Name College Rd Pump Station Replacement

Type Improvement

Useful Life 20-25 years

Category Water/Wastewater

Priority 3

Status Active

Total Project Cost: \$580,000

Description

This project calls for replacement of the Smith & Loveless package pumping station, installed in 1987, in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years and is in need of a capacity upgrade to handle anticipated growth in the basin

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly. Design occurred in FY 2021; construction in FY 2023

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design		580,000				580,000
Total		580,000				580,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve		232,000				232,000
Water/Wastewater Fund		348,000				348,000
Total		580,000				580,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management

Contact Public Utilities Director

Type Improvement

Useful Life 90+ years

Category Water/Wastewater

Priority 4

Status Active

Total Project Cost: \$317,000

Project # WW2304
 Project Name Lepore Road Sanitary Sewer Upgrade

Description

This project calls for the replacement of approximately 374 linear feet of 8-inch gravity sewer main. Currently, the sewer main operates in a reverse slope condition, which overloads the pipe. The proposed upgrade will provide slope and adequate capacity for current flow to be carried to discharge. Estimates provided by Pennoni Associates, Consulting Engineer.

Justification

This project will allow for proper capacity and slope to handle the current flow. Delaying or eliminating this project could result in overflow of wastewater material. Design occurred in FY 2021; construction in FY 2023.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		317,000				317,000
Total		317,000				317,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Water/Wastewater Fund		317,000				317,000
Total		317,000				317,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Project # WW2305
 Project Name Cedar Chase Pump Station Replacement

Type Improvement

Useful Life 20 years

Category Water/Wastewater

Priority 5

Status Active

Total Project Cost: \$85,000

Description

This project calls for replacement of the Smith & Loveless package pumping station installed in 1986 in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable and replacement of equipment is costly. Feasibility study in FY 2023 and design in FY 2024.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design		14,000	71,000			85,000
Total		14,000	71,000			85,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve		5,600	28,400			34,000
Water/Wastewater Fund		8,400	42,600			51,000
Total		14,000	71,000			85,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management

Contact Water/Wastewater Director

Project # WW2405
 Project Name Laurel Drive Pump Station Replacement

Type Improvement

Useful Life 20-25 years

Category Water/Wastewater

Priority 5

Status Active

Total Project Cost: \$65,000

Description

This project calls for replacement of the Smith & Loveless package pumping station, installed in 1967, in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable and replacement of equipment is costly. Feasibility study in FY 2024 and design in FY 2025.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design			16,000	49,000		65,000
Total			16,000	49,000		65,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve			6,400	19,600		26,000
Water/Wastewater Fund			9,600	29,400		39,000
Total			16,000	49,000		65,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management

Contact Water/Wastewater Director

Type Improvement

Useful Life 20-25 years

Category Water/Wastewater

Priority 4

Status Active

Total Project Cost: \$69,000

Project # WW2504
Project Name Lepore Rd Sanitary Sewer

Description

This project calls for replacement of the Smith & Loveless package pumping station, installed in 1987, in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly. Feasibility study in FY 2025 and design in FY 2026.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design				18,000	51,000	69,000
Total				18,000	51,000	69,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve				7,200	20,400	27,600
Water/Wastewater Fund				10,800	30,600	41,400
Total				18,000	51,000	69,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management

Contact Public Works Director

Project # WW2505
 Project Name Kings Cliffe Pump Station Replacement

Type Improvement

Useful Life 20-25 years

Category Water/Wastewater

Priority 5

Status Active

Total Project Cost: \$18,000

Description

This project calls for replacement of the Smith & Loveless package pumping station, installed in 1987, in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years.

Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly. Feasibility study in FY 2025.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design				18,000		18,000
Total				18,000		18,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve				7,200		7,200
Water/Wastewater Fund				10,800		10,800
Total				18,000		18,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Wastewater Management
 Contact Water/Wastewater Director
 Type Improvement
 Useful Life 20-25 years
 Category Water/Wastewater
 Priority 4
 Status Active

Project # WW2604
 Project Name Hunter's Point Pump Station Replacement

Total Project Cost: \$20,000

Description

This project calls for replacement of the Smith & Loveless package pumping station, installed in 1987, in order to handle development in the area, as well as completely rehabilitate the wet well side of the pump station using a poly-triplex system liner. The station has exceeded its life expectancy of 20-25 years.

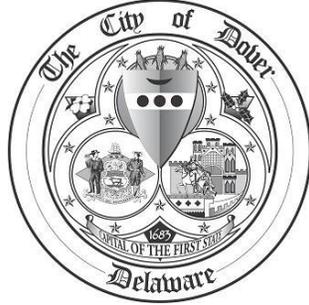
Justification

Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation, thus reducing pump failure resulting in a sewage spill into waterway or backup in a residence. Due to the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly. Feasibility study in FY 2026.

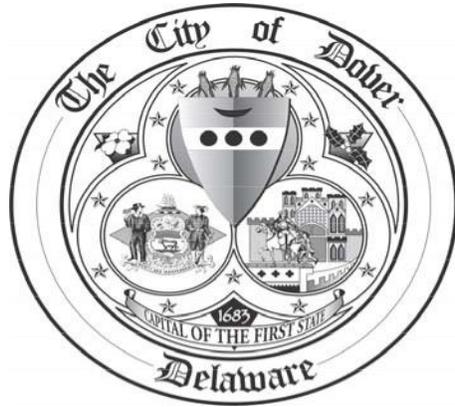
Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design					20,000	20,000
Total					20,000	20,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Impact Fee Reserve					8,000	8,000
Water/Wastewater Fund					12,000	12,000
Total					20,000	20,000

Budget Impact/Other



ELECTRIC FUND



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City of Dover, Delaware
FY 2022 Capital Investment Plan
FY 22 thru **FY 26**

FUNDING SOURCE SUMMARY

Source	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Depreciation Reserve	9,000,000					9,000,000
Developer Contribution	400,000	400,000	400,000	400,000	400,000	2,000,000
Electric Revenue	3,521,800	6,801,000	3,530,000	2,827,000	2,919,000	19,598,800
Other (Loan)	8,575,200					8,575,200
GRAND TOTAL	21,497,000	7,201,000	3,930,000	3,227,000	3,319,000	39,174,000

City of Dover, Delaware
FY 2022 Capital Investment Plan
 FY 22 thru FY 26

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Depreciation Reserve								
Plant Decommissioning	EG2102	1	9,000,000					9,000,000
Depreciation Reserve Total			9,000,000					9,000,000
Developer Contribution								
New Developments	EE2222	n/a	400,000	400,000	400,000	400,000	400,000	2,000,000
Developer Contribution Total			400,000	400,000	400,000	400,000	400,000	2,000,000
Electric Revenue								
2022 Electric Utility Admin Facility Improvements	EA2202	n/a	138,000					138,000
Weyandt Hall Facility Improvements	EA2203	3	130,000					130,000
Weyandt Hall Stairwells/Basement Flooring	EA2301	3		30,000				30,000
SCADA Master Hardware Replacement	EE2202	1	550,000					550,000
Bacon Avenue & Buckson Drive	EE2204	6	160,000					160,000
Kentwood Trailer Park O/H	EE2205	9	73,000					73,000
Bay Road 750 Underground	EE2206	7	50,000					50,000
Poplar Lane	EE2207	8	21,000					21,000
UPS Batteries	EE2208	4	6,800					6,800
FLIR Camera	EE2209	3	15,000					15,000
LED Lighting Conversion	EE2211	10	175,000	1,200,000	1,200,000			2,575,000
Small Cell Wireless Improvements	EE2212	10	30,000	30,000	30,000	30,000	30,000	150,000
Transmission Line Maintenance Program	EE2213	10	50,000	50,000	50,000	50,000	50,000	250,000
Townsend Boulevard	EE2214	5	203,000					203,000
Substation Transformer Oxidation Inhibitor	EE2216	2	100,000					100,000
Back Up Feed for U.S. Corrugated	EE2218	6	250,000					250,000
McKee Switchyard Reconfiguration	EE2219	4	240,000					240,000
Emergency Component Replacement (T&D)	EE2220	4	60,000	60,000	60,000	60,000	60,000	300,000
New Developments	EE2222	n/a	700,000	700,000	700,000	700,000	700,000	3,500,000
Derby Estates Underground Upgrade	EE2301	2		164,000				164,000
The Greens Underground Upgrade Phase 1 & 2	EE2302	2		218,000				218,000
Nimitz Road and Bacon Avenue	EE2303	1		178,000				178,000
Ann Avenue Restoration	EE2304	4		171,000				171,000
Advanced Metering Infrastructure (AMI)	EE2401	1			500,000	1,500,000	1,500,000	3,500,000
Woodcrest Overhead to Underground	EE2402	2			300,000			300,000
Rodney Village Overhead to Underground	EE2403	3			690,000			690,000
Substation Battery Replacement	EE2501	1				15,000	16,000	31,000
Farmview Drive Renovation	EE2502	1				146,000		146,000
Heatherfield Renovation	EE2503	2				157,000		157,000
Heatherfield East Renovation	EE2504	3				99,000		99,000
White Oak Condominiums	EE2505	4				70,000		70,000
Fox Hall	EE2601	1					511,000	511,000
Fox Hall West	EE2602	2					52,000	52,000
Plant Decommissioning	EG2102	1		4,000,000				4,000,000

Source	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Van Sant Office trailer	EG2201	n/a	70,000					70,000
Enterprise Resource Planning (ERP) Solution	FN1701	1	500,000					500,000
Electric Revenue Total			3,521,800	6,801,000	3,530,000	2,827,000	2,919,000	19,598,800
Other (Loan)								
Reed Street HVAC Major Overhaul	EE1819	1	1,575,200					1,575,200
Garrison Oak / Sun Park Substation	EE2215	1	7,000,000					7,000,000
Other (Loan) Total			8,575,200					8,575,200
GRAND TOTAL			21,497,000	7,201,000	3,930,000	3,227,000	3,319,000	39,174,000

City of Dover, Delaware
FY 2022 Capital Investment Plan
 FY 22 thru FY 26

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Admin								
2022 Electric Utility Admin Facility Improvements	EA2202	n/a	138,000					138,000
Weyandt Hall Facility Improvements	EA2203	3	130,000					130,000
Weyandt Hall Stairwells/Basement Flooring	EA2301	3		30,000				30,000
Reed Street HVAC Major Overhaul	EE1819	1	1,575,200					1,575,200
Electric Admin Total			1,843,200	30,000				1,873,200
Electric Engineering								
SCADA Master Hardware Replacement	EE2202	1	550,000					550,000
Bacon Avenue & Buckson Drive	EE2204	6	160,000					160,000
Kentwood Trailer Park O/H	EE2205	9	73,000					73,000
Bay Road 750 Underground	EE2206	7	50,000					50,000
Poplar Lane	EE2207	8	21,000					21,000
UPS Batteries	EE2208	4	6,800					6,800
FLIR Camera	EE2209	3	15,000					15,000
LED Lighting Conversion	EE2211	10	175,000	1,200,000	1,200,000			2,575,000
Small Cell Wireless Improvements	EE2212	10	30,000	30,000	30,000	30,000	30,000	150,000
Transmission Line Maintenance Program	EE2213	10	50,000	50,000	50,000	50,000	50,000	250,000
Townsend Boulevard	EE2214	5	203,000					203,000
Garrison Oak / Sun Park Substation	EE2215	1	7,000,000					7,000,000
Substation Transformer Oxidation Inhibitor	EE2216	2	100,000					100,000
Back Up Feed for U.S. Corrugated	EE2218	6	250,000					250,000
McKee Switchyard Reconfiguration	EE2219	4	240,000					240,000
Derby Estates Underground Upgrade	EE2301	2		164,000				164,000
The Greens Underground Upgrade Phase 1 & 2	EE2302	2		218,000				218,000
Nimitz Road and Bacon Avenue	EE2303	1		178,000				178,000
Ann Avenue Restoration	EE2304	4		171,000				171,000
Advanced Metering Infrastructure (AMI)	EE2401	1			500,000	1,500,000	1,500,000	3,500,000
Woodcrest Overhead to Underground	EE2402	2			300,000			300,000
Rodney Village Overhead to Underground	EE2403	3			690,000			690,000
Substation Battery Replacement	EE2501	1				15,000	16,000	31,000
Farmview Drive Renovation	EE2502	1				146,000		146,000
Heatherfield Renovation	EE2503	2				157,000		157,000
Heatherfield East Renovation	EE2504	3				99,000		99,000
White Oak Condominiums	EE2505	4				70,000		70,000
Fox Hall	EE2601	1					511,000	511,000
Fox Hall West	EE2602	2					52,000	52,000
Electric Engineering Total			8,923,800	2,011,000	2,770,000	2,067,000	2,159,000	17,930,800
Electric T & D								
Emergency Component Replacement (T&D)	EE2220	4	60,000	60,000	60,000	60,000	60,000	300,000
New Developments	EE2222	n/a	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000
Electric T & D Total			1,160,000	1,160,000	1,160,000	1,160,000	1,160,000	5,800,000

Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Finance								
Enterprise Resource Planning (ERP) Solution	FN1701	1	500,000					500,000
Finance Total			500,000					500,000
Power Plant								
Plant Decommissioning	EG2102	1	9,000,000	4,000,000				13,000,000
Van Sant Office trailer	EG2201	n/a	70,000					70,000
Power Plant Total			9,070,000	4,000,000				13,070,000
GRAND TOTAL			21,497,000	7,201,000	3,930,000	3,227,000	3,319,000	39,174,000

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Admin
 Contact Central Services Director
 Type Maintenance
 Useful Life 10-15 years
 Category General
 Priority n/a
 Status Active

Project # EA2202
 Project Name 2022 Electric Utility Admin Facility Improvements

Total Project Cost: \$138,000

Description
- Replace all carpet and tile floors.....\$40,000
- Replace all windows.....\$50,000
- Paint all surfaces inside and out to include replacement of ceiling tiles.....\$40,000
- Replace all lighting with LED.....\$8,000

Justification
- Carpet and tile flooring is aged and worn. All tile surfaces are cracked, peeling, or missing. The carpet is stained, torn and matted down.
- All windows are aged and not energy efficient.
- All painted surfaces are faded, peeling, or scuffed. The ceiling tiles are discolored and full of dust due to poor air circulation.
- Fluorescent lighting is being replaced by LED due to energy efficiency and a lower cost of ownership.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	138,000					138,000
Total	138,000					138,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	138,000					138,000
Total	138,000					138,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Admin
 Contact Central Services Director
 Type Improvement
 Useful Life 25+ years
 Category General
 Priority 3
 Status Active

Project # EA2203
 Project Name Weyandt Hall Facility Improvements

Total Project Cost: \$130,000

Description
 Replace windows and upgrade to LED lighting

Justification
 Windows and lighting are outdated and not energy efficient.
 -Windows.....\$100,000
 -Lighting.....\$30,000

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Miscellaneous	130,000					130,000
Total	130,000					130,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	130,000					130,000
Total	130,000					130,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Admin
 Contact Central Services Director
 Type Improvement
 Useful Life 30+ years
 Category General
 Priority 3
 Status Active

Project # EA2301
 Project Name Weyandt Hall Stairwells/Basement Flooring

Total Project Cost: \$30,000

Description
 Replace all flooring in the starwells and basement

Justification
 Flooring in stairwells and basement are thought to contain asbestos and are the tiles are starting to detatch and break. Asbestos sampling to be conducted in FY22

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Other		30,000				30,000
Total		30,000				30,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue		30,000				30,000
Total		30,000				30,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Admin
 Contact Central Services Director
 Type Improvement
 Useful Life Unknown
 Category Electric
 Priority 1
 Status Active

Project # EE1819
 Project Name Reed Street HVAC Major Overhaul

Total Project Cost: \$1,575,200

Description

The failing HVAC system at Reed Street will need a major overhaul. Estimate provided by Seiberlich Trane Energy Services.
 \$40K added to this project for FY22, in addition to original FY20 budget that has been rolled forward to FY21 and FY22.

Justification

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	1,575,200					1,575,200
Total	1,575,200					1,575,200

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Other (Loan)	1,575,200					1,575,200
Total	1,575,200					1,575,200

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Equipment

Useful Life 5 years

Category Electric

Priority 1

Status Active

Total Project Cost: \$550,000

Project # EE2202
 Project Name SCADA Master Hardware Replacement

Description

This project will replace the Master Station hardware and software. The Master Station receives all the analog data, door alarms, and control for all electrical substations and wastewater lift stations. The Master Station is comprised of dual host servers, dual operator consoles, paging systems, web server, two firewalls for DMZ and one remote access/support firewall. The Master Station also allows the operators to modify and control the city’s electrical grid remotely reducing the amount of time outages affect the residents and reduce harm to the city’s populace. It was discovered that the current software we utilize will not be fully supported by the manufacturer due to the age of the software package. This requires the department to examine other options from different manufacturers and is the reason for the increase in price from previous budget years.

Justification

The equipment will reach the end of its life expectancy in 2022. It should be noted that the systems run continuously 24 hours a day seven days a week to monitor and track anomalies in the electrical and wastewater systems. It is also utilized by the Electric Department to open and close circuit breakers and perform switching schedules. Estimate of \$550,000 is based on a budgetary quote from our current SCADA provider. Once an RFP is released and evaluated the total price may decrease.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Planning/Design	550,000					550,000
Total	550,000					550,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	550,000					550,000
Total	550,000					550,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25+ years

Category Electric

Priority 6 --

Status Active

Total Project Cost: \$160,000

Project # EE2204
 Project Name Bacon Avenue & Buckson Drive

Description

This is to continue with the conversion from overhead to underground in the Towne Point subdivision. This will take the current overhead backyard construction and move it underground in front of the residences. This will allow quicker access to the equipment during outages. There are numerous addresses that are inaccessible to line trucks due to private fencing.

Justification

The current infrastructure was installed in the late 1960s and 1970s and there are numerous areas of pole lines being inaccessible to our bucket trucks due to the private fencing installed. The estimated prices are for boring work being performed by outside contractor but most of the boring could be replaced with trenching which would minimize the possibility of striking non locatable infrastructure.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	160,000					160,000
Total	160,000					160,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	160,000					160,000
Total	160,000					160,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25+ years

Category Electric

Priority 9 --

Status Active

Total Project Cost: \$73,000

Project # EE2205
Project Name Kentwood Trailer Park O/H

Description

Existing overhead distribution system located in rear of mobile home lots. Estimate includes replacing poles, insulators, adding separate primary neutral and new secondary triplex while providing loop capabilities for the park.

Justification

The current infrastructure was installed in the 1970s. The pole line needs redesigned due to growth in the park and the majority of the poles require replacement due to rotting.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	73,000					73,000
Total	73,000					73,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	73,000					73,000
Total	73,000					73,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2206
 Project Name Bay Road 750 Underground

Type Improvement

Useful Life 25+ years

Category Electric

Priority 7 --

Status Active

Total Project Cost: \$50,000

Description

This project will place the existing overhead primary on Bay Road between Century Engineering and Transportation Circle underground and replace it with newer conductor and equipment.

Justification

This work eliminates the old pole line currently in place in front of the new Century Engineering Building south to Transportation Circle. By placing the service lines underground it will be more reliable and allow for easier expansion in the area than replacing the old overhead wire, crossarms and insulators along this route.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	50,000					50,000
Total	50,000					50,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	50,000					50,000
Total	50,000					50,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25+ years

Category Electric

Priority 8 --

Status Active

Total Project Cost: \$21,000

Project # EE2207
Project Name Poplar Lane

Description

This project will convert the overhead line on Poplar Lane to an underground construction.

Justification

This area was badly damaged during TS Isaias and the tornado. Many residents on Poplar Lane have requested to have their house services placed underground already. The existing overhead line was installed approximately 25 years ago, and this conversion will place all the electric equipment underground in the front of the houses. This area is very wooded and the work will give the residents better resiliency should another event of this magnitude occur again.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	21,000					21,000
Total	21,000					21,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	21,000					21,000
Total	21,000					21,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2208
Project Name UPS Batteries

Type Equipment

Useful Life 5 years

Category Electric

Priority 4

Status Active

Total Project Cost: \$6,800

Description

These batteries are used in the UPS back up that is used to supply power to the Electric Department’s System Operations center. If an outage affects the administration building, this UPS allows uninterrupted power until the generator comes on line.

Justification

Manufacturer recommendation for battery replacement is 4 years and the UPS installed is reaching that age. During the last scheduled maintenance on the UPS in December 2020, it was recommended the batteries be replaced. If the UPS fails, the switch over to generator power from system power will result in the shut down of the System Operations computers and loss of control/monitoring of the City’s Electric system.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	6,800					6,800
Total	6,800					6,800

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	6,800					6,800
Total	6,800					6,800

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Equipment

Useful Life 8-10 Years

Category Electric

Priority 3

Status Active

Total Project Cost: \$15,000

Project # EE2209
Project Name FLIR Camera

Description

The Electric Department uses Forward Looking Infrared (FLIR) Cameras to identify hot spots on connections across the City's distribution and transmission systems as well as in the substations. This project will replace the FLIR camera currently used due to aged technology and breakdowns of the camera. The camera is currently in maintenance and may be deemed not cost effective to repair.

Justification

The use of FLIR cameras in a regular maintenance and inspection program can identify hot spots in the electric system. These spots are more prone to failure due to the stress heat puts on them during constant operation. The Electric Department performs yearly checks of the system to locate and repair these hot spots. This results in cost savings by allowing repairs to be made at a lower cost than replacing a high dollar piece of equipment and it reduces outage times to the customer by allowing the repairs to be scheduled.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	15,000					15,000
Total	15,000					15,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	15,000					15,000
Total	15,000					15,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2211
 Project Name LED Lighting Conversion

Type Improvement

Useful Life 10 years

Category Electric

Priority 10 --

Status Active

Total Project Cost: \$2,575,000

Description

Conversion of existing non-LED City lighting to LED in order to increase life expectancy and decrease overall lighting expenditures to the City. The city-wide project will be accomplished in three phases starting with Roadway lights, Decorative lights and Security lights. Work for FY21 consisted of replacement of 620 lights in the designated downtown high priority area from conventional to LED lights. FY 22 work will consist of converting other parts of the City to LED lights.

Justification

The Electric Department receives numerous requests for lighting maintenance & improvements. These requests are due to the current lights aging and emitting less light. LED lights also provide a brighter light utilizing less wattage and have longer warranties than the high-pressure sodium, mercury vapor and metal halide lights. These factors will reduce the total cost to operate and maintain the approximately 9,000 lights currently installed.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	175,000	1,200,000	1,200,000			2,575,000
Total	175,000	1,200,000	1,200,000			2,575,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	175,000	1,200,000	1,200,000			2,575,000
Total	175,000	1,200,000	1,200,000			2,575,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25+ years

Category Electric

Priority 10 --

Status Active

Total Project Cost: \$150,000

Project # EE2212
 Project Name Small Cell Wireless Improvements

Description

This fund will be utilized to replace existing infrastructure and install new infrastructure to support small wireless facilities. While the make ready work will be billed to the requesting company, a fund is required to initially finance the material purchases.

Justification

While the make ready work will be billed to the requesting entity, a fund is required to initially finance the material purchases. It will be projected to be funded for the next 5 years then re-evaluated after that based on need.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	30,000	30,000	30,000	30,000	30,000	150,000
Total	30,000	30,000	30,000	30,000	30,000	150,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	30,000	30,000	30,000	30,000	30,000	150,000
Total	30,000	30,000	30,000	30,000	30,000	150,000

Budget Impact/Other

This fund will be utilized to replace existing infrastructure and install new infrastructure to support small wireless facilities. While the make ready work will be billed to the requesting company, a fund is required to initially finance the material purchases.

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Maintenance

Useful Life 20-25 years

Category Electric

Priority 10 --

Status Active

Total Project Cost: \$250,000

Project # EE2213
 Project Name Transmission Line Maintenance Program

Description

This project will be utilized to perform preventative maintenance on the 69 kV lines that provide voltage to the distribution substations across the city. In the past this money has been spent on replacement of the porcelain insulators to install safer polymer insulators. This could also be used to replace stand offs, poles, switches and other equipment related to the transmission system.

Justification

Insulators have a defined equipment life due to sun and weather conditions breaking down the porcelain and base bonding cement. Insulators installed in 1960's and 1970's are due for replacement because of this deterioration. We have experienced several transmission outages due to insulator failure. Replacing the insulators should extend the life an additional 30 years.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	50,000	50,000	50,000	50,000	50,000	250,000
Total	50,000	50,000	50,000	50,000	50,000	250,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	50,000	50,000	50,000	50,000	50,000	250,000
Total	50,000	50,000	50,000	50,000	50,000	250,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2214
 Project Name Townsend Boulevard

Type Improvement

Useful Life 25+ years

Category Electric

Priority 5

Status Active

Total Project Cost: \$203,000

Description

This is to continue with the conversion from overhead to underground in the Towne Point subdivision. This will take the current overhead backyard construction and move it underground in front of the residences. This will allow quicker access to the equipment during outages. There are numerous addresses that are inaccessible to line trucks due to private fencing. Originally this project was scheduled to be completed in FY21 but with COVID related delays and contractor availability it wasn't started until mid-Jan.

Justification

The current infrastructure was installed in the late 1960s and 1970s and there are numerous areas of pole lines being inaccessible to our bucket trucks due to the private fencing installed. The estimated prices are for boring work being performed by an outside contractor but most of the boring could be replaced with trenching which would minimize the possibility of striking non locatable infrastructure.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	203,000					203,000
Total	203,000					203,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	203,000					203,000
Total	203,000					203,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 30 Years

Category Electric

Priority 1

Status Active

Total Project Cost: \$7,000,000

Project #	EE2215
Project Name	Garrison Oak / Sun Park Substation

Description

A two part project that started with the engineering portion completed in FY21, this funding will order, construct and commission a new substation at the Garrison Oak Business & Technology Park. The substation will be capable of powering the entire park and be of a ring bus design that will allow for redundancy in the event of a breaker failure. Additionally, the substation could be used to provide power to any new developments in the area and give the City more flexibility to perform system switching by increasing the tie points available. There will also be provisions in the station footprint to allow for the installation of an additional transformer should the energy demand of the park grow in the future.

Justification

As occupancy of Garrison Oak Technology Park increases, the amount of power drawn will exceed the capabilities of the current City of Dover Transmission and Distribution system. We currently have less than 2 megawatts of reserve power for contingency situations for Calpine and we estimate approximately 500 to 2000 kilowatts of demand per lot. This additional load will not be attainable without a new substation to dedicate to the park and allow distribution to a limited number of customers outside the park in residential areas.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	7,000,000					7,000,000
Total	7,000,000					7,000,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Other (Loan)	7,000,000					7,000,000
Total	7,000,000					7,000,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Equipment

Useful Life Variable

Category Electric

Priority 2

Status Active

Total Project Cost: \$100,000

Project # EE2216
 Project Name Substation Transformer Oxidation Inhibitor

Description

In order to maximize the service life, the substation transformers providing distribution voltage to the customers, oil testing is accomplished yearly. These tests can identify potential problems with the transformers based on the results, such as oxidation, PCB levels, metal in oil, etc. During the 2020 inspections it was recommended by the testing company that an oxidation inhibitor be added to the oil to protect the oil quality. The project cost will add the inhibitor to 14 transformers and includes required labor.

Justification

The oil in a transformer is can be an indicator of the health of the equipment. Oil testing is completed annually, and this last year's testing resulted in the recommendation of the addition of an oxygen inhibitor. This inhibitor will reduce the level of oxygen in the oil and help prevent any loss of efficiency and serviceability of the transformers. The presence of high levels of oxidation can shorten the life span of the equipment and possible lead to catastrophic failures. The City currently has transformers as old as 40 years old and maximizing the life of the equipment is very important.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	100,000					100,000
Total	100,000					100,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	100,000					100,000
Total	100,000					100,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25+ years

Category Electric

Priority 6 --

Status Active

Total Project Cost: \$250,000

Project # EE2218
 Project Name Back Up Feed for U.S. Corrugated

Description

This project will provide a back up feed to the U.S. Corrugated plant site off of New Burton Road. The plant is expected to be at full operational capacity by January 2023. The design will be to run a dedicated feed from North Street Substation to the plant location and will be mostly overhead on existing poles.

Justification

In order to continue to provide reliable power to the customers, the City designs new extensions with redundant feeds. These feeds allow for switching back feeding to large commercial and industrial customers. Due to this project being the first of its type in this area, there is not capacity on the existing lines to support the plant and the normal load being used now.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	250,000					250,000
Total	250,000					250,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	250,000					250,000
Total	250,000					250,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2219
 Project Name McKee Switchyard Reconfiguration

Type Improvement

Useful Life 25+ years

Category Electric

Priority 4

Status Active

Total Project Cost: \$240,000

Description

With the retirement of the Unit #3 in the McKee Generation Station, the switchyard will need to be modified. Currently, there are six protection relays located inside the McKee building that will need to be relocated to a new building in front of the bus work tying Unit #3 to the transmission lines. During the relocation, they will also be replaced to digital relays that offer quicker response time to faults and communications to the System Operations Center. In addition to the relay relocation, the battery bank in a cinder block building will need to be relocated to the new building.

Justification

To be able to continue to provide fault protection on the ring bus outside McKee, the relays will be moved from inside the building and into a new building to be constructed under this project. The battery bank will also be moved to the new building and eliminate the need for the building it is currently housed in. The Department explored the option of eliminating the bus work and installing a 3-way switch but it proved to be more costly than this course of action.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	240,000					240,000
Total	240,000					240,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	240,000					240,000
Total	240,000					240,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25+ years

Category Electric

Priority 2

Status Active

Total Project Cost: \$164,000

Project # EE2301
 Project Name Derby Estates Underground Upgrade

Description

This project will replace the existing underground primary and secondary cables, pedestals and transformers in the Westfalen and Derby Estates apartment complexes to the north of the Towne Point development along Bacon Ave. Currently, the underground cabling is direct buried which will be placed in conduit and there are live front transformers installed that will be replaced to increase safety of the public and City employees. The equipment in the development was installed approximately 25 years ago.

Justification

Current equipment and cable have been installed for over 25 years and have reached the end of their life expectancy the area has experienced 10,750 customer outage minutes. This will replace all pedestals, any live front transformers and cables while also removing the old direct bury cable and replacing with conduit to provide increased protection and reliability of the equipment. This project could also be considered a continuation of the Towne Point project as it will complete the improvement of service from White Oak Road north to Draper Dr.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		164,000				164,000
Total		164,000				164,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue		164,000				164,000
Total		164,000				164,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25 - 30 years

Category Electric

Priority 2

Status Active

Total Project Cost: \$218,000

Project # EE2302
 Project Name The Greens Underground Upgrade Phase 1 & 2

Description

Replace the original underground primary and secondary cabling and live front transformers in the Greens Development. This project will also put the new cable in conduit to add protection against the elements and unintentional damage. Phase 1 (\$114,000) would consist of the area around Fieldstone Court and Cold Spring Place and Phase 2 (\$104,000) would consist of the area around Green Blade Drive and Old Flint Circle.

Justification

Current equipment and cable have been installed for over 25 years and have reached the end of their life expectancy. This will replace all pedestals, any live front transformers and cables while also removing the old direct bury cable and replacing it inside conduit to provide increased protection and reliability of the equipment. The existing cable has an external neutral wrapped around the cable while the new cable will have the neutral inside the cable which offers a more reliable service to the customer.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		218,000				218,000
Total		218,000				218,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue		218,000				218,000
Total		218,000				218,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25+ years

Category Electric

Priority 1

Status Active

Total Project Cost: \$178,000

Project # EE2303
Project Name Nimitz Road and Bacon Avenue

Description

This is to continue with the conversion from overhead to underground in the Towne Point subdivision. This will take the current overhead backyard construction and move it underground in front of the residences. This will allow quicker access to the equipment during outages. There are numerous addresses that are inaccessible to line trucks due to private fencing.

Justification

The current infrastructure was installed in the late 1960s and 1970s and there are numerous areas of pole lines being inaccessible to our bucket trucks due to the private fencing installed. The estimated prices are for boring work being performed by outside contractor but most of the boring could be replaced with trenching which would minimize the possibility of striking non locatable infrastructure.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		178,000				178,000
Total		178,000				178,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue		178,000				178,000
Total		178,000				178,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2304
Project Name Ann Avenue Restoration

Type Improvement

Useful Life 25+ years

Category Electric

Priority 4

Status Active

Total Project Cost: \$171,000

Description

Replace the original underground primary cabling in the area of Ann Avenue and convert from direct buried conductor to a bored installation. This project will replace antiquated live front transformers and pedestals which will greatly reduce shock hazards to the public and to the lineman.

Justification

The underground wiring and equipment have been in place for over 25+ years and is direct buried. The new cable will be placed in conduit and better protected from the elements and unintentional damage. The original cable also has an external neutral wrapped around the cable while the new cable has an internal neutral offering a more stable and dependable system to the customer. The removal of the live front transformers will also increase safety to the lineman during maintenance.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance		171,000				171,000
Total		171,000				171,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue		171,000				171,000
Total		171,000				171,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 20 years

Category Electric

Priority 1

Status Active

Total Project Cost: \$3,500,000

Project # EE2401
 Project Name Advanced Metering Infrastructure (AMI)

Description

Design and installation of an advanced metering infrastructure encompassing both electric and water meters throughout the city. Could be Turn key or pilot program for installation and will progress with a pilot program and then into full scale implementation. This project start is dependent on the completion of the ERP implementation the City is currently undergoing. This schedule is to ensure any discrepancies with the installation of the AMI system does not interfere with the billing of the City customers.

Justification

This system will give the city the ability to read and totalize billing for primary billed customers. It would also eliminate on-site reconnects and disconnects which would reduce wear and tear on vehicles and reduce overtime by allowing these actions to be accomplished using a computer terminal. This system also allows quicker identification of outages, manage peak loads, give better ability to regulate voltages in the system, predictive outage management vs. reactive and load control and rate adjustment data.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance			500,000	1,500,000	1,500,000	3,500,000
Total			500,000	1,500,000	1,500,000	3,500,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue			500,000	1,500,000	1,500,000	3,500,000
Total			500,000	1,500,000	1,500,000	3,500,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25+ years

Category Electric

Priority 2

Status Active

Total Project Cost: \$300,000

Project # EE2402
Project Name Woodcrest Overhead to Underground

Description
Replace the original backyard overhead construction in the Woodcrest subdivision and convert to a front yard underground installation.

Justification
This subdivision is supplied power using backyard overhead construction. Most of the homes in the area were built in the early to mid-1960s and the overhead lines were rebuilt in the mid 1980s. At the completion of this project, the homes will be fed from the front of the houses and eliminate the need for access to the backyards in order to restore power. This underground installation will also reduce the impact of acts of nature on the electric system. The work performed on this project will tie into the construction of a new school on the site of the old Dover High School and give the area more redundancy.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance			300,000			300,000
Total			300,000			300,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue			300,000			300,000
Total			300,000			300,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25+ years

Category Electric

Priority 3

Status Active

Total Project Cost: \$690,000

Project # EE2403
 Project Name Rodney Village Overhead to Underground

Description
 Replace the original backyard overhead construction in the Rodney Village subdivision and convert to a front yard underground installation.

Justification
 This subdivision is supplied power using backyard overhead construction. Most of the homes in the area were built in the early 1970s and the overhead lines were rebuilt in the mid 1990s. At the completion of this project, the homes will be fed from the front of the houses and eliminate the need for access to the backyards in order to restore power. This underground installation will also reduce the impact of acts of nature on the electric system.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance			690,000			690,000
Total			690,000			690,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue			690,000			690,000
Total			690,000			690,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2501
 Project Name Substation Battery Replacement

Type Improvement

Useful Life 10-15 years

Category Electric

Priority 1

Status Active

Total Project Cost: \$31,000

Description

Each substation contains a bank of up to 60 batteries used to supply DC voltage for the control of relays and other equipment in the substations during loss of power conditions. The amount of batteries at each substation is dependent on the manufacturer and size of the individual cells. This project will provide the required funds to replace not only the batteries but also the racks and chargers as needed. This replacement program is part of the larger Substation Assessment program that will identify and correct broken and aged substation equipment. The cost projections listed below reflect a replacement of the batteries, stand and charger.

Justification

Substation batteries are crucial in the restoration effort as they allow for the operation of protection relays in power off conditions. Life expectancy of the batteries varies by manufacturer, but the service life should be 18-20 years depending on usage and the area the batteries are stored in is fully climate controlled. If the area is not climate controlled, then the life expectancy is estimated to be 8-10 years. To replace the batteries with current designs there may be a need to purchase new associated equipment such as racks to hold the new batteries. Most of our substations could be considered partially climate controlled so we would follow a 15-year replacement schedule except for Mid-City which will be 10 years due to the poor construction of the building. Additionally, the inspection and serviceability of the batteries is governed by NERC and could possibly result in fines should the maintenance program be deemed insufficient.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance				15,000	16,000	31,000
Total				15,000	16,000	31,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue				15,000	16,000	31,000
Total				15,000	16,000	31,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25 Years

Category Electric

Priority 1

Status Active

Total Project Cost: \$146,000

Project # EE2502
 Project Name Farmview Drive Renovation

Description
 Replace the original underground primary cabling on N. Farmview and S. Farmview Drive and convert from direct bury to bored installation.

Justification
 This project will replace the original direct buried primary cable and replace it with new cable installed by boring. The underground wiring and equipment have been in place since the mid 1980s. Utilizing boring, the new cable will be placed in conduit and better protected from the elements and unintentional damage. The original cable also has an external neutral wrapped around the cable while the new cable has the neutral internal to the cable offering a more stable and dependable system to the customer.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance				146,000		146,000
Total				146,000		146,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue				146,000		146,000
Total				146,000		146,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25 Years

Category Electric

Priority 2

Status Active

Total Project Cost: \$157,000

Project # EE2503
Project Name Heatherfield Renovation

Description

Replace the original underground primary cabling in the Heatherfield East Development and convert from direct bury to bored installation.

Justification

This project will replace the original direct buried primary cable and replace it with new cable installed by boring. The underground wiring and equipment have been in place since the early 1980s in Heatherfield. Utilizing boring, the new cable will be placed in conduit and better protected from the elements and unintentional damage. The original cable also has an external neutral wrapped around the cable while the new cable has the neutral internal to the cable offering a more stable and dependable system to the customer.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance				157,000		157,000
Total				157,000		157,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue				157,000		157,000
Total				157,000		157,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25 Years

Category Electric

Priority 3

Status Active

Total Project Cost: \$99,000

Project # EE2504
 Project Name Heatherfield East Renovation

Description

Replace the original underground primary cabling in the Heatherfield East Development and convert from direct bury to bored installation.

Justification

This project will replace the original direct buried primary cable and replace it with new cable installed by boring. The underground wiring and equipment have been in place since the early 1990s in Heatherfield East. Utilizing boring, the new cable will be placed in conduit and better protected from the elements and unintentional damage. The original cable also has an external neutral wrapped around the cable while the new cable has the neutral internal to the cable offering a more stable and dependable system to the customer.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance				99,000		99,000
Total				99,000		99,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue				99,000		99,000
Total				99,000		99,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Project # EE2505
 Project Name White Oak Condominiums

Type Improvement

Useful Life 25 Years

Category Electric

Priority 4

Status Active

Total Project Cost: \$70,000

Description

Replace the original underground primary cabling in the White Oak Condominiums and convert from direct bury to bored installation.

Justification

This project will replace the original direct buried primary cable and replace it with new cable installed by boring. The underground wiring and equipment have been in place since the early 1980s in the White Oak Condominiums. Utilizing boring, the new cable will be placed in conduit and better protected from the elements and unintentional damage. The original cable also has an external neutral wrapped around the cable while the new cable has the neutral internal to the cable offering a more stable and dependable system to the customer. This will also replace livefront transformers with deadfront transformers which increase the safety of the linemen.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance				70,000		70,000
Total				70,000		70,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue				70,000		70,000
Total				70,000		70,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25 Years

Category Electric

Priority 1

Status Active

Total Project Cost: \$511,000

Project # EE2601
Project Name Fox Hall

Description

Replace the original underground primary cabling in the Fox Hall development and convert from direct bury to bored installation.

Justification

This project will replace the original direct buried primary cable and replace it with new cable installed by boring. The underground wiring and equipment have been in place since the early 1980s in the Fox Hall subdivision. Utilizing boring, the new cable will be placed in conduit and better protected from the elements and unintentional damage. The original cable also has an external neutral wrapped around the cable while the new cable has the neutral internal to the cable offering a more stable and dependable system to the customer. This will also replace livefront transformers with deadfront transformers which increase the safety of the linemen.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance					511,000	511,000
Total					511,000	511,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue					511,000	511,000
Total					511,000	511,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric Engineering

Contact Electric Director

Type Improvement

Useful Life 25 Years

Category Electric

Priority 2

Status Active

Total Project Cost: \$52,000

Project # EE2602
Project Name Fox Hall West

Description

Replace the original underground primary cabling in the Fox Hall West development and convert from direct bury to bored installation.

Justification

This project will replace the original direct buried primary cable and replace it with new cable installed by boring. The underground wiring and equipment have been in place since the early 1990s in the Fox Hall West subdivision. Utilizing boring, the new cable will be placed in conduit and better protected from the elements and unintentional damage. The original cable also has an external neutral wrapped around the cable while the new cable has the neutral internal to the cable offering a more stable and dependable system to the customer. This will also replace livefront transformers with deadfront transformers which increase the safety of the linemen.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance					52,000	52,000
Total					52,000	52,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue					52,000	52,000
Total					52,000	52,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric T & D

Contact Electric Director

Type Improvement

Useful Life 20+ Years

Category Electric

Priority 4

Status Active

Total Project Cost: \$300,000

Project # EE2220
 Project Name Emergency Component Replacement (T&D)

Description

This project will be utilized solely to provide funding for the replacement of electric equipment that is damaged in accidents or fails unexpectedly. If over the course of the year there are no failures, the funds will not be utilized.

Justification

Currently, when a component is replaced, the funding comes from the O & M budget of T & D. Once the work is performed coordination with Finance occurs to move funds in Munis from the O & M side to the Capital side to capitalize the equipment. This project will eliminate that and allow the capitalization of the equipment directly from this account.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	60,000	60,000	60,000	60,000	60,000	300,000
Total	60,000	60,000	60,000	60,000	60,000	300,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	60,000	60,000	60,000	60,000	60,000	300,000
Total	60,000	60,000	60,000	60,000	60,000	300,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Electric T & D
 Contact Electric Director
 Type Improvement
 Useful Life 30+ years
 Category Electric
 Priority n/a
 Status Active

Project # EE2222
 Project Name New Developments

Total Project Cost: \$5,500,000

Description

This project purchases material and equipment that are used to provide electric service to new housing developments, businesses and industrial developments across the service area. Additionally, a portion of this expense is offset by extension fees whereby developers pay a \$1,850 per residential lot connection fee inside City limits and a per lot fee of \$1,600 per lot outside City limits but in the service area. For business and industrial developers, a fee is charged based on total material expense for the extension.

This is an ongoing project and affects three separate accounts:
 411-42-82-99-000-56031
 411-42-82-99-000-56034
 411-42-82-99-000-56046

Not all new developments projects supported by this fund are known during budget preparation and will arise during the year.

Justification

During each budget year, new developers request line extensions for new electric projects. Some are new projects while others may have received plan approval previously but were not completed for any number of reasons.

Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Land Acquisition					1,100,000	1,100,000
Construction/Maintenance	1,100,000	1,100,000	1,100,000	1,100,000		4,400,000
Total	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Developer Contribution	400,000	400,000	400,000	400,000	400,000	2,000,000
Electric Revenue	700,000	700,000	700,000	700,000	700,000	3,500,000
Total	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000

Budget Impact/Other

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Finance
 Contact Controller/Treasurer
 Type Technology
 Useful Life 10 years
 Category Information Technology
 Priority 1
 Status Active

Project # FN1701
 Project Name Enterprise Resource Planning (ERP) Solution

Total Project Cost: \$3,636,000

Description

This project involves consulting services and purchase of Enterprise Resource Planning (ERP) Solution to support the business processes of the City of Dover.

Justification

The City's current ERP software is Sungard Public Sector's Select/Naviline version 8.0.2.0. It is an IBM System powered environment (iSeries). This system is a legacy system that came out of the Y2K era, when previous systems were not programmed for the year 2000. The Sungard Public Sector system was purchased in April 1997.

The technology for ERP systems have evolved from mainframe based systems (AS400) to Personal Computer (PC) based systems either hosted by the software provider through the internet or hosted by the customer on file servers. The industry trend is to drive access to customers with web and app based delivery models.

Project Strategy & Objectives:

- The City requires an integrated environment where any user can access the data they need.
- The City will emphasize a self-service environment with technology enabling and not hindering the users to easily access data with the proper controls at the point of data entry.
- The City desires to utilize rational data base technology plus easy report and query writing tools to accomplish this.
- The City realizes that this goal will not be accomplished through new technology alone but also requires extensive process changes and organizational support.
- Management requires better access to data, information and reporting that is currently unavailable or significantly restricted.
- As a result of current limitations to functionality and access to data, City personnel have developed work-around processes that are impacting City business.
- Third-party software integrations with the current system are extremely difficult, limited or unavailable.

Prior	Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
3,136,000	ERP System	500,000					500,000
Total	Total	500,000					500,000

Prior	Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
3,136,000	Electric Revenue	500,000					500,000
Total	Total	500,000					500,000

Budget Impact/Other

Annual Operating impact is being evaluated to determine the net difference with the current ERP/ancillary systems and support versus the recommended solution. The current estimate for the new fully integrated ERP solution is approximately \$300,000 annually. Current cost is being evaluated as above.

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Power Plant
 Contact Electric Director
 Type Unassigned
 Useful Life
 Category Electric
 Priority 1
 Status Active

Project #	EG2102
Project Name	Plant Decommissioning

Total Project Cost: \$14,000,000

Description

The City will decommission and dismantle the McKee Run Power Plant. The plant will be taken out of the PJM system on May 31, 2021 and the decommissioning will begin shortly after.
 FY2020-21 Using the playbook developed by NAES, the City will issue an RFP, chose a firm, and develop engineering and demolition plans. Early phases of the demo work might begin in June of 2021.
 FY2021-22 The majority of the demolition will take place this year.
 FY2022-23 Demolition will be completed and some site remediation will be done.

Justification

The age, condition and level of efficeincy of the McKee Power Plant make it no longer competitive in the PJM market. With new PJM rules, the rare, but possible intersection of a call to generate for the PJM market and a failure to perform could lead to a penaly being assessed to the City in the millions of dollars, and the lack of consistent use makes the plant no longer viable. The City's Integratated Resource Plan calls for a shift to other resources.

Prior	Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
1,000,000	Construction/Maintenance	9,000,000	4,000,000				13,000,000
Total	Total	9,000,000	4,000,000				13,000,000

Prior	Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
1,000,000	Depreciation Reserve	9,000,000					9,000,000
Total	Electric Revenue		4,000,000				4,000,000
	Total	9,000,000	4,000,000				13,000,000

Budget Impact/Other

Funds are available to take the plant down. Considering the possible penalties, the diminished capacity decommissioning the plant is the best economic path for the City.

FY 2022 Capital Investment Plan

FY 22 *thru* FY 26

City of Dover, Delaware

Department Power Plant
 Contact Plant Manager
 Type Improvement
 Useful Life 15-20 years
 Category Electric
 Priority n/a
 Status Active

Project # EG2201
 Project Name Van Sant Office trailer

Total Project Cost: \$70,000

Description

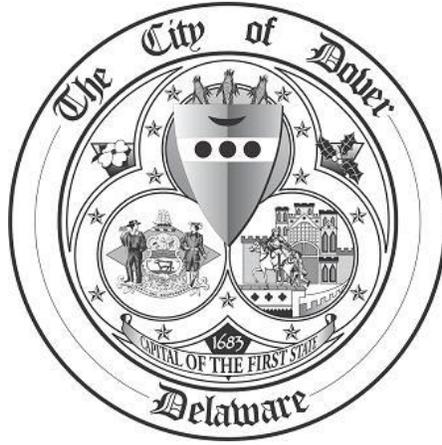
Purchase of office trailer to place at Van Sant site for relocation of servers, office equipment, administration support for operation of Van Sant generation station.

Justification

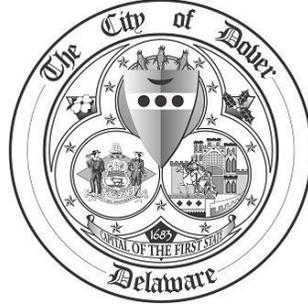
Expenditures	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Construction/Maintenance	70,000					70,000
Total	70,000					70,000

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	70,000					70,000
Total	70,000					70,000

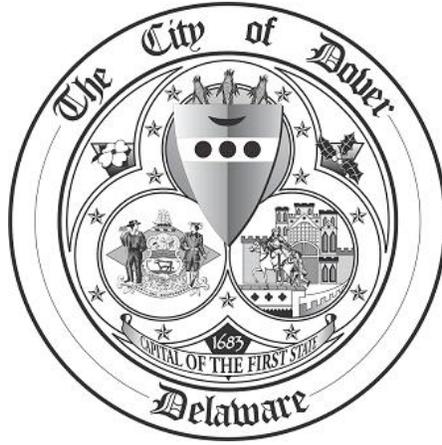
Budget Impact/Other



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VEHICLE REPLACEMENTS



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City of Dover, Delaware
FY 2022 Capital Investment Plan
FY 22 thru FY 26

FUNDING SOURCE SUMMARY

Source	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Electric Revenue	189,300	130,000	27,400	150,000	200,000	696,700
General Fund	2,455,300	2,430,900	2,884,149	2,200,400	2,332,100	12,302,849
Police Grant	23,800	30,600	23,800	17,000	27,200	122,400
Water/Wastewater Fund	585,300	633,100	185,800	208,000		1,612,200
GRAND TOTAL	3,253,700	3,224,600	3,121,149	2,575,400	2,559,300	14,734,149

City of Dover, Delaware
FY 2022 Capital Investment Plan
 FY 22 thru FY 26

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Code Enforcement								
Replacing 2010 Ford Crown Victoria	22 Veh#11	n/a	25,200					25,200
Replacing 2007 Dodge 1/2 Ton Pickup	22 Veh#17	n/a	25,100					25,100
Replacing 2014 Ford Focus	23 Veh#25	n/a		20,000				20,000
Replacing 2014 Ford F150 Pickup	24 Veh#20	n/a			25,100			25,100
Code Enforcement Total			50,300	20,000	25,100			95,400
Electric Engineering								
2008 Ford Escape	22 Veh#701	n/a	28,500					28,500
Electric Engineering Total			28,500					28,500
Electric T & D								
Replacing 1995 Case Backhoe (733)	22 Veh#733	1	132,600					132,600
Replacing 2009 Chevrolet HHR	22 Veh#791	n/a	28,200					28,200
2007 Dodge Pick Up	24 Veh#771	1			27,400			27,400
2002 Chevrolet Dump Truck	25 Veh#753	1				150,000		150,000
Replacing 2019 Freightliner M2	26 Veh#718	n/a					200,000	200,000
2006 Terex Backhoe (#722)	Veh #722	n/a		130,000				130,000
Electric T & D Total			160,800	130,000	27,400	150,000	200,000	668,200
Facilities Management								
Replacing 2005 Ford F150 #433	23 Veh#433	n/a		32,200				32,200
Facilities Management Total				32,200				32,200
Fire/Robbins Hose								
Replace Engine 7 - 1997 Pierce Dash Pumper	FR1800	1	77,700	77,700	77,700	77,700	77,700	388,500
Fire Rescue/Pumper Truck #1	FR2000	1	95,600	95,600	95,600	95,600	95,600	478,000
Replace Engines 3 & 6	FR2200	1	77,000	77,000	77,000	77,000	77,000	385,000
Replace Ladder #2	FR2300	n/a		150,000	150,000	150,000	150,000	600,000
Engine 4 - 2006 Pierce Lance Pumper	FR2500	1				65,500	65,500	131,000
Fire/Robbins Hose Total			250,300	400,300	400,300	465,800	465,800	1,982,500
Fleet Maintenance								
2003 Chevrolet 1500HD Flat Bed #119	23 Veh#119	n/a		60,000				60,000
Fleet Maintenance Total				60,000				60,000
Life Safety (Fire Marshal)								
Replacing 2016 Ford XPL	25 Veh#23	n/a				30,000		30,000
Replacing 2016 Ford XPL	25 Veh#28	n/a				30,000		30,000
Life Safety (Fire Marshal) Total						60,000		60,000

Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Parks and Recreation								
Replacing 2007 Dodge Caravan	22 Veh# 591	1	31,000					31,000
Parks and Recreation Total			31,000					31,000
Permtting and Inspections								
Replacing 2007 Dodge 1/2 Ton Pickup	22 Veh#19	n/a	25,100					25,100
Permtting and Inspections Total			25,100					25,100
Planning								
Replacing 2011 Ford Fusion	25 Veh#3	n/a				25,100		25,100
Planning Total						25,100		25,100
Police								
Replace 2011 Chevy Tahoe PPV (222)	22 Veh#222	n/a	62,600					62,600
Replace 2015 Chevy Tahoe PPV (229)	22 Veh#229	n/a	62,600					62,600
Replacing 2014 Dodge Charger PPV (232)	22 Veh#232	n/a	62,600					62,600
Replacing 2013 Dodge Charger PPV (236)	22 Veh#236	n/a	62,600					62,600
Replacing 2014 Dodge Charger PPV (241)	22 Veh#241	n/a	62,600					62,600
Replacing 2014 Dodge Charger PPV (263)	22 Veh#263	n/a	62,600					62,600
Replacing 2014 Dodge Charger PPV (282)	22 Veh#282	n/a	31,800					31,800
Replacing 2014 Dodge Charger PPV (283)	22 Veh#283	n/a	31,800					31,800
Replacing 2015 Chevy Tahoe PPV (293)	22 Veh#293	n/a	62,600					62,600
Replacing 2013 Dodge Charger Admin (204)	23 Veh#204	n/a		62,600				62,600
Replacing 2012 Dodge Charger PPV (205)	23 Veh#205	n/a		62,600				62,600
Replacing 2011 Ford Crown Victoria PPV (208)	23 Veh#208	n/a		62,600				62,600
Replacing 2011 Ford Fusion Admin (218)	23 Veh#218	n/a		31,800				31,800
Replacing 2014 Dodge Charger PPV (219)	23 Veh#219	n/a		62,600				62,600
Replacing 2014 Dodge Charger PPV (220)	23 Veh#220	n/a		62,600				62,600
2011 Chevy Tahoe PPV (226)	23 Veh#226	n/a		62,600				62,600
Replacing 2016 Dodge Charger (228)	23 Veh#228	n/a		34,900				34,900
Replacing 2014 Dodge Charger PPV (242)	23 Veh#242	n/a		62,600				62,600
Replacing 2014 Dodge Charger PPV (264)	23 Veh#264	n/a		62,600				62,600
Replacing 2014 Dodge Charger PPV (265)	23 Veh#265	n/a		62,600				62,600
Replacing 2009 Harley FLHTP (266)	23 Veh#266	n/a		24,400				24,400
Replacing 2011 Harley FLHTP (267)	23 Veh#267	n/a		24,400				24,400
Replacing 2014 Dodge Charger (201)	24 Veh#201	n/a			31,800			31,800
2016 Dodge Charger (212)	24 Veh#212	n/a			62,600			62,600
Replacing 2016 Dodge Charger (213)	24 Veh#213	n/a			62,600			62,600
Replacing 2016 Dodge Charger (224)	24 Veh#224	n/a			62,600			62,600
2018 Chevrolet Tahoe (262)	24 Veh#262	n/a			43,200			43,200
Replacing 2016 Dodge Charger (275)	24 Veh#275	n/a			31,800			31,800
Replacing 2012 Dodge Charger PPV (276)	24 Veh#276	n/a			62,600			62,600
Replacing 2015 Dodge Charger (278)	24 Veh#278	n/a			31,800			31,800
Replacing 2014 Dodge Charger PPV (284)	24 Veh#284	n/a			62,600			62,600
replacing 2011 Ford Fusion Admin (286)	24 Veh#286	n/a			31,800			31,800
Replacing 2012 Ford Fusion Admin (287)	24 Veh#287	n/a			31,800			31,800
Replacing 2017 Dodge Charger (289)	24 Veh#289	n/a			62,600			62,600
Replacing 2014 Dodge Charger (290)	24 Veh#290	n/a			62,600			62,600
Replacing 2012 Ford Fusion Admin (225)	25 Veh#225	n/a				31,800		31,800
Replacing 2012 Ford Fusion Admin (233)	25 Veh#233	n/a				31,800		31,800
Replacing 2010 Ford Fusion Admin (235)	25 Veh#235	n/a				31,800		31,800
Replacing 2014 Dodge Charger Admin (249)	25 Veh#249	n/a				31,800		31,800
Replacing 2016 Chevrolet Tahoe (253)	25 Veh#253	n/a				62,600		62,600

Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Replacing 2016 Dodge Charger (254)	25 Veh#254	n/a				62,600		62,600
Replacing 2016 Harley FLHTP (256)	25 Veh#256	n/a				24,400		24,400
Replacing 2015 Harley FLHTP (268)	25 Veh#268	n/a				24,400		24,400
Replacing 2013 Dodge Charger PPV (269)	25 Veh#269	n/a				62,600		62,600
Replacing 2016 Dodge Charger (271)	25 Veh#271	n/a				62,600		62,600
Replacing 2007 Ford Crown Victoria (280)	25 Veh#280	n/a				69,600		69,600
Replacing 2017 Dodge Charger (288)	25 Veh#288	n/a				31,800		31,800
Replacing 2019 Chevrolet Tahoe (203)	26 Veh#203	n/a					62,600	62,600
Replacing 2018 Chevrolet Tahoe (206)	26 Veh#206	n/a					62,600	62,600
Replacing 2017 Harley FLHTP (211)	26 Veh#211	n/a					24,400	24,400
Replacing 2019 Chevrolet Tahoe (217)	26 Veh#217	n/a					62,600	62,600
Replacing 2019 Chevrolet tahoe (227)	26 Veh#227	n/a					62,600	62,600
Replacing 2019 Chevrolet Tahoe (231)	26 Veh#231	n/a					62,600	62,600
Replacing 2019 Chevrolet Tahoe (234)	26 Veh#234	n/a					62,600	62,600
Replacing 2018 Chevrolet Tahoe (237)	26 Veh#237	n/a					64,600	64,600
Replacing 2018 Chevrolet Tahoe (238)	26 Veh#238	n/a					62,600	62,600
Replacing 2014 Dodge Charger (243)	26 Veh#243	n/a					31,800	31,800
Replacing 2017 Harley FLHTP (244)	26 Veh#244	n/a					24,400	24,400
Replacing 2016 Ford F150 4WD (245)	26 Veh#245	n/a					24,400	24,400
Replacing 2018 Chevrolet Tahoe (252)	26 Veh#252	n/a					62,600	62,600
Police Officer Body Worn Cameras & Tasers	PD2201	1	64,800	186,300	186,300	186,300	186,300	810,000
Police Total			566,600	865,200	826,700	714,100	856,700	3,829,300
Public Works - Engineering								
2008 Dodge Avenue #5	24 Veh #5	n/a			24,800			24,800
Public Works - Engineering Total					24,800			24,800
Public Works - Grounds								
Replacing 2012 Toro Mower #562	22 Veh#562	n/a	70,000					70,000
2010 Torob Zero Turn Mower w/bager #563	22 Veh#563	n/a	10,000					10,000
Replacing 1987 Case Tractor w/mower #571	22 Veh#571	n/a	45,000					45,000
2006 Ex Mark Mower #573	23 Veh#573	n/a		12,000				12,000
2011 Ford F350 1 ton Dump Truck #577	23 Veh#577	n/a		45,000				45,000
Replacing 2001 Dodge Ram 2500 Truck #580	23 Veh#580	n/a		21,000				21,000
2001 Vermeer Chipper #586	23 Veh#586	n/a		89,000				89,000
2009 International Bucket Truck #556	24 Veh#556	n/a			170,000			170,000
Replacing 2019 Ford F-150	24 Veh#558	n/a			21,000			21,000
2009 Ford F250 Pick Up #557	25 Veh#557	n/a				35,000		35,000
2013 Vermeer Stump Grinder #566	25 Veh#566	n/a				60,000		60,000
Public Works - Grounds Total			125,000	167,000	191,000	95,000		578,000
Public Works - Sanitation								
Replacing 2014 Peterbilt Auto Trash Truck #442	22 Veh#442	1	290,400					290,400
Replacing 2009 International Bulk Trash Truck #446	22 Veh#446	2	166,200					166,200
2008 Ford F150 #440	23 Veh#440	n/a		30,000				30,000
2015 Peterbilt Automated Trash Truck #443	23 Veh#443	1		314,000				314,000
2012 Kenworth Bulk Trash Truck #447	23 Veh#447	2		182,800				182,800
2016 Peterbilt Automated Trash Truck #441	24 Veh#441	n/a			323,500			323,500
2014 Kenworth Rear Loader Truck #449	24 Veh#449	n/a			196,000			196,000
2017 International Bulk Trash Truck #448	25 Veh#448	n/a				193,800		193,800
2016 Peterbilt Automated Trash Truck #451	25 Veh#451	n/a				333,500		333,500
2020 Peterbilt Trash Truck #444	26 Veh #444	n/a					350,200	350,200
2020 International Rear Loader Trash Truck#452	26 Veh #452	n/a					208,000	208,000

Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Public Works - Sanitation Total			456,600	526,800	519,500	527,300	558,200	2,588,400
Public Works - Stormwater								
2006 Sterling Vac Truck #350	22 Veh#350	1	360,400					360,400
Replacing 2012 Intrn'l TYMCO Street Sweeper #357	22 Veh#357	1	289,800					289,800
2009 Old Dominion Leaf Vac #363	23 Veh#363	n/a		76,500				76,500
2006 Old Dominion Leaf Vac #365	23Veh#365	n/a		76,500				76,500
New Street Sweeper FY2024	24 New	1			307,449			307,449
2015 International Dump Truck #328	24Veh#328	n/a			155,500			155,500
2016 International Leaf Vac Truck #366	24Veh#366	n/a			170,000			170,000
2015 International Leaf Vac Truck #361	25 Veh#361	1				175,100		175,100
2019 International Tymco Street Sweeper #356	26 Veh#356	n/a					326,200	326,200
Public Works - Stormwater Total			650,200	153,000	632,949	175,100	326,200	1,937,449
Public Works - Streets								
Asphalt Hotbox Trailer Veh # New	22 Veh #	n/a	43,000					43,000
Replacing 2001 International Dump Truck	22 Veh#322	n/a	156,000					156,000
2000 Caterpillar Backhoe #405	22 Veh#405	n/a	125,000					125,000
2005 Swenson V Box #302	23 Veh #302	n/a		25,000				25,000
2006 Swenson V-Box Sander #303	23 Veh #303	n/a		25,000				25,000
2006 Signalisation Message Board #304	23 Veh#304	n/a		16,500				16,500
2006 Signalisation Message Board #306	23 Veh#306	n/a		16,500				16,500
1999 Enclosed Haulmark Trailer #392	23 Veh#392	n/a		5,000				5,000
2006 International Flatbed Dump Truck #412	23 Veh#412	n/a		125,000				125,000
2008 International Dump Truck #329	24 Veh#329	n/a			155,500			155,500
2002 Airman Mobile Air Compressor #382	24 Veh#382	n/a			51,000			51,000
1986 Hudson Trailer #394	24 Veh#394	n/a			5,000			5,000
2006 V-Box Sander #305	25 Veh #305	n/a				26,500		26,500
2002 Wolfpack Ride On Roller #307	25 Veh#307	n/a				30,000		30,000
2012 International Dump Truck #327	25 Veh#327	n/a				160,500		160,500
1997 Pequea Utility Trailer #389	25 Veh#389	n/a				5,000		5,000
2002 Case Front End Loader #316	26 Veh #316	n/a					215,000	215,000
Public Works - Streets Total			324,000	213,000	211,500	222,000	215,000	1,185,500
Public Works Admin								
2008 Toyota Camry Hybrid #669	23Veh# 669	n/a		24,000				24,000
Public Works Admin Total				24,000				24,000
Wastewater Management								
2013 Ford 1-Ton Utility Truck with Crane #664	22 Veh#664	n/a	61,400					61,400
2008 International Dump Truck 14' #681	22 Veh#681	n/a	134,800					134,800
2013 Ford F150 Pickup Ext Cab #661	23 Veh#661	n/a		38,000				38,000
2006 Sidekick Easement Machine #690	23 Veh#690	n/a		60,000				60,000
2013 Vacocon Jet Truck #692	23 Veh#692	n/a		350,000				350,000
Replace 2013 Ford 1-Ton Utility Truck w/ Crane #655	24 Veh#655	n/a			61,400			61,400
2012 Ford 350 #680	24 Veh#680	n/a			42,000			42,000
Wastewater Management Total			196,200	448,000	103,400			747,600
Water Engineering								
2008 Dodge Avenger #427	23Veh# 427	n/a		24,400				24,400
2013 Ford F150 Pick Up Ext. Cab 4WD #418	24Veh#418	n/a			40,000			40,000

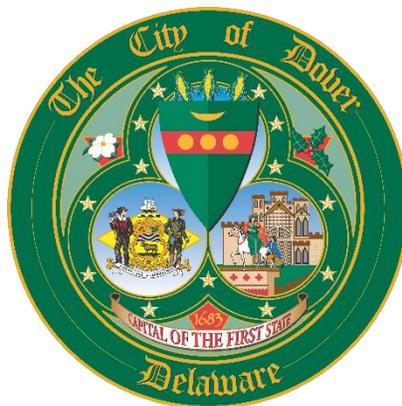
Department	Project #	Priority	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Water Engineering Total				24,400	40,000			64,400
Water Management								
1995 Caterpillar Excavator #400	22 Veh#400	n/a	84,200					84,200
2005 Case Backhoe #682	22 Veh#682	n/a	121,600					121,600
2008 Ingersoll Air Compressor #407	23 Veh#407	n/a		30,000				30,000
1997 Krug Trailer #415	23 Veh#415	n/a		25,000				25,000
2012 Ford F250 Super Duty XL #426	23 Veh#426	n/a		42,000				42,000
2012 Chevrolet Silverado 1500 Truck #695	23 Veh#695	n/a		23,700				23,700
2012 Ford F250 Super Duty XL #403	24 Veh#403	n/a			42,400			42,400
2015 International 7400 Flat Bed Dump Truck #422	25 Veh#422	n/a				160,000		160,000
GPS Survey Equipment	WD2206	n/a	6,000					6,000
Water Management Total			211,800	120,700	42,400	160,000		534,900
Water Treatment Plant								
2007 Kohler Generator Trailer Mounted #604	22 Veh# 604	n/a	148,300					148,300
Replacing 2008 GMC Cargo Van #662	22 Veh# 662	n/a	29,000					29,000
2013 Dodge Pic up #660	23 Veh#660	n/a		40,000				40,000
2015 Ford F350 Pickup #622	25 Veh#622	n/a				48,000		48,000
Water Treatment Plant Total			177,300	40,000		48,000		265,300
GRAND TOTAL			3,253,700	3,224,600	3,045,049	2,642,400	2,621,900	14,787,649

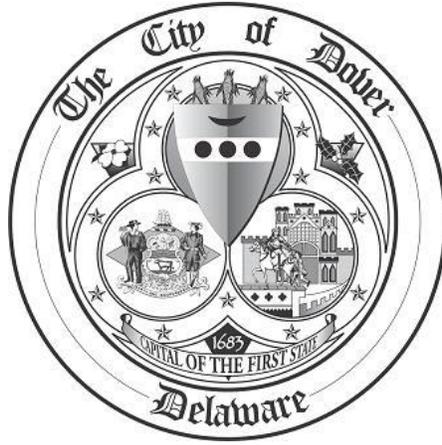
DEBT SERVICE

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

DEBT LIMIT

DEBT SERVICE SCHEDULES





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City of Dover Debt Service Schedules

<u>Fiscal Year</u>	2019 General Obligation Bonds		2021 General Obligation Bonds		Total General Fund Debt Service
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	
2022	\$ 342,624	\$ 118,222	\$ 144,691	\$ 25,294	\$ 630,831
2023	349,632	109,842	147,156	22,830	629,460
2024	356,556	101,565	147,156	22,830	628,107
2025	364,092	92,569	152,211	17,774	626,646
2026	371,544	83,664	154,804	15,182	625,194
2027	379,140	74,576	157,440	12,545	623,701
2028	386,760	65,478	160,122	9,864	622,224
2029	2,485,176	55,843	162,849	7,136	2,711,004
2030	-	-	165,622	4,363	169,985
2031	-	-	168,443	1,542	169,985
Total	\$ 5,035,524	\$ 701,759	\$ 1,560,494	\$ 139,360	\$ 7,437,137

City of Dover Debt Service Schedules (continued)

<u>Fiscal Year</u>	2009 Municipal Revenue Bonds (Wastewater)		2010 Municipal Revenue Bonds (Water)		2011 Municipal Revenue Bonds (Wastewater)	
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>
2022	\$ 283,013	\$ 64,035	\$ 126,895	\$ 34,395	\$ 40,318	\$ 17,806
2023	288,702	58,346	130,228	31,061	41,783	16,341
2024	294,505	52,543	133,649	27,640	43,302	14,823
2025	300,424	46,624	137,160	24,129	44,875	13,250
2026	306,463	40,585	140,764	20,526	46,505	11,619
2027	312,623	34,425	144,461	16,828	48,195	9,930
2028	318,906	28,142	148,257	13,033	49,946	8,178
2029	325,316	21,732	152,151	9,138	51,761	6,364
2030	331,855	15,193	156,148	5,141	53,642	4,483
2031	338,526	8,522	79,607	1,039	55,592	2,534
2032	171,807	1,718	-	-	28,548	514
Total	\$ 3,272,140	\$ 371,865	\$ 1,349,320	\$ 182,930	\$ 504,467	\$ 105,842

City of Dover Debt Service Schedules (continued)

Fiscal Year	2013 Revenue Bonds Water and Wastewater		2018 Municipal Revenue Loan (Wastewater)		2018 Municipal Revenue Loan (Water)		2018 Revenue Bonds Electric		Business- Type Activities
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	
2022	\$ 385,000	\$ 124,069	\$ 31,617	\$ 6,589	\$ 178,479	\$ 46,766	\$ 820,000	\$ 553,450	\$ 2,712,432
2023	395,000	112,369	31,933	6,273	182,067	44,168	865,000	511,325	2,714,596
2024	410,000	100,294	32,252	5,954	185,726	41,570	910,000	466,950	2,719,208
2025	215,000	90,919	32,575	5,631	189,459	38,971	955,000	420,325	2,514,342
2026	220,000	84,256	32,901	5,305	193,267	36,373	1,005,000	371,325	2,514,889
2027	225,000	77,106	33,230	4,976	197,152	33,775	1,055,000	319,825	2,512,526
2028	235,000	69,281	33,562	4,644	201,115	31,177	1,110,000	265,700	2,516,941
2029	245,000	60,269	33,898	4,308	205,157	28,579	1,160,000	214,750	2,518,423
2030	255,000	50,269	34,237	3,969	209,281	25,981	1,200,000	173,550	2,518,749
2031	265,000	39,869	34,579	3,627	213,487	23,383	1,240,000	136,950	2,442,715
2032	275,000	29,069	34,925	3,281	217,779	20,785	1,275,000	99,225	2,157,651
2033	285,000	17,869	35,274	2,932	222,156	18,187	1,315,000	60,375	1,956,793
2034	295,000	6,084	35,627	2,579	226,621	15,589	1,355,000	20,325	1,956,825
2035	-	-	35,983	2,223	231,176	12,990	-	-	282,372
2036	-	-	36,343	1,863	235,823	10,392	-	-	284,421
2037	-	-	36,706	1,500	240,563	7,794	-	-	286,563
2038	-	-	37,073	1,133	245,398	5,196	-	-	288,800
2039	-	-	76,195	1,150	250,332	2,598	-	-	330,275
Total	\$ 3,705,000	\$ 861,723	\$ 658,910	\$ 67,937	\$ 3,825,038	\$ 444,274	\$ 14,265,000	\$ 3,614,075	\$ 33,228,521

GENERAL

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

MAYOR

CITY COUNCIL

CITY MANAGER

CITY CLERK

CENTRAL SERVICES

CUSTOMER SERVICES

FINANCE

FIRE

HUMAN RESOURCES

INFORMATION TECHNOLOGY

LIBRARY

PARKS, RECREATION, AND GROUNDS

PLANNING, INSPECTIONS, AND COMMUNITY DEVELOPMENT

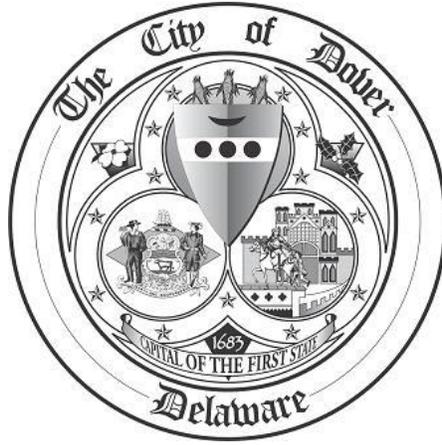
POLICE

PUBLIC WORKS

STORMWATER

TAX ASSESSOR



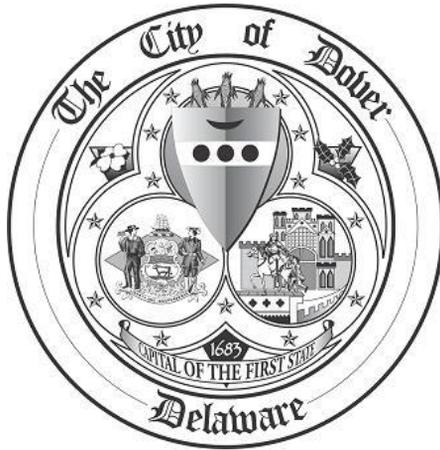


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GENERAL FUND BUDGET REVIEW

Fiscal Year 2021-2022

- June 2021 – Budget Review
Hearing



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- **General Fund**

Public Safety, General & Community Services

Police * Fire * Life Safety * Code Enforcement Planning * Public Inspections * Library * Recreation Streets * Stormwater * Sanitation * Tax Assessor

Support Services for all City Operations

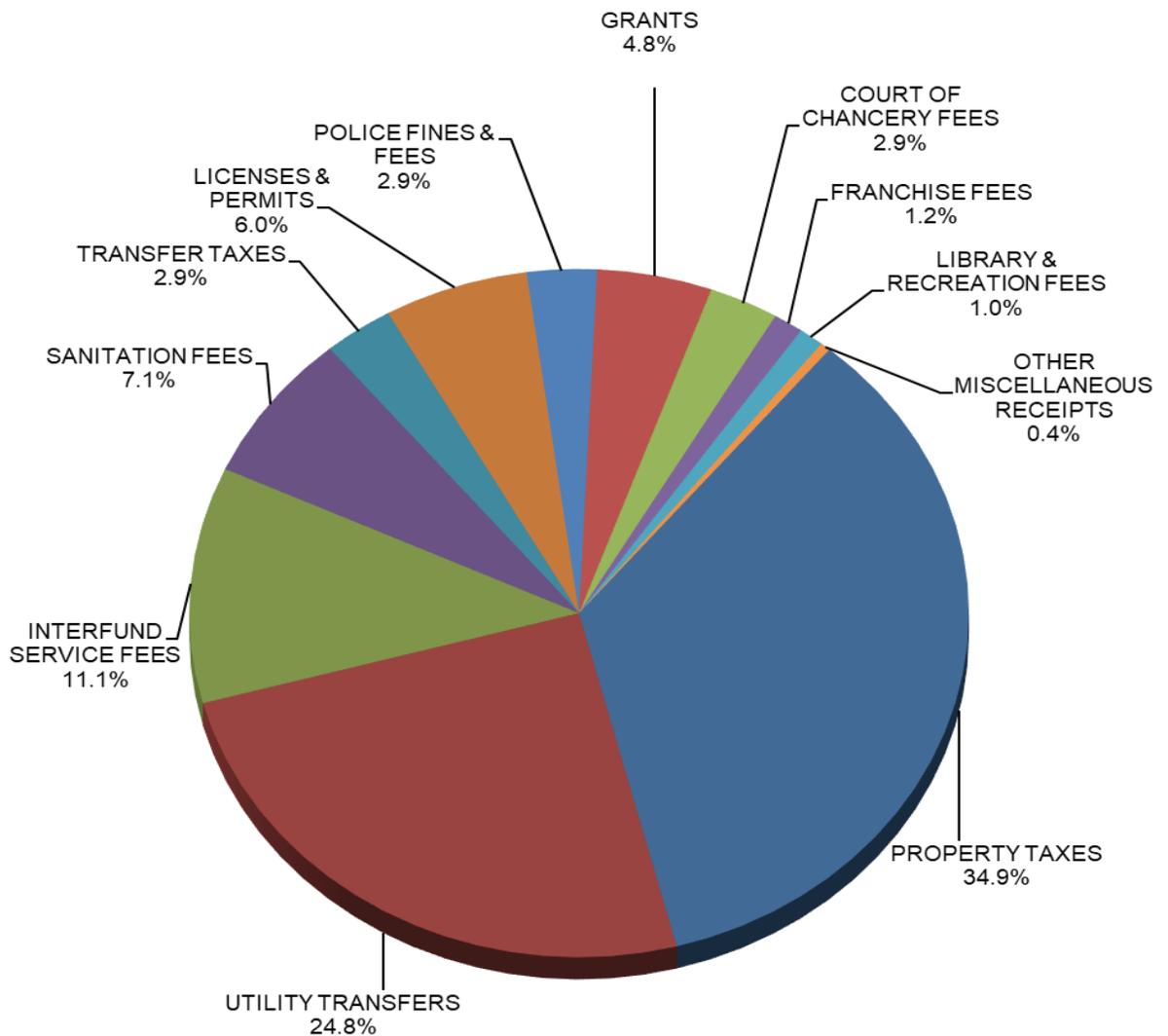
Mayor * City Council * City Clerk * City Manager * Finance * Customer Service * Human Resources * Information Technology * Procurement & Inventory * Public Works Administration * Grounds * Facilities Management * Fleet Maintenance

General Fund Revenues - Summary

- Projected revenues without enhancement will be inadequate
- Major increases affecting revenues
 - Asking for a \$0.055 increase in the Property Tax **\$1.93 M**
 - Increased transfer from Electric Fund **\$1.0 M**
 - Incorporating a small amount of ARP funding (Library, Parks) **\$520,000**
 - Recommending an increase in Sanitation Fees **\$330,400**
 - COPS Grants transfer for salary **\$308,900**
 - Increase/Adjust Business Licenses **\$100,000** (net + **\$30,000**)
- Major decreases affecting revenues
 - Fund balance (end FY 20 vs. end FY 21) is projected lower **\$1.13 M**
 - W/o adjustment business licenses **\$70,000**

General Fund Revenues - Summary

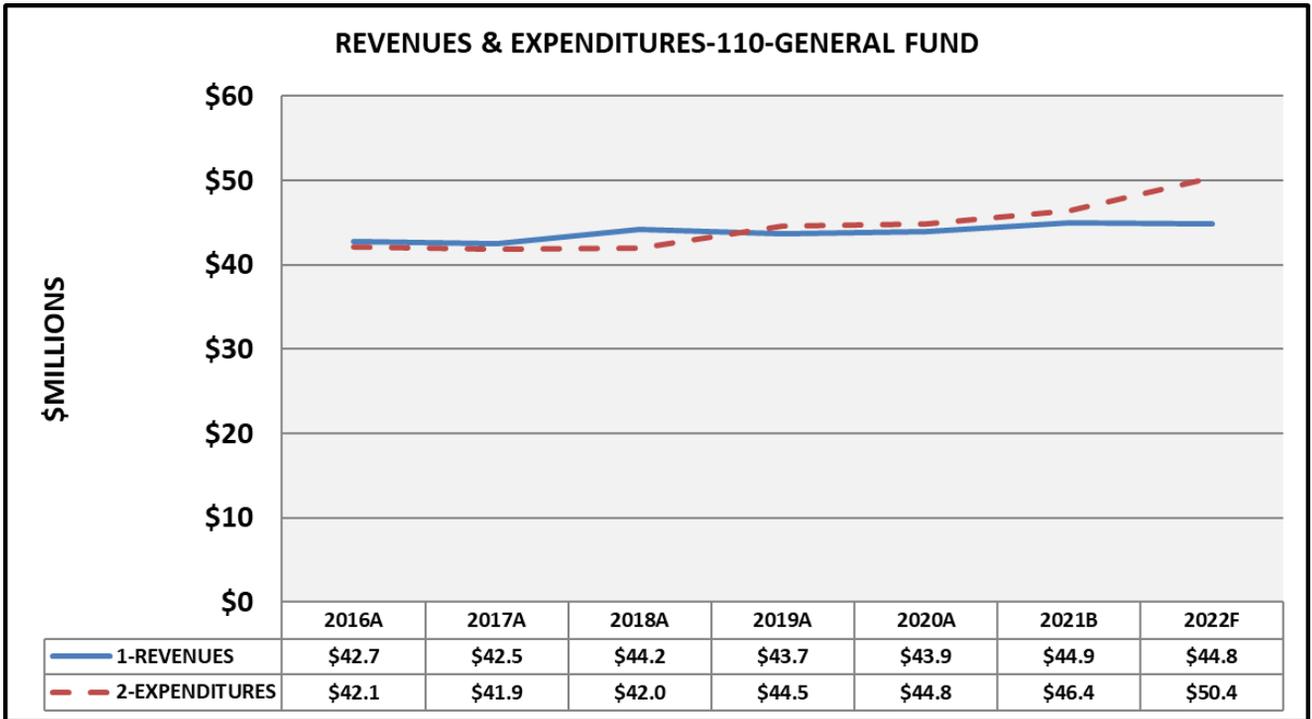
Fiscal Year 2021/2022 General Fund Revenue Sources



General Fund Revenues – Property Taxes

CITY OF DOVER					
PROPERTY ASSESSMENT PROJECTION					
2020 BASE YEAR					
TAXABLE ASSESSED VALUE AS OF APRIL 8 2021				\$ 3,588,943,800.00	\$ 3,588,943,800.00
Abatement Incentives				\$ (35,642,700.00)	\$ (35,642,700.00)
Filed Tax Exemption Requests				\$ (4,691,400.00)	\$ (4,691,400.00)
Supplemental Billing (April) (ALREADY INCLUDED IN TAXABLE VALUE)					
Annual Appeals			Estimate Only	\$ (5,000,000.00)	\$ (5,000,000.00)
Senior Citizen/Disability Exemption (approx 400 approved; revenue loss \$81,000)			Estimate Only	\$ (20,000,000.00)	\$ (20,000,000.00)
TOTAL ASSESSED VALUE				\$ 3,523,609,700.00	\$ 3,523,609,700.00
CITY OF DOVER					
PROJECTED PROPERTY TAX RECEIPTS					
ACCRUAL METHOD OF ACCOUNTING					
7/01/21 - 6/30/22					
Using a tax of \$0.405 or \$0.460 per \$100 of assessment, the estimated gross 7/01/21 billing will be				\$ 14,270,619.29	\$ 16,208,604.62
Penalties				\$ 70,000.00	\$ 70,000.00
Estimated Quarterly Billing				\$ 22,000.00	\$ 22,000.00
PROJECTED PROPERTY TAX RECEIPT SUBTOTAL				\$ 14,362,619.29	\$ 16,300,604.62
Pay In Lieu of Taxes ESTIMATE					
Luther Towers; State of Delaware; Milford Housing; DE State Housing Auth;				\$ 552,700.00	\$ 552,700.00
Dover Housing Authority; Whatcoat Village; Liberty Court				\$ -	\$ -
PROJECTED PROPERTY TAX RECEIPTS FOR FY 2022				\$ 14,915,319.29	\$ 16,853,304.62
\$0.01 of tax rate equates to:		\$352,360.97			
PROJECTED DOVER REALTY TRANSFER TAX RECEIPTS				\$ 1,100,000.00	\$ 1,400,000.00

General Fund Trendline



- Trendline shows trend before budget adjustments were made after the Budget Workshop on May 1

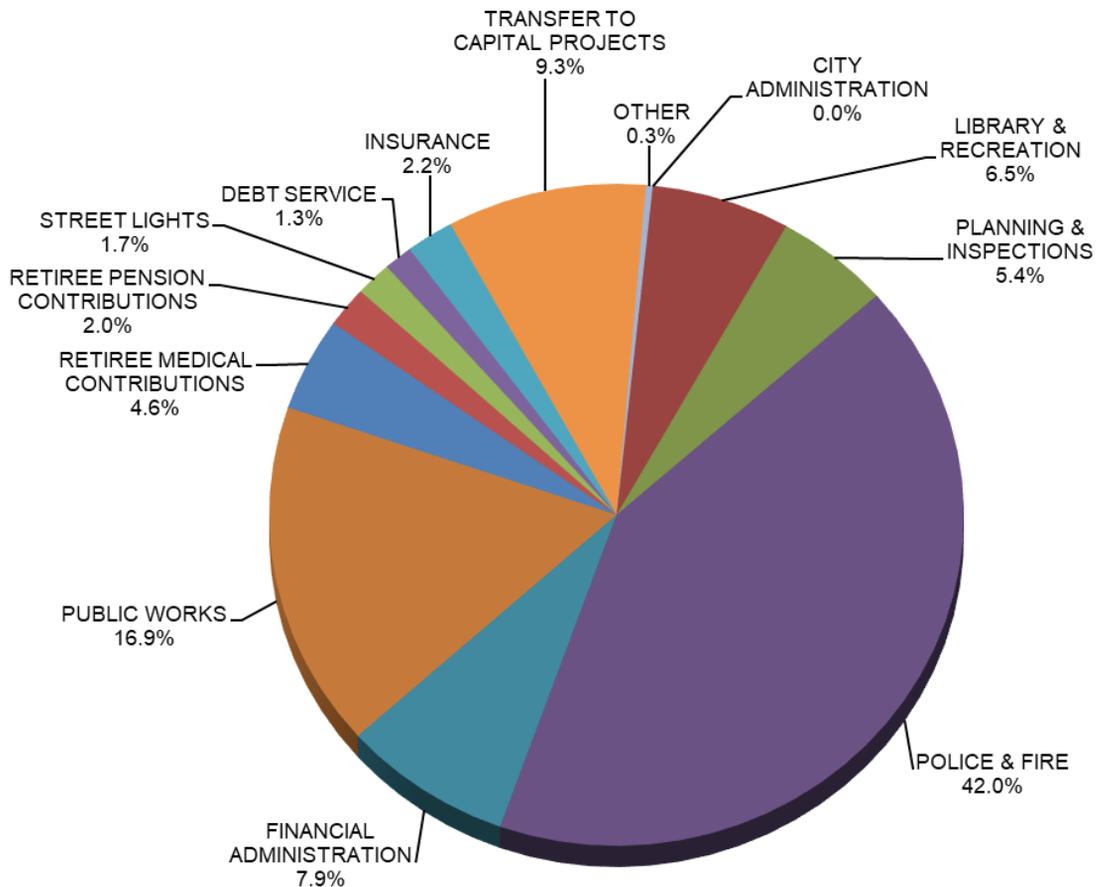
General Fund Expenditures - Summary

- Overall Expenditures **are up 7.1%** as compared to the FY21 Original Budget (**\$3.28M**), mostly due to capital expenditures
- Major increases affecting expenditures
 - Increased in transfer to CIP budget (%111) – **\$2.3M**
 - Police Operations – **\$691,600**
 - A 3.9% overall increase
 - Five new officers in this year’s budget
 - Nine new police cars
 - Increase in Public Works CIP **\$2.3M**
 - Persimmon Park funding from State
 - Increase in Streets & Sidewalk improvements (**\$556K**)
 - Added personnel in Central Services
- Major decreases affecting expenditures
 - Reduced Police – Extra Duty – but offset by reduced revenue

General Fund Expenditures - Summary

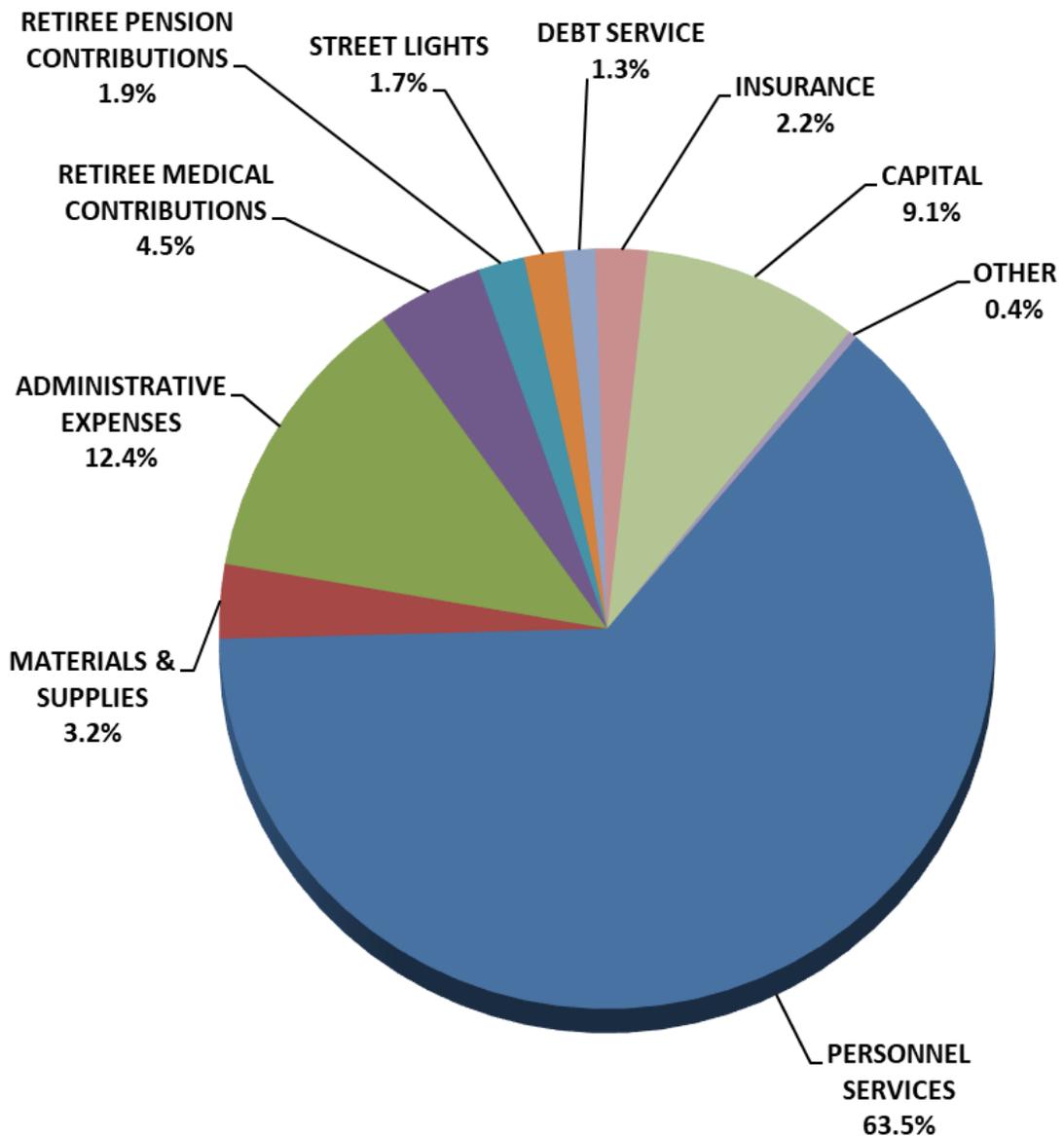
Fiscal Year 2021/2022 General Fund Expenditures

By Major Function



Several General Fund Departments service all City operations. The General Fund bills the utility funds services provided. The receipts are reported as revenue in the General Fund and not netted against the expenditures.

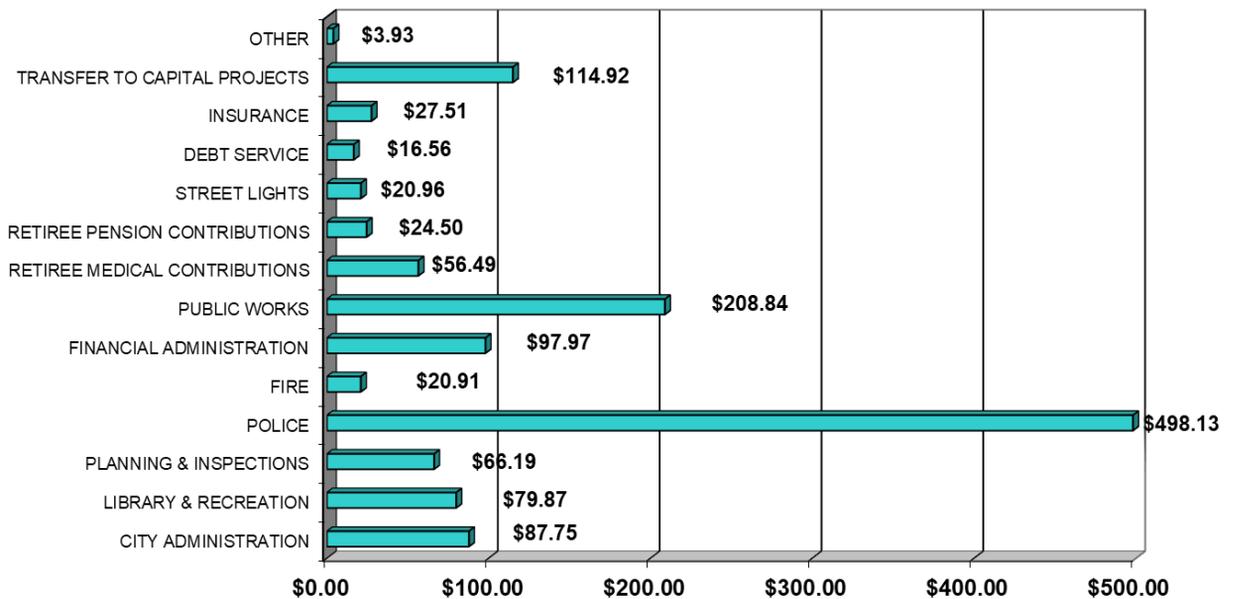
General Fund Expenditures – Summary By Expenditure Category



PROJECTED COST PER CAPITA BY FUNCTION Fiscal Year 2021-2022

FY 2022 ANNUAL OPERATING BUDGET - DOVER, DELAWARE

PROJECTED COST PER CAPITA BY FUNCTION Fiscal Year 2021-2022



Total per capita based on population estimate of 38,166* = \$1,213.99

*US Census estimate for 2020

Public Works: *Sanitation*

CURRENT RATES & REVENUES					FY 2022 PROPOSED RATES & REVENUES			FY 2023 PROPOSED RATES & REVENUES		
Rate	Service	# of Cont.	Monthly	Annual	Rate	Monthly	Annual	Rate	Monthly	Annual
\$21.00	Res. 90 gal	10,267	\$215,600.00	\$2,587,200.00	\$23.00	\$240,700.00	\$2,888,400.00	\$25.00	\$266,700.00	\$3,200,400.00
\$24.00	RMH	280	6,700.00	80,400.00	\$23.00	6,400.00	76,800.00	\$25.00	\$7,000.00	\$84,000.00
\$43.00	90 gal 2x	183	7,900.00	94,800.00	\$46.00	8,400.00	100,800.00	\$50.00	\$9,200.00	\$110,400.00
\$63.00	90 cal 3x	6	400.00	4,800.00	\$69.00	400.00	4,800.00	\$75.00	\$500.00	\$6,000.00
\$72.00	300 gal	358	25,800.00	309,600.00	\$72.00	25,800.00	309,600.00	\$75.00	\$26,900.00	\$322,800.00
\$85.00	90 gal 4x	3	300.00	3,600.00	\$92.00	300.00	3,600.00	\$100.00	\$300.00	\$3,600.00
\$143.00	300 gal 2x	20	2,900.00	34,800.00	\$144.00	2,900.00	34,800.00	\$150.00	\$3,000.00	\$36,000.00
	SUBTOTALS	11,117	\$259,600.00	\$3,115,200.00	SUBTOTALS	\$284,900.00	\$3,418,800.00	SUBTOTALS	\$313,600.00	\$3,763,200.00
	Bulk total		\$1,000.00	\$12,000.00	Bulk total	\$1,000.00	\$12,000.00	Bulk total	\$1,000.00	\$12,000.00
	TOTALS		\$260,600.00	\$3,127,200.00	TOTALS	\$285,900.00	\$3,430,800.00	TOTALS	\$314,600.00	\$3,775,200.00

- Proposed rate increases for FY22 and FY23
- Operating Revenues only cover Expenditures with overhead allocation
- These rate increases allow the Sanitation Department to progress toward being a stand-alone Enterprise Fund where rates cover operating costs, capital expenditures, overhead and admin, and build a prudent reserve

General Fund Summary

FY 2021 – 2022 Revenues

GENERAL FUND CASH RECEIPT SUMMARY

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	%CHG FY22 VS FY21 VS
1 BEGINNING BALANCE	7,374,818	6,468,022	6,456,100	5,340,900	5,340,900	(1,127,122)	-17.4%
2 FINES AND POLICE REVENUE	470,993	572,800	407,000	600,300	630,300	57,500	10.0%
3 LIBRARY REVENUES	99,089	123,400	20,000	142,100	142,100	18,700	15.2%
4 KENT COUNTY BOOK REIMBURSEMENT	230,412	245,000	20,000	250,000	250,000	5,000	2.0%
5 BUSINESS LICENSES	1,408,226	1,470,000	1,396,500	1,400,000	1,500,000	30,000	2.0%
6 PERMITS AND OTHER FEES	1,059,832	1,446,000	1,254,000	1,400,000	1,400,000	(46,000)	-3.2%
7 MISCELLANEOUS CHARGES	8,245	30,000	10,000	10,000	10,000	(20,000)	-66.7%
8 POLICE EXTRA DUTY	267,230	595,000	281,200	370,000	370,000	(225,000)	-37.8%
9 PROPERTY TAXES	14,735,523	14,885,800	14,708,600	\$14,915,300	16,853,300	1,967,500	13.2%
10 RECREATION REVENUE	84,970	135,000	45,000	100,000	110,000	(25,000)	-18.5%
11 FRANCHISE FEE	617,544	645,000	525,000	600,000	600,000	(45,000)	-7.0%
12 SANITATION FEES	3,080,960	3,090,600	3,090,600	3,421,000	3,421,000	330,400	10.7%
13 RENT REVENUE - GARRISON FARM	102,655	105,000	105,000	105,000	105,000	-	0.0%
14 COURT OF CHANCERY FEES	1,602,360	1,440,000	1,475,000	1,400,000	1,400,000	(40,000)	-2.8%
15 INVESTMENT INCOME	291,186	140,000	80,000	90,000	90,000	(50,000)	-35.7%
16 RECEIPTS SUBTOTAL	24,059,224	24,923,600	23,417,900	24,803,700	26,881,700	1,958,100	7.9%
17 INTERFUND SERVICE RECEIPTS							
18 INTERFUND SERVICE RECEIPTS GEN GOV	1,111,953	1,370,700	1,295,900	1,378,400	1,390,400	19,700	1.4%
19 INTERFUND SERVICE RECEIPTS PUB WORKS	606,497	782,000	885,700	633,600	616,500	(165,500)	-21.2%
20 INTERFUND SERVICE RECEIPTS CENT SRVCS	787,494	842,100	1,171,600	916,600	834,500	(7,600)	-0.9%
21 INTERFUND SERVICE RECEIPTS FIN ADMIN	2,458,082	2,597,900	2,396,700	2,524,400	2,524,400	(73,500)	-2.8%
22 INTERFUND SERVICE RECEIPTS SUBTOTAL	4,964,025	5,592,700	5,749,900	5,453,000	5,365,800	(226,900)	-4.1%
23 GRANTS:							
24 POLICE EXTRA DUTY POLICE GRANTS FUND	222,821	155,000	145,000	130,000	130,000	(25,000)	-16.1%
25 POLICE PENSION GRANT	513,549	500,000	445,000	500,000	500,000	308,900	0.0%
26 GREEN ENERGY GRANT	98,500	98,500	98,500	98,500	98,500	-	0.0%
27 MISC GRANT REVENUE	17,737	25,000	73,500	-	520,000	495,000	1980.0%
28 GRANTS SUBTOTAL	852,608	778,500	762,000	1,037,400	1,557,400	778,900	100.1%
29 TRANSFERS FROM:							
30 TRANSFER TAX	1,828,042	1,433,500	1,400,000	1,400,000	1,400,000	(33,500)	-2.3%
31 MUNICIPAL STREET AID	796,168	750,000	796,000	750,000	750,000	-	0.0%
32 CIVIL TRAFFIC PENALTIES	430,304	445,000	300,000	400,000	400,000	(45,000)	-10.1%
33 WATER/WASTEWATER	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	0.0%
34 ELECTRIC	10,000,000	10,000,000	10,000,000	11,000,000	11,000,000	1,000,000	10.0%
35 OTHER RESERVES	-	-	-	-	-	-	0.0%
36 TRANSFERS FROM SUBTOTAL	14,054,514	13,628,500	13,496,000	14,550,000	14,550,000	921,500	6.8%
37 TOTAL REVENUES	43,930,372	44,923,300	43,425,800	45,844,100	48,354,900	3,431,600	7.6%
38 TOTAL BEGINNING BALANCE & REVENUE	51,305,190	51,391,322	49,881,900	51,185,000	53,695,800	2,304,478	4.5%

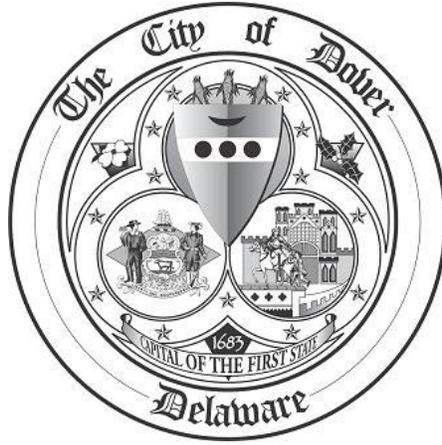
General Fund Summary

FY 2021 – 2022 Capital Expenditures

GOVERNMENTAL CAPITAL PROJECTS FUND SUMMARY

	2019/2020	2020/21	2020/21	2021/22	2021/22	\$ DIFFERENCE	% CHG
	ACTUAL	ORIGINAL APPROVED	PROJECTED	REQUESTED	RECOMMENDED	FY21 BUDGET	FY21 VS
1 BEGINNING BALANCE - PROJECTS	2,841,105	369,100	3,221,500	3,331,500	3,331,500	2,962,400	802.6%
2 REVENUES							
3 STATE GRANTS - Other	1,067,474	1,245,000	1,245,000	1,333,000	1,333,000	88,000	7.1%
4 BUDGET BOND/BANK PROCEEDS	-	1,198,300	1,198,300	-	-	(1,198,300)	-100.0%
5 INCOME FROM SALE OF ASSETS	95,693	-	-	-	-	-	0.0%
6 MISCELLANEOUS RECEIPTS	144,631	-	-	-	-	-	0.0%
8 POLICE GRANTS	-	-	-	23,800	23,800	23,800	0.0%
7 INTEREST EARNINGS	22,445	-	-	-	-	-	0.0%
8 TRANSFER FROM GENERAL FUND	3,261,600	2,078,100	2,078,100	4,896,900	4,385,900	2,307,800	111.1%
11 TRANSFER FROM PARKLAND RESERVE	-	-	-	490,000	490,000	490,000	0.0%
12 TRANSFER FROM CAPITAL ASSET RESERVE	-	346,400	346,400	140,000	140,000	(206,400)	-59.6%
13 TRANSFER FROM LODGING TAX	-	110,000	110,000	-	-	(110,000)	-100.0%
14 SUBTOTAL CAPITAL PROJECT FUNDING SOURCES	4,591,843	4,977,800	4,977,800	6,883,700	6,372,700	1,394,900	28.0%
15 TOTAL FUNDING SOURCES	4,591,843	4,977,800	4,977,800	6,883,700	6,372,700	1,394,900	28.0%
16 TOTAL BEGINNING BALANCE & FUNDING SOURCES	7,432,948	5,346,900	8,199,300	10,215,200	9,704,200	4,357,300	81.5%
17 EXPENDITURES							
18 CITY CLERK	-	-	-	-	-	-	0.0%
19 COUNCIL	-	-	-	-	-	-	0.0%
19 TAX ASSESSOR	-	-	-	-	-	-	0.0%
16 FIRE	161,810	173,300	173,300	250,300	250,300	77,000	44.4%
17 GROUNDS	149,902	-	-	146,000	125,000	125,000	0.0%
18 LIBRARY	131,672	-	-	25,000	25,000	25,000	0.0%
18 RECREATION	397,793	395,000	395,000	787,000	787,000	392,000	99.2%
19 LIFE SAFETY	-	-	-	-	-	-	0.0%
20 CODE ENFORCEMENT	-	-	-	50,300	50,300	50,300	0.0%
21 PLANNING	-	20,400	20,400	-	-	(20,400)	-100.0%
21 INSPECTIONS	-	18,600	18,600	25,100	25,100	6,500	34.9%
22 ECONOMIC DEVELOPMENT	-	-	-	-	-	-	0.0%
22 POLICE	624,960	912,400	912,400	588,600	588,600	(323,800)	-35.5%
23 STREETS	850,787	936,000	936,000	1,492,000	1,492,000	556,000	59.4%
24 STORMWATER	211,504	1,110,700	1,110,700	2,896,200	2,546,200	1,435,500	129.2%
25 SANITATION	277,578	475,200	475,200	456,600	456,600	(18,600)	-3.9%
26 CITY MANAGER	-	-	-	-	-	-	0.0%
27 INFORMATION TECHNOLOGY	19,874	61,600	61,600	26,600	26,600	(35,000)	-56.8%
27 FINANCE	-	-	-	-	-	-	0.0%
28 PUBLIC WORKS - ADMINISTRATION	-	-	-	-	-	-	0.0%
28 FACILITIES MANAGEMENT	231,693	700,000	700,000	50,000	-	(700,000)	-100.0%
29 PUBLIC WORKS - ENGINEERING	-	39,600	39,600	-	-	(39,600)	-100.0%
29 PROCUREMENT & INVENTORY	50,000	25,000	25,000	90,000	-	(25,000)	-100.0%
30 FLEET MAINTENANCE	18,599	-	-	-	-	-	0.0%
31 CUSTOMER SERVICES	-	-	-	-	-	-	0.0%
32 HUMAN RESOURCES	-	-	-	-	-	-	0.0%
33 MAYOR	-	-	-	-	-	-	0.0%
31 DEPARTMENT SUBTOTAL	3,126,171	4,867,800	4,867,800	6,883,700	6,372,700	1,504,900	30.9%
32 TRANSFERS & MISCELLANEOUS EXPENSES							
33 TRANSFER TO PARKLAND RESERVE	1,085,296	-	-	-	-	-	0.0%
34 TRANSFERS & MISCELLANEOUS SUBTOTAL	1,085,296	-	-	-	-	-	0.0%
35 TOTAL EXPENDITURES	4,211,467	4,867,800	4,867,800	6,883,700	6,372,700	1,504,900	30.9%
36 BUDGET BALANCE	3,221,480	479,100	3,331,500	3,331,500	3,331,500	2,852,400	595.4%
37 TOTAL BUDGET BALANCE & EXPENDITURES	7,432,948	5,346,900	8,199,300	10,215,200	9,704,200	4,357,300	81.5%
	2019/2020	ORIGINAL	2020/21	2021/22	2021/22	\$ DIFFERENCE	
	ACTUAL	APPROVED	PROJECTED	REQUESTED	RECOMMENDED	FY21 BUDGET	POLICY
38 RESERVE BALANCES							
39 CAPITAL ASSET RESERVE	1,500,500	969,900	1,154,100	1,014,100	1,014,100	44,200	Min \$500K
40 PARKLAND/RECREATION	1,357,000	54,500	1,357,000	867,000	867,000	812,500	N/A

Note: Policy for Capital Asset Reserve is \$200,000 per year if less than minimum balance of \$500,000

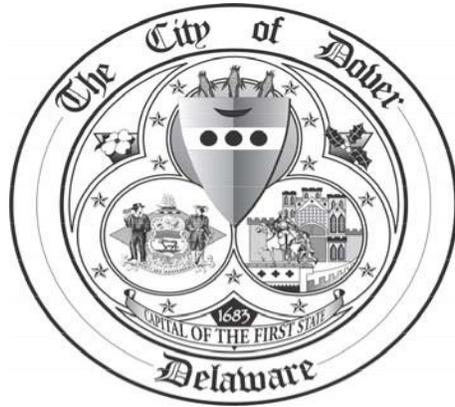


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**GENERAL FUND BUDGET
REVIEW**

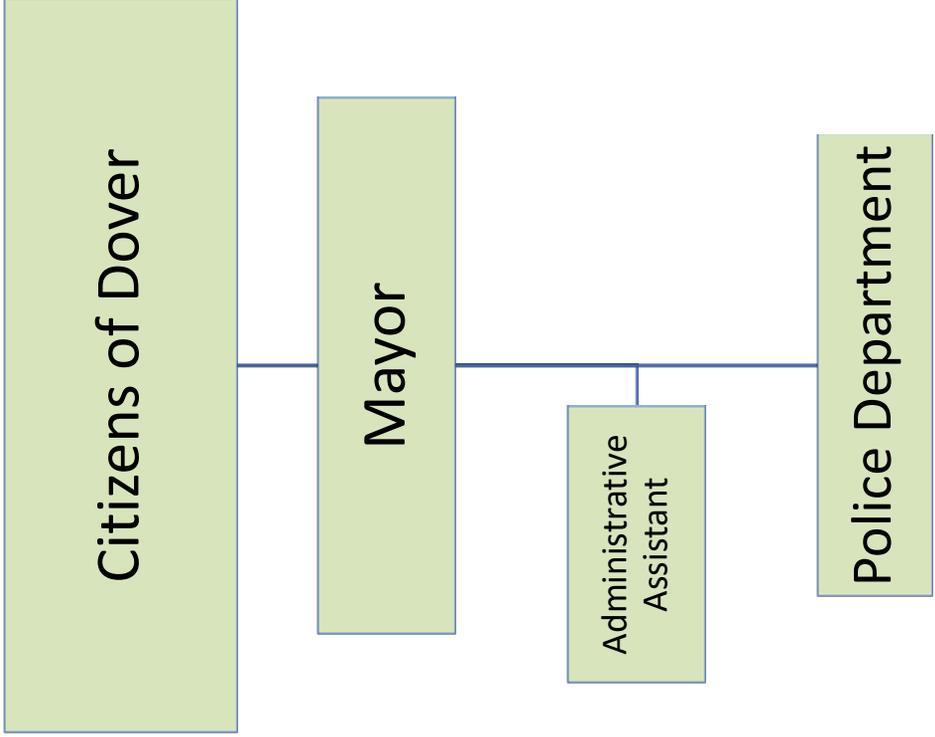
Fiscal Year 2021-2022

Operating Department & Division Summaries



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Mayor



Mayor

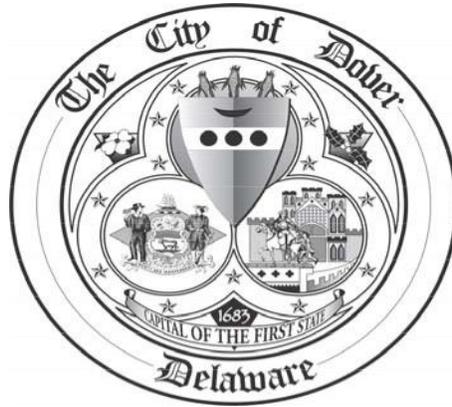
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	104,600	105,600	105,600	1%
MATERIALS & SUPPLIES	1,100	1,100	1,100	0%
ADMINISTRATIVE EXPENDITURES	116,000	116,000	116,000	0%
TOTAL EXPENDITURES	\$ 221,700	\$ 222,700	\$ 222,700	0%

Highlights:

- No overall cost increase over FY21

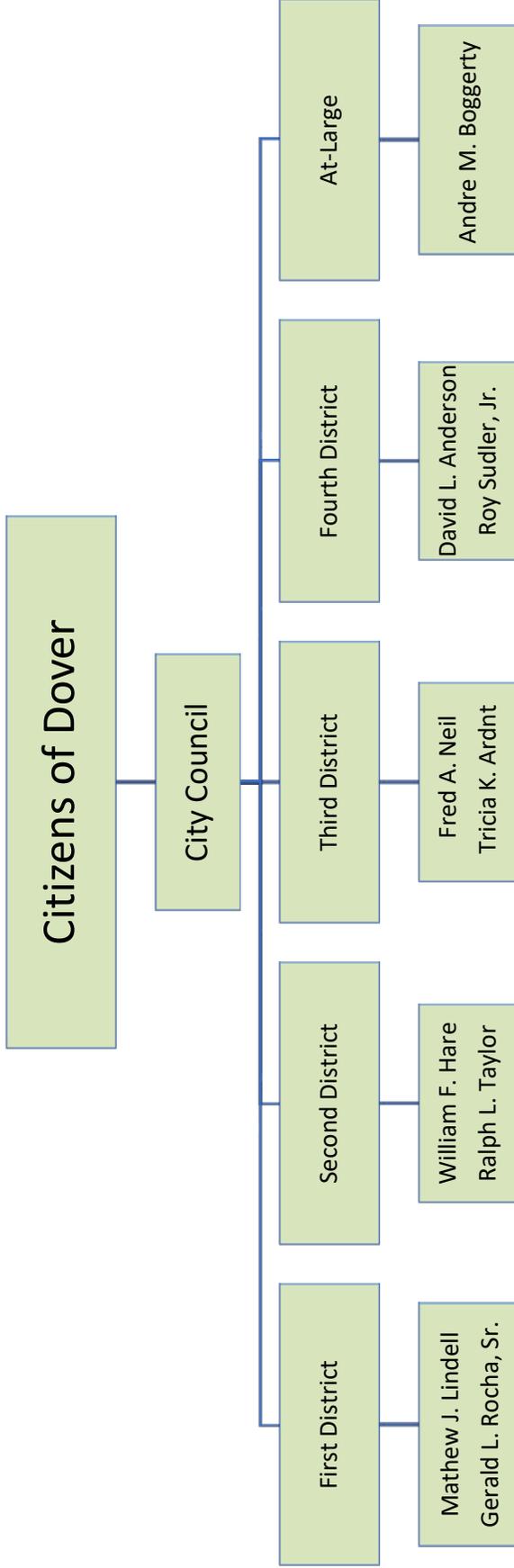
MAYOR
100-10-32-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 47,034	\$ 78,300	\$ 77,400	\$ 77,400	-1%
51012	OVERTIME	-	-	200	200	100%
51014	FICA TAXES	3,401	6,000	5,900	5,900	-2%
51015	HEALTH INSURANCE	9,284	17,200	17,200	17,200	0%
51016	L I D INSURANCE	363	600	600	600	0%
51017	WORKERS COMPENSATION	152	300	300	300	0%
51019	PENSION	-	1,000	2,900	2,900	190%
51020	OPEB	-	1,200	1,100	1,100	-8%
	PERSONNEL COSTS	60,234	104,600	105,600	105,600	1%
52022	OFFICE SUPPLIES	470	600	600	600	0%
52023	PRINTING AND DUPLICATING	274	500	500	500	0%
52037	COMPUTER SOFTWARE	28	-	-	-	0%
	MATERIALS & SUPPLIES	771	1,100	1,100	1,100	0%
53021	TELEPHONE/FAX	215	300	300	300	0%
53025	ADVERTISEMENT	902	1,500	1,500	1,500	0%
53027	SUBSCRIPTIONS AND DUES	759	2,000	2,000	2,000	0%
53035	COMMUNITY RELATIONS EXP	5,608	7,000	7,000	7,000	0%
53037	OTHER EXPENSES	4,626	5,000	5,000	5,000	0%
53062	GASOLINE	20	100	100	100	0%
53062	AUTO REPAIRS/MAINTENANCE	-	100	100	100	0%
53091	ECONOMIC DEVELOPMENT	90,866	100,000	100,000	100,000	0%
	ADMINISTRATIVE EXPENDITURES	102,996	116,000	116,000	116,000	0%
	OPERATING EXPENDITURES	164,001	221,700	222,700	222,700	0%
	TOTAL EXPENDITURES	\$ 164,001	\$ 221,700	\$ 222,700	\$ 222,700	0%
	REVENUES					
	GENERAL FUND	\$ 164,001	\$ 221,700	\$ 222,700	\$ 222,700	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	1.0	2.0	2.0	2.0	



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City Council

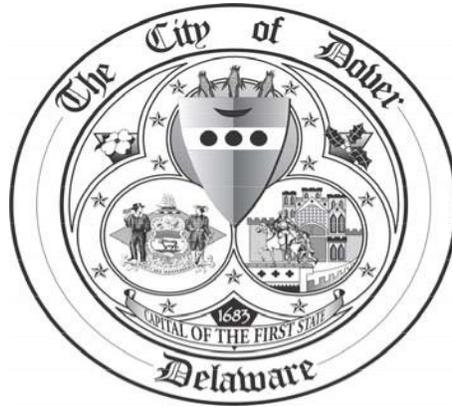


City Council

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	91,000	91,000	91,000	0%
MATERIALS & SUPPLIES	2,200	2,200	2,200	0%
ADMINISTRATIVE EXPENDITURES	63,400	64,000	64,000	1%
OPERATING EXPENDITURES	156,600	157,200	157,200	0%
TOTAL EXPENDITURES	\$ 156,600	\$ 157,200	\$ 157,200	0%

Highlights:

- No overall cost increase over FY21

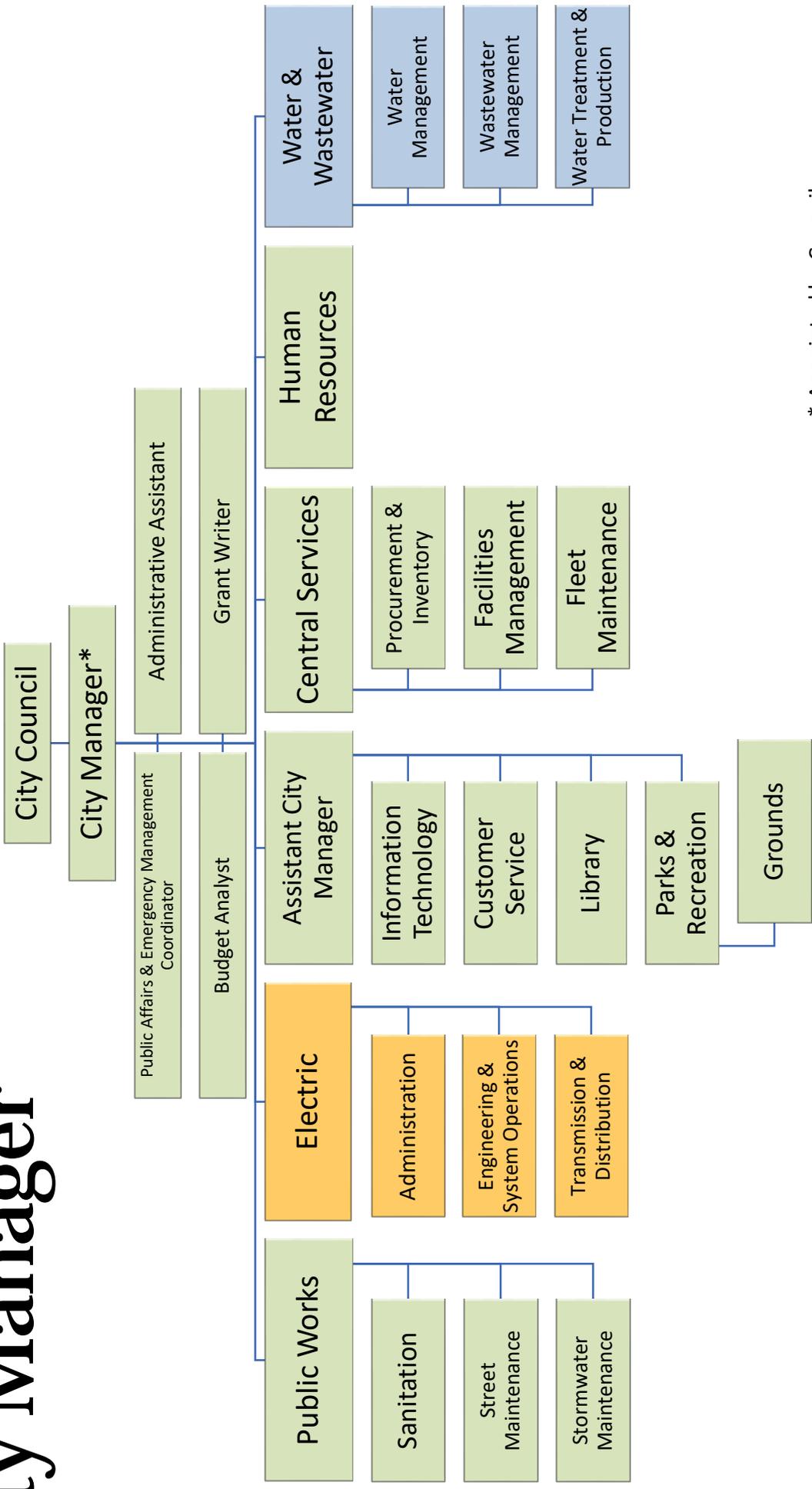


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CITY COUNCIL
100-10-12-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51013	TEMPORARY HELP	\$ 73,080	\$ 84,300	\$ 84,300	\$ 84,300	0%
51014	FICA TAXES	5,591	6,400	6,400	6,400	0%
51017	WORKERS COMPENSATION	236	300	300	300	0%
	PERSONNEL COSTS	78,907	91,000	91,000	91,000	0%
52022	OFFICE SUPPLIES	101	100	100	100	0%
52023	PRINTING AND DUPLICATING	170	300	300	300	0%
52038	COMPUTER HARDWARE	-	1,800	1,800	1,800	0%
	MATERIALS & SUPPLIES	270	2,200	2,200	2,200	0%
53021	TELEPHONE/FAX	2,113	2,200	2,200	2,200	0%
53027	SUBSCRIPTIONS AND DUES	11,559	11,600	11,600	11,600	0%
53028	TRAINING/CONF/FOOD/TRAVEL	2,582	7,900	8,500	8,500	8%
53031	CONTRACTUAL SERVICES	8,900	8,900	8,900	8,900	0%
53035	COMMUNITY RELATIONS EXP	3,003	4,800	4,800	4,800	0%
53037	DISCRETIONARY FUNDS	14,771	25,000	25,000	25,000	0%
53092	HRC-OFFICE SUPPLIES	-	3,000	3,000	3,000	0%
	ADMINISTRATIVE EXPENDITURES	42,928	63,400	64,000	64,000	1%
	OPERATING EXPENDITURES	122,105	156,600	157,200	157,200	0%
	TOTAL EXPENDITURES	\$ 122,105	\$ 156,600	\$ 157,200	\$ 157,200	0%
	REVENUES					
	GENERAL FUND	\$ 122,105	\$ 156,600	\$ 157,200	\$ 157,200	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS					
	PP/COUNCIL	9.0	9.0	9.0	9.0	
	PP/TEMP COMMITTEES	8.0	8.0	8.0	8.0	

City Manager



* Appointed by Council

City Manager

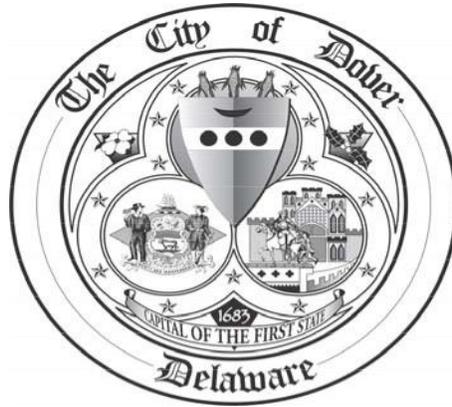
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	801,400	701,100	701,100	-13%
MATERIALS & SUPPLIES	7,500	43,100	43,100	475%
ADMINISTRATIVE EXPENDITURES	235,900	244,500	244,500	4%
OPERATING EXPENDITURES	1,044,800	988,700	988,700	-5%

Highlights:

- Decrease in Personnel Costs primarily due to changing of City Manger position.
- Materials & Supplies increase due to web site update and reimbursement of moving expenses.
- Key goal is to continue momentum on building relationships with Dover's stakeholders

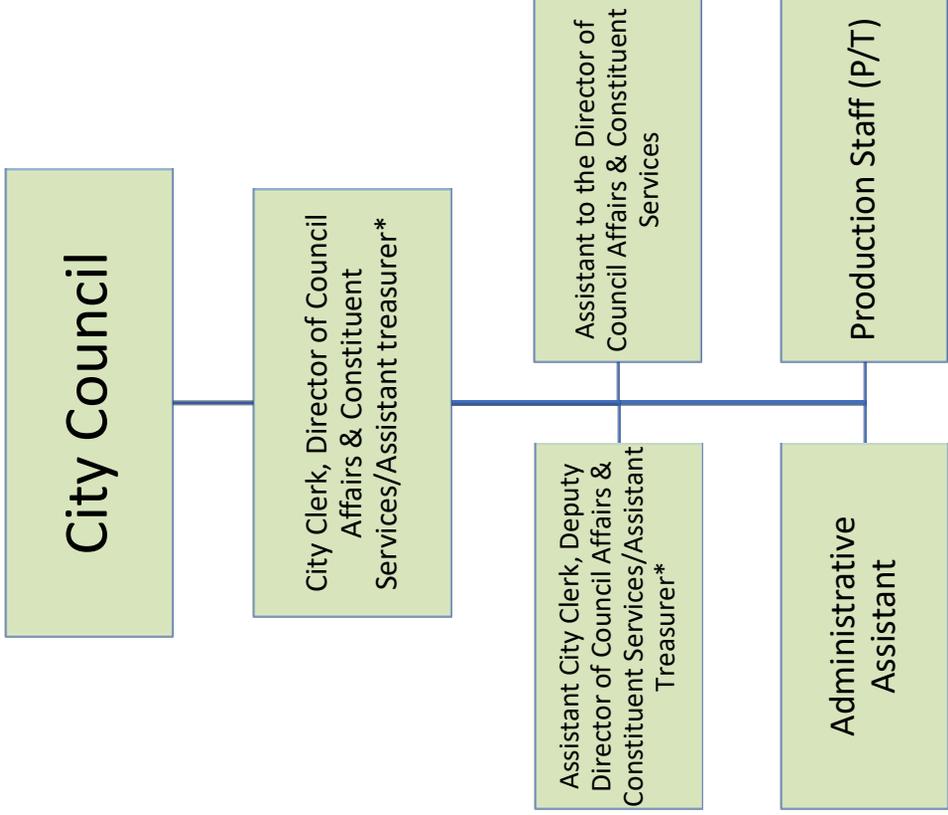
CITY MANAGER
100-10-21-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 490,172	\$ 560,100	\$ 489,400	\$ 489,400	-13%
51012	OVERTIME	12,067	5,000	5,600	5,600	12%
51014	FICA TAXES	36,503	43,200	37,900	37,900	-12%
51015	HEALTH INSURANCE	71,051	92,000	65,600	65,600	-29%
51016	L I D INSURANCE	2,238	2,900	2,900	2,900	0%
51017	WORKERS COMPENSATION	1,463	1,800	1,600	1,600	-11%
51018	EDUCATIONAL ASSISTANCE	9,475	-	-	-	0%
51019	PENSION	61,248	76,800	81,100	81,100	6%
51020	OPEB	27,619	19,600	17,000	17,000	-13%
	PERSONNEL COSTS	711,837	801,400	701,100	701,100	-13%
52022	OFFICE SUPPLIES	533	500	500	500	0%
52023	PRINTING AND DUPLICATING	3,776	3,100	4,500	4,500	45%
52026	PROGRAM EXPENSES/SUPPLIES	-	-	35,000	35,000	100%
52038	COMPUTER HARDWARE	2,882	3,900	3,100	3,100	-21%
	MATERIALS & SUPPLIES	7,191	7,500	43,100	43,100	475%
53021	TELEPHONE/FAX	2,510	2,500	2,500	2,500	0%
53027	SUBSCRIPTIONS AND DUES	2,497	4,700	5,600	5,600	19%
53028	TRAINING/CONF/FOOD/TRAVEL	6,474	10,000	16,500	16,500	65%
53029	CONSULTING FEES	299	-	-	-	0%
53031	CONTRACTUAL SERVICES	(500)	-	-	-	0%
53032	LEGAL EXPENSES	161,009	200,000	200,000	200,000	0%
53035	COMMUNITY RELATIONS EXP	265	200	200	200	0%
53062	GASOLINE	-	-	600	600	100%
53067	RADIO REPAIRS/MAINTENANCE	-	-	600	600	100%
53091	ECONOMIC DEVELOPMENT	18,500	18,500	18,500	18,500	0%
	ADMINISTRATIVE EXPENDITURES	191,054	235,900	244,500	244,500	4%
	OPERATING EXPENDITURES	910,082	1,044,800	988,700	988,700	-5%
	TOTAL EXPENDITURES	\$ 910,082	\$ 1,044,800	\$ 988,700	\$ 988,700	-5%
	REVENUES					
	GENERAL FUND		\$ 1,044,800	\$ 988,700	\$ 988,700	
	GOV. CAPITAL PROJECT FUND		-	-	-	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS		6.0	6.0	6.0	
	BUDGETED PART-TIME POSITIONS		-	-	-	



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City Clerk



* Appointed by Council

City Clerk

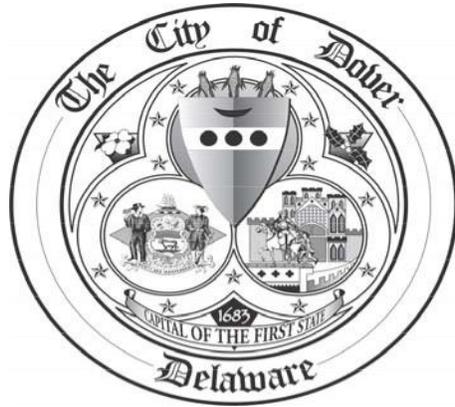
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	451,100	481,700	481,700	7%
MATERIALS & SUPPLIES	8,600	8,900	8,900	3%
ADMINISTRATIVE EXPENDITURES	48,700	43,400	43,400	-11%
OPERATING EXPENDITURES	508,400	534,000	534,000	5%

Highlights:

- Personnel Costs increase primarily due to increase in pension funding.
- Slight decrease in Administrative Expense, over FY21, due to it being a non-election year.
- Key goal is to redraw Council district lines once the 2020 Census information is available

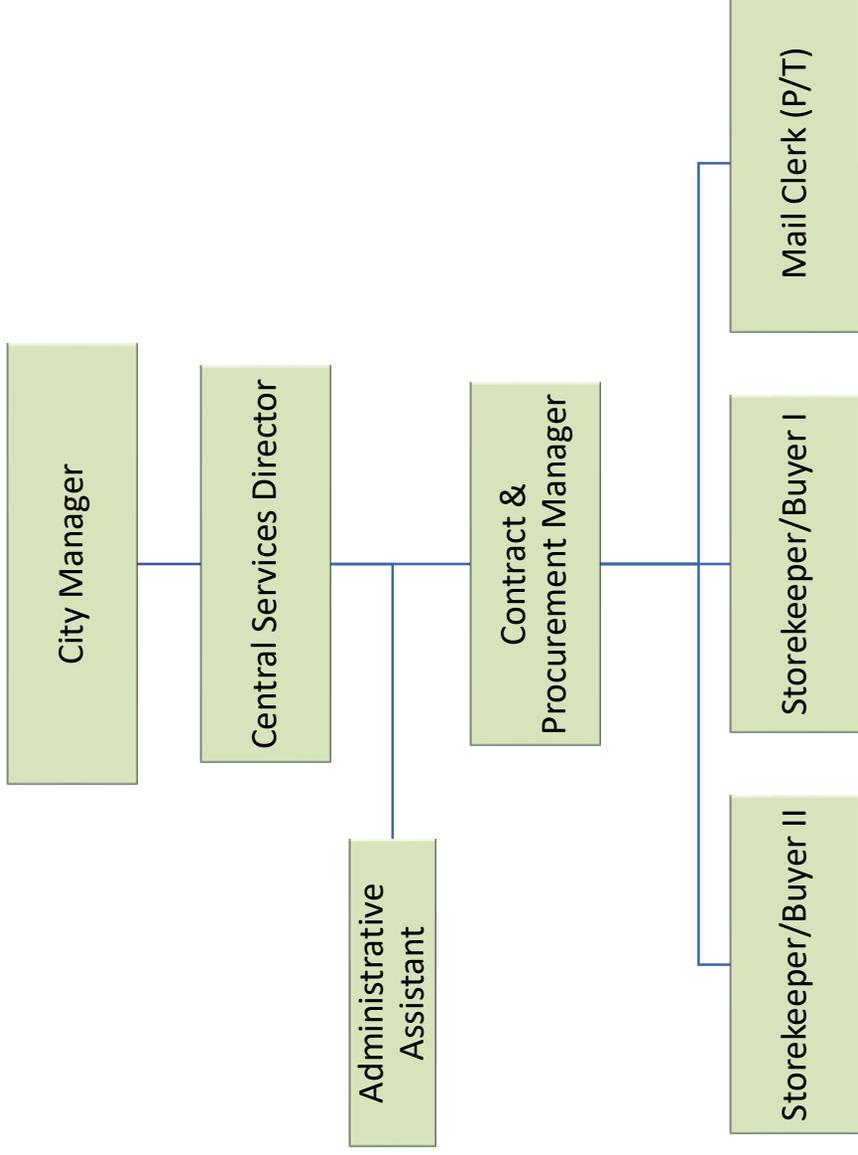
CITY CLERK
100-10-11-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 194,778	\$ 270,500	\$ 281,800	\$ 281,800	4%
51012	OVERTIME	77	-	-	-	0%
51013	TEMPORARY HELP	-	5,200	1,300	1,300	-75%
51014	FICA TAXES	14,467	21,100	21,600	21,600	2%
51015	HEALTH INSURANCE	28,445	56,700	61,000	61,000	8%
51016	L I D INSURANCE	1,237	1,800	2,100	2,100	17%
51017	WORKERS COMPENSATION	631	900	900	900	0%
51019	PENSION	66,330	85,500	103,300	103,300	21%
51020	OPEB	10,544	9,400	9,700	9,700	3%
	PERSONNEL COSTS	316,508	451,100	481,700	481,700	7%
52021	FURNITURE & FIXTURES	338	-	300	300	100%
52022	OFFICE SUPPLIES	1,467	1,500	1,500	1,500	0%
52023	PRINTING AND DUPLICATING	2,160	2,700	2,700	2,700	0%
52037	COMPUTER SOFTWARE	6,376	1,000	1,000	1,000	0%
52038	COMPUTER HARDWARE		3,400	3,400	3,400	0%
	MATERIALS & SUPPLIES	10,342	8,600	8,900	8,900	3%
53021	TELEPHONE/FAX	1,077	1,300	1,300	1,300	0%
53025	ADVERTISEMENT	749	1,000	1,000	1,000	0%
53027	SUBSCRIPTIONS AND DUES	710	400	600	600	50%
53028	TRAINING/CONF/FOOD/TRAVEL	1,651	3,300	3,300	3,300	0%
53031	CONTRACTUAL SERVICES	23,283	33,200	31,700	31,700	-5%
53034	ELECTION RELATED EXPENSES	7	9,200	5,200	5,200	-43%
53061	OFF EQUIP/REPAIRS & MAINT	-	300	300	300	0%
	ADMINISTRATIVE EXPENDITURES	27,477	48,700	43,400	43,400	-11%
	OPERATING EXPENDITURES	354,327	508,400	534,000	534,000	5%
	TOTAL EXPENDITURES	\$ 354,327	\$ 508,400	\$ 534,000	\$ 534,000	5%
	REVENUES					
	GENERAL FUND	\$ 354,327	\$ 508,400	\$ 534,000	\$ 534,000	
	GOV. CAPITAL PROJECT FUND		\$ -	\$ -	\$ -	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	4.0	4.0	4.0	4.0	
	BUDGETED PART-TIME POSITIONS	1.0	1.0	1.0	1.0	



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Procurement & Inventory



Procurement & Inventory

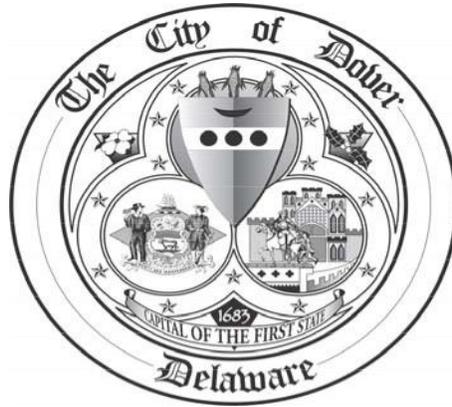
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	422,700	441,200	441,200	4%
MATERIALS & SUPPLIES	12,900	11,600	11,600	-10%
ADMINISTRATIVE EXPENDITURES	280,300	284,600	284,600	2%
OPERATING EXPENDITURES	715,900	737,400	737,400	3%
CAPITAL OUTLAY	25,000	90,000	-	-100%
TOTAL EXPENDITURES	\$ 740,900	\$ 827,400	\$ 737,400	0%

Highlights:

- Continue to improve customer service to departments and vendors
- Developing RFP templates

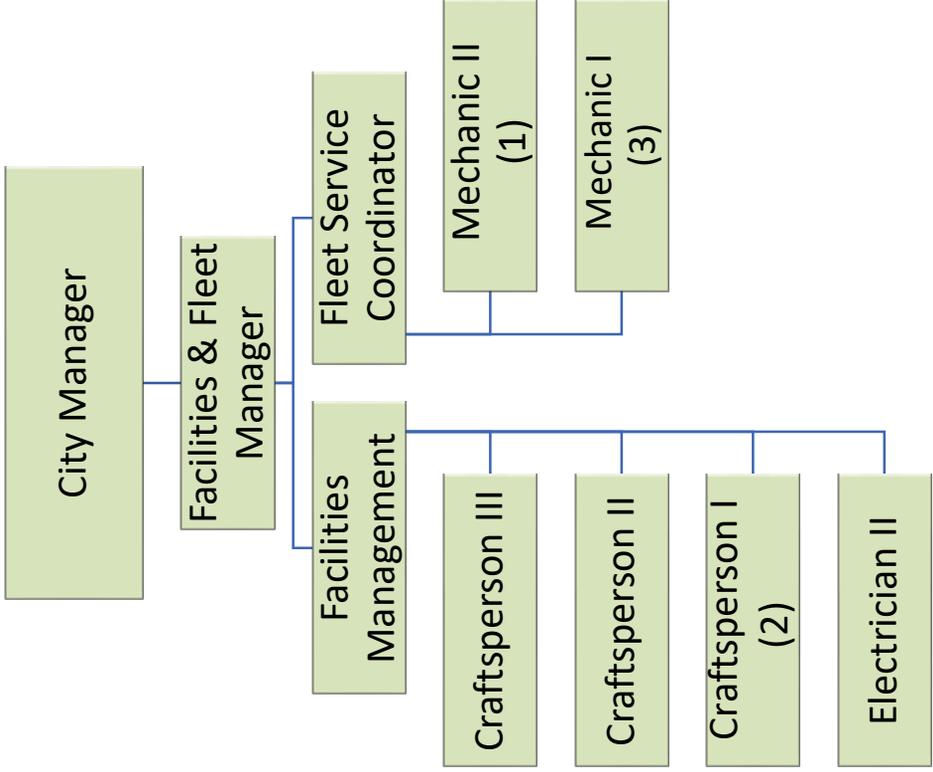
PROCUREMENT & INVENTORY
100-15-27-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 266,356	\$ 258,000	\$ 275,300	\$ 275,300	7%
51012	OVERTIME	2,875	1,200	1,400	1,400	17%
51013	TEMPORARY HELP	-	16,100	17,000	17,000	6%
51014	FICA TAXES	20,159	21,000	22,500	22,500	7%
51015	HEALTH INSURANCE	29,279	38,900	25,700	25,700	-34%
51016	L I D INSURANCE	1,370	1,100	1,800	1,800	64%
51017	WORKERS COMPENSATION	6,917	4,900	900	900	-82%
51018	EDUCATIONAL ASSISTANCE	5,640	16,500	16,500	16,500	0%
51019	PENSION	52,931	56,000	70,500	70,500	26%
51020	OPEB	14,167	9,000	9,600	9,600	7%
	PERSONNEL COSTS	399,695	422,700	441,200	441,200	4%
52021	FURNITURE/FIXTURES	114	300	900	900	200%
52022	OFFICE SUPPLIES	283	1,000	600	600	-40%
52023	PRINTING AND DUPLICATING	3,185	3,200	3,200	3,200	0%
52026	PROGRAM EXPENSES/SUPPLIES	898	1,000	1,000	1,000	0%
52029	UNIFORMS/UNIFORM ALLOW	693	900	900	900	0%
52032	SECURITY/SAFETY MATERIALS	92	200	200	200	0%
52038	COMPUTER HARDWARE	1,062	2,100	600	600	-71%
52046	CITY BLDG MAINT SUPPLIES	7,937	1,200	1,200	1,200	0%
52058	WATER/SEWER	2,661	3,000	3,000	3,000	0%
	MATERIALS & SUPPLIES	16,925	12,900	11,600	11,600	-10%
53021	TELEPHONE/FAX	1,674	2,400	2,400	2,400	0%
53022	POSTAGE	150,698	150,000	150,100	150,100	0%
53023	ELECTRICITY	49,342	70,000	73,000	73,000	4%
53024	HEATING OIL/GAS	395	300	300	300	0%
53025	ADVERTISEMENT	780	2,500	2,500	2,500	0%
53027	SUBSCRIPTIONS AND DUES	1,721	5,700	5,700	5,700	0%
53028	TRAINING/CONF/FOOD/TRAVEL	591	2,800	2,800	2,800	0%
53031	CONTRACTUAL SERVICES	21,537	34,700	41,900	41,900	21%
53043	ENVIRONMENTAL EXPENSES	3,321	3,600	3,700	3,700	3%
53061	OFF EPUIP/REPAIRS & MAINT	2,937	5,000	-	-	-100%
53062	GASOLINE	1,152	1,700	1,700	1,700	0%
53066	OTHER EPUIP REPAIRS/MAINT	702	1,100	-	-	-100%
53067	RADIO REPAIRS/MAINTENANCE	398	500	500	500	0%
	ADMINISTRATIVE EXPENDITURES	235,247	280,300	284,600	284,600	2%
	OPERATING EXPENDITURES	651,866	715,900	737,400	737,400	3%
54031	CONSTRUCTION - PURCHASE	50,000	25,000	90,000	-	-100%
	CAPITAL OUTLAY	50,000	25,000	90,000	-	-100%
	TOTAL EXPENDITURES	\$ 701,866	\$ 740,900	\$ 827,400	\$ 737,400	0%
	REVENUES					
	GENERAL FUND	\$ 651,866	\$ 715,900	\$ 737,400	\$ 737,400	
	GOV. CAPITAL PROJECT FUND		\$ -	\$ 90,000	\$ -	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	3.0	4.0	5.0	5.0	
	BUDGETED PART-TIME POSITIONS	1.0	1.0	1.0	1.0	



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Facilities & Fleet Maintenance



Facilities Maintenance

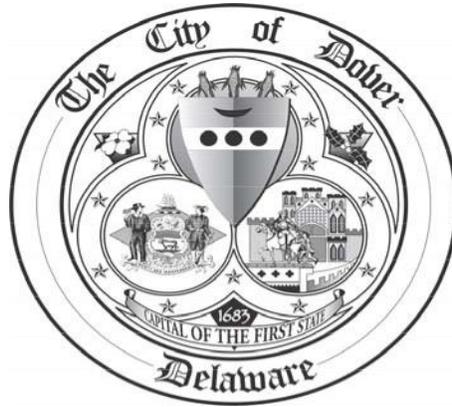
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	450,400	632,200	632,200	40%
MATERIALS & SUPPLIES	28,600	25,700	27,600	-3%
ADMINISTRATIVE EXPENDITURES	176,800	177,200	177,200	0%
OPERATING EXPENDITURES	655,800	835,100	837,000	28%
CAPITAL OUTLAY	700,000	50,000	-	-100%
TOTAL EXPENDITURES	\$1,355,800	\$ 885,100	\$ 837,000	-38%

Highlights:

- Adding one new position in Maintenance
- Weyandt Hall HVAC project

FACILITIES MANAGEMENT
100-12-25-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 235,724	\$ 232,300	\$ 341,600	\$ 341,600	47%
51012	OVERTIME	5,615	4,000	5,000	5,000	25%
51014	FICA TAXES	17,752	18,100	26,500	26,500	46%
51015	HEALTH INSURANCE	41,735	39,400	60,300	60,300	53%
51016	L I D INSURANCE	950	1,000	1,500	1,500	50%
51017	WORKERS COMPENSATION	13,352	13,100	15,800	15,800	21%
51019	PENSION	114,484	134,400	169,600	169,600	26%
51020	OPEB	13,139	8,100	11,900	11,900	47%
	PERSONNEL COSTS	442,750	450,400	632,200	632,200	40%
52025	CUSTODIAL	68	-	-	-	0%
52028	MEDICAL SUP & PHYSICALS	736	-	-	-	0%
52029	UNIFORMS/UNIFORM ALLOW	-	1,900	1,900	2,300	21%
52032	SECURITY/SAFETY MATERIALS	1,362	200	600	600	200%
52033	SMALL TOOLS	1,333	3,000	1,500	3,000	0%
52046	CITY BLDG MAINT SUPPLIES	6,846	20,000	18,000	18,000	-10%
52058	WATER/SEWER	1,065	1,500	1,500	1,500	0%
52061	ELEC MATERIALS/SUPPLIES	2,080	2,000	2,200	2,200	10%
	MATERIALS & SUPPLIES	13,490	28,600	25,700	27,600	-3%
53021	TELEPHONE/FAX	215	300	300	300	0%
53023	ELECTRICITY	52,278	60,000	60,000	60,000	0%
53024	HEATING OIL/GAS	2,881	3,000	3,000	3,000	0%
53027	SUBSCRIPTIONS & DUES	100	200	200	200	0%
53028	TRAINING/CONF/FOOD/TRAVEL	99	100	200	200	100%
53031	CONTRACTUAL SERVICES	94,955	107,200	107,700	107,700	0%
53062	GASOLINE	2,358	4,200	4,200	4,200	0%
53067	RADIO REPAIRS/MAINTENANCE	1,362	1,800	1,600	1,600	-11%
	ADMINISTRATIVE EXPENDITURES	154,249	176,800	177,200	177,200	0%
	OPERATING EXPENDITURES	610,489	655,800	835,100	837,000	28%
54025	OTHER EPUIP - PURCHASE	-	700,000	-	-	-100%
54030	CONSTRUCTION - PURCHASE	231,693	-	50,000	-	0%
	CAPITAL OUTLAY	231,693	700,000	50,000	-	-100%
	TOTAL EXPENDITURES	\$ 842,182	\$ 1,355,800	\$ 885,100	\$ 837,000	-38%
	REVENUES					
	GENERAL FUND	\$ 610,489	\$ 655,800	\$ 835,100	\$ 837,000	
	GOV. CAPITAL PROJECT FUND	231,693	700,000	50,000	-	
	HOMELAND SECURITY GRANT	-	-	-	-	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	5.0	5.0	5.0	6.0	
	PP/TEMP	-	-	-	-	



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Fleet Maintenance

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	496,900	475,900	475,900	-4%
MATERIALS & SUPPLIES	419,200	416,100	416,100	-1%
ADMINISTRATIVE EXPENDITURES	14,500	14,200	14,200	-2%
OPERATING EXPENDITURES	930,600	906,200	906,200	-3%
				0%

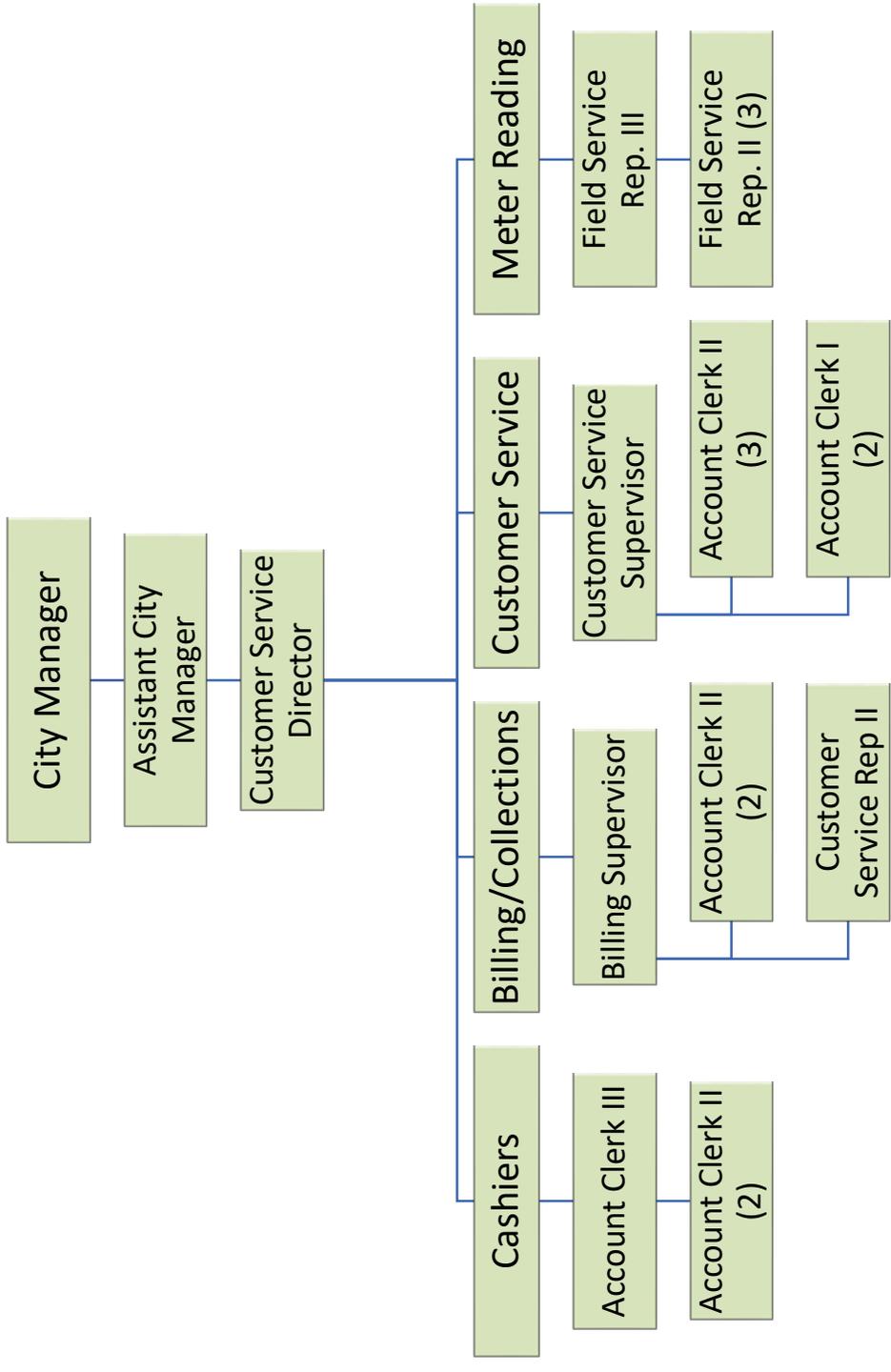
Highlights:

- Review challenges of adding electric or hybrid vehicles to City fleet.

FLEET MAINTENANCE
100-15-28-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 224,413	\$ 277,800	\$ 253,200	\$ 253,200	-9%
51012	OVERTIME	11,412	5,500	5,000	5,000	-9%
51014	FICA	16,996	21,700	19,700	19,700	-9%
51015	HEALTH INSURANCE	61,212	72,600	61,400	61,400	-15%
51016	LID	1,133	1,400	1,400	1,400	0%
51017	WORKERS COMPENSATION	13,038	15,700	14,300	14,300	-9%
51019	PENSION	73,708	92,500	112,100	112,100	21%
51020	OPEB	12,100	9,700	8,800	8,800	-9%
	PERSONNEL COSTS	414,012	496,900	475,900	475,900	-4%
52022	OFFICE SUPPLIES	789	1,600	1,200	1,200	-25%
52026	PROGRAM EXPENSES/SUPPLIES	361,437	400,000	400,000	400,000	0%
52028	MEDICAL SUP & PHYSICALS	702	-	-	-	0%
52029	UNIFORMS/UNIFORM ALLOW	-	1,200	1,200	1,200	0%
52032	SECURITY/SAFETY MATERIALS	-	400	400	400	0%
52033	SMALL TOOLS	7,246	7,900	5,000	5,000	-37%
52037	COMPUTER SOFTWARE	2,730	2,800	3,000	3,000	7%
52038	COMPUTER HARDWARE	1,282	-	-	-	0%
52046	CITY BLDG MAINT SUPPLIES	3,707	5,300	5,300	5,300	0%
	MATERIALS & SUPPLIES	377,893	419,200	416,100	416,100	-1%
53021	TELEPHONE/FAX	1,196	1,000	900	900	-10%
53028	TRAINING/CONF/FOOD/TRAVEL	8,650	9,100	9,100	9,100	0%
53031	CONTRACTUAL SERVICES	800	800	800	800	0%
53043	ENVIRONMENTAL EXPENSES	200	200	200	200	0%
53062	GASOLINE	2,069	1,800	1,800	1,800	0%
53067	RADIO REPAIRS/MAINTENANCE	1,195	1,600	1,400	1,400	-13%
	ADMINISTRATIVE EXPENDITURES	14,110	14,500	14,200	14,200	-2%
	OPERATING EXPENDITURES	806,014	930,600	906,200	906,200	-3%
40-23	TRUCKS - PURCHASE	18,599	-	-	-	0%
	CAPITAL OUTLAY	18,599	-	-	-	0%
	TOTAL EXPENDITURES	\$ 824,613	\$ 930,600	\$ 906,200	\$ 906,200	-3%
	REVENUES					
	GENERAL FUND	\$ 806,014	\$ 930,600	\$ 906,200	\$ 906,200	
	GOV. CAPITAL PROJECT FUND	\$ 18,599	\$ -	\$ -	\$ -	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	6.0	7.0	6.0	5.0	

Customer Service



Customer Service

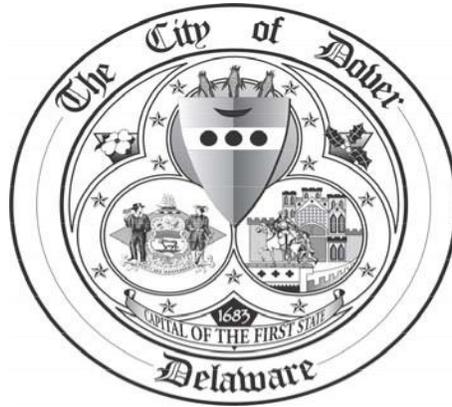
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	1,050,600	990,400	990,400	-6%
MATERIALS & SUPPLIES	35,500	35,000	35,000	-1%
ADMINISTRATIVE EXPENDITURES	21,500	22,000	22,000	2%
OPERATING EXPENDITURES	1,107,600	1,047,400	1,047,400	-5%

Highlights:

- Employee turnover is accounting for the decrease in Personnel Costs.
- Other Operating Expenses will be relatively flat for FY22.
- Key goals are:
 - Implementation of Utility billing in MUNIS-ERP software
 - Integrating Assessor functions
 - Using technology and creativity to improve customer service
 - Hosting a student intern summer 2021

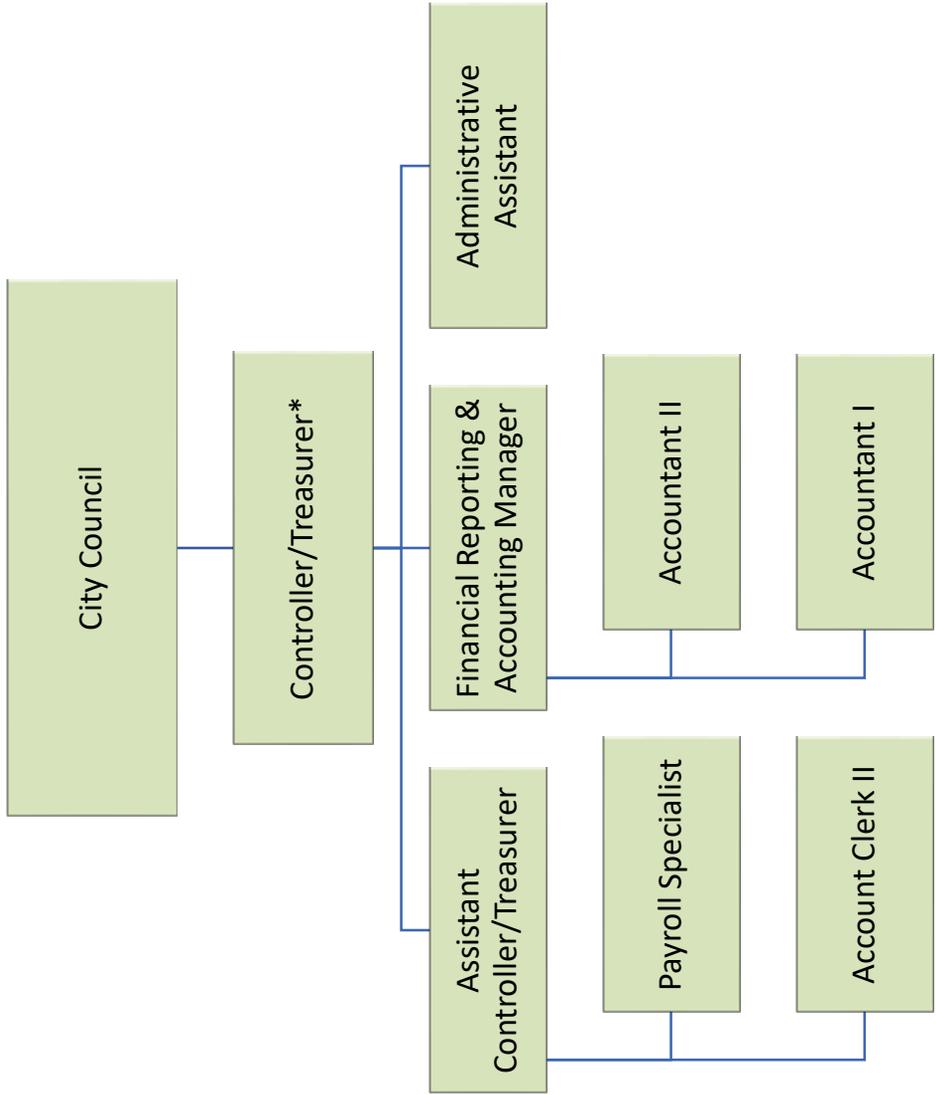
CUSTOMER SERVICES
100-16-29-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 660,426	\$ 673,700	\$ 653,300	\$ 653,300	-3%
51012	OVERTIME	3,000	500	500	500	0%
51014	FICA TAXES	47,744	51,500	50,000	50,000	-3%
51015	HEALTH INSURANCE	159,744	169,800	144,900	144,900	-15%
51016	L I D INSURANCE	3,486	3,300	3,800	3,800	15%
51017	WORKERS COMPENSATION	2,157	2,200	2,100	2,100	-5%
51019	PENSION	108,084	126,100	113,000	113,000	-10%
51020	OPEB	36,855	23,500	22,800	22,800	-3%
	PERSONNEL COSTS	1,021,496	1,050,600	990,400	990,400	-6%
52021	FURNITURE/FIXTURES	358	400	500	500	25%
52022	OFFICE SUPPLIES	14,085	13,600	14,000	14,000	3%
52023	PRINTING AND DUPLICATING	16,493	16,000	17,000	17,000	6%
52038	COMPUTER HARDWARE	3,300	5,500	3,500	3,500	-36%
	MATERIALS & SUPPLIES	34,236	35,500	35,000	35,000	-1%
53021	TELEPHONE/FAX	4,523	5,300	5,300	5,300	0%
53028	TRAINING/CONF/FOOD/TRAVEL	671	1,000	1,000	1,000	0%
53031	CONTRACTUAL SERVICES	967	1,200	1,200	1,200	0%
53061	OFF EPUIP/REPAIRS & MAINT	12,488	14,000	14,500	14,500	4%
	ADMINISTRATIVE EXPENDITURES	18,649	21,500	22,000	22,000	2%
	OPERATING EXPENDITURES	1,074,382	1,107,600	1,047,400	1,047,400	-5%
	TOTAL EXPENDITURES	\$ 1,074,382	\$ 1,107,600	\$ 1,047,400	\$ 1,047,400	-5%
	REVENUES					
	GENERAL FUND	\$ 1,074,382	\$ 1,107,600	\$ 1,047,400	\$ 1,047,400	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	16.0	16.0	16.0	14.0	
	BUDGETED PART-TIME POSITIONS	2.0	-	-	-	



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Finance



Finance

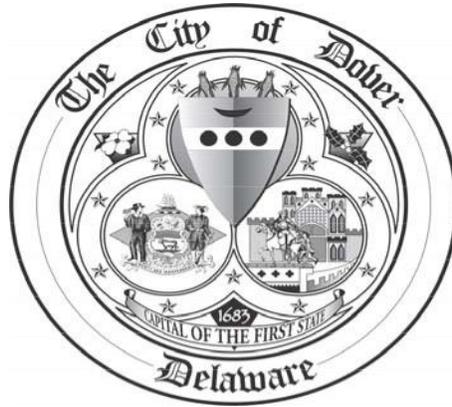
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	748,400	748,900	748,900	0%
MATERIALS & SUPPLIES	5,900	5,900	5,900	0%
ADMINISTRATIVE EXPENDITURES	238,400	168,500	168,500	-29%
OPERATING EXPENDITURES	992,700	923,300	923,300	-7%

Highlights:

- Personnel Costs increased \$69,400 primarily due to the inclusion of a new building inspector (Strategic Personnel).
- Materials & Supplies increased \$4,400. This is for the most part to outfit the new strategic personnel.
- Administrative Expenses has increased \$2,800 in Contractual Services to budget for increased credit card usage by customers.
- Key goal is implementing the MUNIS-ERP payroll/HR module and utility billing module

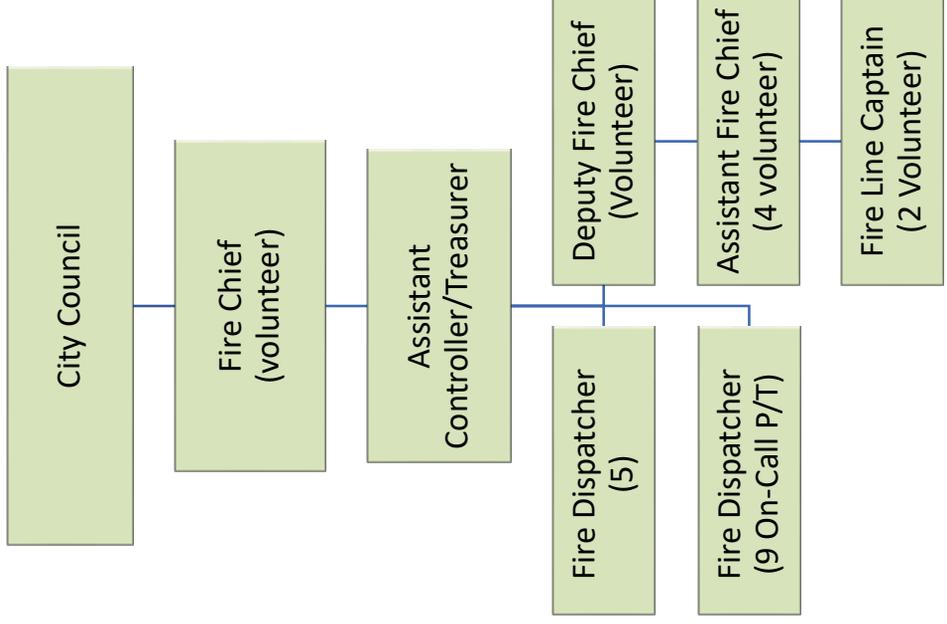
FINANCE
100-16-23-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 461,242	\$ 481,800	\$ 483,800	\$ 483,800	0%
51014	FICA TAXES	33,163	36,800	37,000	37,000	1%
51015	HEALTH INSURANCE	83,426	104,700	108,000	108,000	3%
51016	L I D INSURANCE	2,420	2,800	3,400	3,400	21%
51017	WORKERS COMPENSATION	1,496	1,500	1,600	1,600	7%
51018	EDUCATIONAL ASSISTANCE	7,000	20,400	-	-	-100%
51019	PENSION	69,666	82,200	96,700	96,700	18%
51020	OPEB	22,680	18,200	18,400	18,400	1%
	PERSONNEL COSTS	727,298	748,400	748,900	748,900	0%
52022	OFFICE SUPPLIES	472	900	900	900	0%
52023	PRINTING AND DUPLICATING	2,802	2,500	2,500	2,500	0%
52038	COMPUTER HARDWARE	2,739	2,500	2,500	2,500	0%
	MATERIALS & SUPPLIES	6,013	5,900	5,900	5,900	0%
53021	TELEPHONE/FAX	2,153	3,300	3,300	3,300	0%
53025	ADVERTISEMENT	245	500	500	500	0%
53027	SUBSCRIPTIONS AND DUES	660	1,700	1,700	1,700	0%
53028	TRAINING/CONF/FOOD/TRAVEL	1,251	4,000	4,000	4,000	0%
53031	CONTRACTUAL SERVICES	210,377	225,000	155,000	155,000	-31%
53061	OFF EQUIP/REPAIRS & MAINT	725	3,900	4,000	4,000	3%
	ADMINISTRATIVE EXPENDITURES	215,412	238,400	168,500	168,500	-29%
	OPERATING EXPENDITURES	948,723	992,700	923,300	923,300	-7%
	TOTAL EXPENDITURES	\$ 948,723	\$ 992,700	\$ 923,300	\$ 923,300	-7%
	REVENUES					
	GENERAL FUND	\$ 948,723	\$ 992,700	\$ 923,300	\$ 923,300	
	BOND PROCEEDS	-	-	-	-	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	8.0	8.0	9.0	8.0	
	BUDGETED PART-TIME POSITIONS	-	-	-	-	



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Fire Department



Fire Department

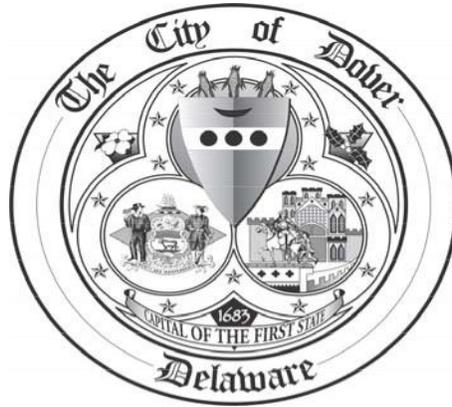
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	407,300	432,100	432,100	6%
MATERIALS & SUPPLIES	1,600	1,600	1,600	0%
ADMINISTRATIVE EXPENDITURES	361,000	364,500	364,500	1%
OPERATING EXPENDITURES	769,900	798,200	798,200	4%
CAPITAL OUTLAY	173,300	250,300	250,300	44%
TOTAL EXPENDITURES	\$ 943,200	\$ 1,048,500	\$ 1,048,500	11%

Highlights:

- Personnel costs up due to adding 3 more relief positions and pension increase.
- New pumper truck to be added to the fleet in FY22.

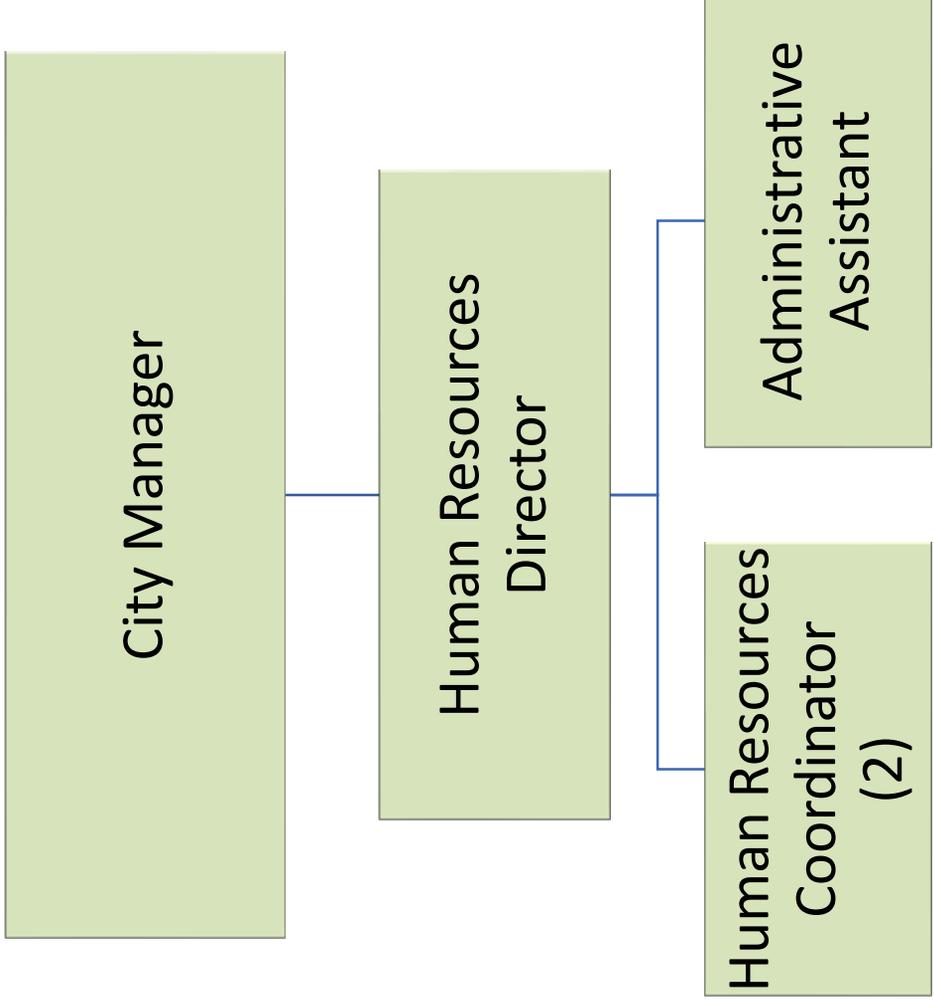
FIRE DEPARTMENT
100-11-14-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 199,821	\$ 221,000	\$ 229,100	\$ 229,100	4%
51012	OVERTIME	54,322	35,000	35,000	35,000	0%
51013	TEMPORARY HELP	3,473	30,000	36,000	36,000	20%
51014	FICA TAXES	19,334	21,900	22,900	22,900	5%
51015	HEALTH INSURANCE	34,723	38,000	38,000	38,000	0%
51016	L I D INSURANCE	1,021	1,000	1,200	1,200	20%
51017	WORKERS COMPENSATION	829	900	1,000	1,000	11%
51019	PENSION	44,581	52,000	61,100	61,100	18%
51020	OPEB	10,884	7,500	7,800	7,800	4%
	PERSONNEL COSTS	368,989	407,300	432,100	432,100	6%
52026	PROGRAM EXPENSES/SUPPLIES	-	1,600	1,600	1,600	0%
	MATERIALS & SUPPLIES	-	1,600	1,600	1,600	0%
53028	TRAINING/CONF/FOOD/TRAVEL	-	1,000	1,000	1,000	0%
53031	CONTRACTUAL SERVICES	360,000	360,000	363,500	363,500	1%
	ADMINISTRATIVE EXPENDITURES	360,000	361,000	364,500	364,500	1%
	OPERATING EXPENDITURES	728,989	769,900	798,200	798,200	4%
54025	OTHER EQUIP - PURCHASE	77,672	173,300	250,300	250,300	44%
54031	CONSTRUCTION - PURCHASE	84,139	-	-	-	0%
	CAPITAL OUTLAY	161,810	173,300	250,300	250,300	44%
	TOTAL EXPENDITURES	\$ 890,799	\$ 943,200	\$ 1,048,500	\$ 1,048,500	11%
	REVENUES					
	GENERAL FUND	\$ 728,989	\$ 769,900	\$ 798,200	\$ 798,200	
	GOV. CAPITAL PROJECT FUND	161,810	173,300	250,300	250,300	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	5.0	5.0	5.0	5.0	
	BUDGETED PART-TIME POSITIONS	5.0	6.0	9.0	9.0	



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Human Resources



Human Resources

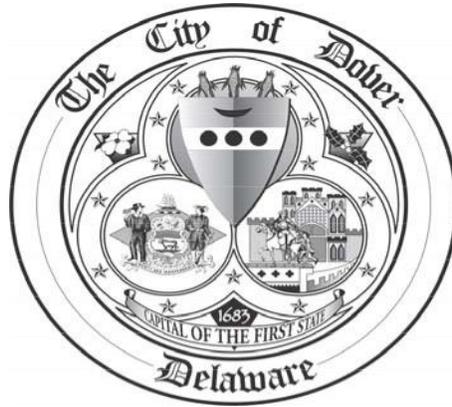
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	424,000	455,800	455,800	8%
MATERIALS & SUPPLIES	32,000	93,200	143,200	348%
ADMINISTRATIVE EXPENDITURES	68,200	49,300	49,300	-28%
OPERATING EXPENDITURES	524,200	598,300	648,300	24%
TOTAL EXPENDITURES	\$ 524,200	\$ 598,300	\$ 648,300	24%

Highlights:

- Segal Study Implementations figuring into Personnel Cost increases.
- Pay for Performance and referral program added to Program Expense for Fy22.

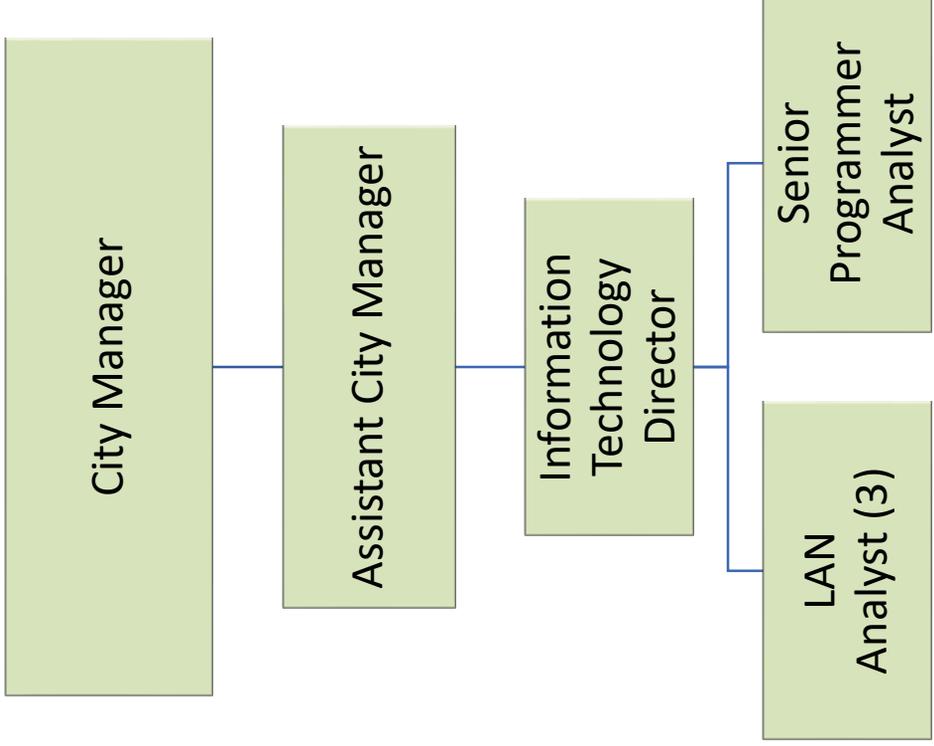
HUMAN RESOURCES
100-10-31-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 227,668	\$ 244,300	\$ 265,100	\$ 265,100	9%
51012	OVERTIME	917	-	900	900	100%
51014	FICA TAXES	16,436	18,700	20,300	20,300	9%
51015	HEALTH INSURANCE	55,796	70,700	61,800	61,800	-13%
51016	L I D INSURANCE	1,316	1,700	1,900	1,900	12%
51017	WORKERS COMPENSATION	741	800	800	800	0%
51019	PENSION	64,245	79,200	96,000	96,000	21%
51020	OPEB	12,407	8,600	9,000	9,000	5%
	PERSONNEL COSTS	379,525	424,000	455,800	455,800	8%
52021	FURNITURE/FIXTURES	115	-	400	400	100%
52022	OFFICE SUPPLIES	917	1,000	1,500	1,500	50%
52023	PRINTING AND DUPLICATING	6,117	3,200	3,300	3,300	3%
52026	PROGRAM EXPENSES/SUPPLIES	3,834	300	55,300	105,300	35000%
52028	MEDICAL SUP & PHYSICALS	7,435	12,000	12,000	12,000	0%
52031	BOOKS	-	-	1,500	1,500	100%
52032	SECURITY/SAFETY MATERIALS	45	500	500	500	0%
52038	COMPUTER HARDWARE	3,592	-	300	300	100%
52048	PERSONNEL RELATED SUP MATERIALS & SUPPLIES	8,216 30,271	15,000 32,000	18,400 93,200	18,400 143,200	23% 348%
53021	TELEPHONE/FAX	1,047	1,100	1,600	1,600	45%
53025	ADVERTISEMENT	7,286	10,000	10,000	10,000	0%
53027	SUBSCRIPTIONS AND DUES	735	1,100	1,400	1,400	27%
53028	TRAINING/CONF/FOOD/TRAVEL	1,671	10,000	13,300	13,300	33%
53029	CONSULTING FEES	41,703	20,000	-	-	-100%
53031	CONTRACTUAL SERVICES	5,065	1,000	1,000	1,000	0%
53039	IN-HOUSE TRAINING	13,362	15,000	12,000	12,000	-20%
53041	UNEMPLOYMENT COMP EXPENSE ADMINISTRATIVE EXPENDITURES	9 70,879	10,000 68,200	10,000 49,300	10,000 49,300	0% -28%
	OPERATING EXPENDITURES	480,675	524,200	598,300	648,300	24%
	TOTAL EXPENDITURES	\$ 480,675	\$ 524,200	\$ 598,300	\$ 648,300	24%
	REVENUES					
	GENERAL FUND	\$ 480,675	\$ 524,200	\$ 598,300	\$ 648,300	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	3.0	3.0	4.0	4.0	
	BUDGETED PART-TIME POSITIONS	-	-	-	-	



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Information Technology



Information Technologies

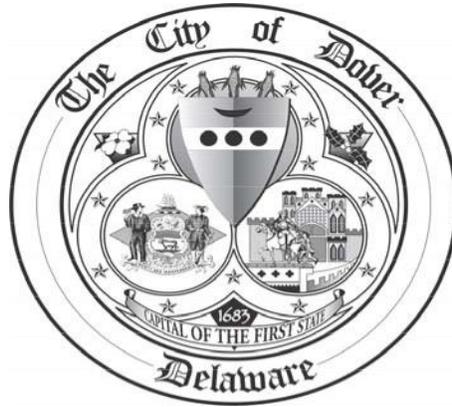
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	593,400	479,200	479,200	-19%
MATERIALS & SUPPLIES	71,500	65,900	65,900	-8%
ADMINISTRATIVE EXPENDITURES	247,900	192,800	192,800	-22%
OPERATING EXPENSES	912,800	737,900	737,900	-19%
CAPITAL OUTLAY	61,600	26,600	26,600	-57%
TOTAL EXPENDITURES	\$ 974,400	\$ 764,500	\$ 764,500	-22%

Highlights:

- Personnel Costs decrease; FY21 saw the retiring of the IT Director, position as well as replacement was budgeted in FY21.
- New LAN Analyst budgeted for second half of the year.
- Key goals are:
 - Improved and enhanced cybersecurity techniques and possibly equipment
 - Evaluate and replace/update phone system
 - Improved turnaround on help-desk items

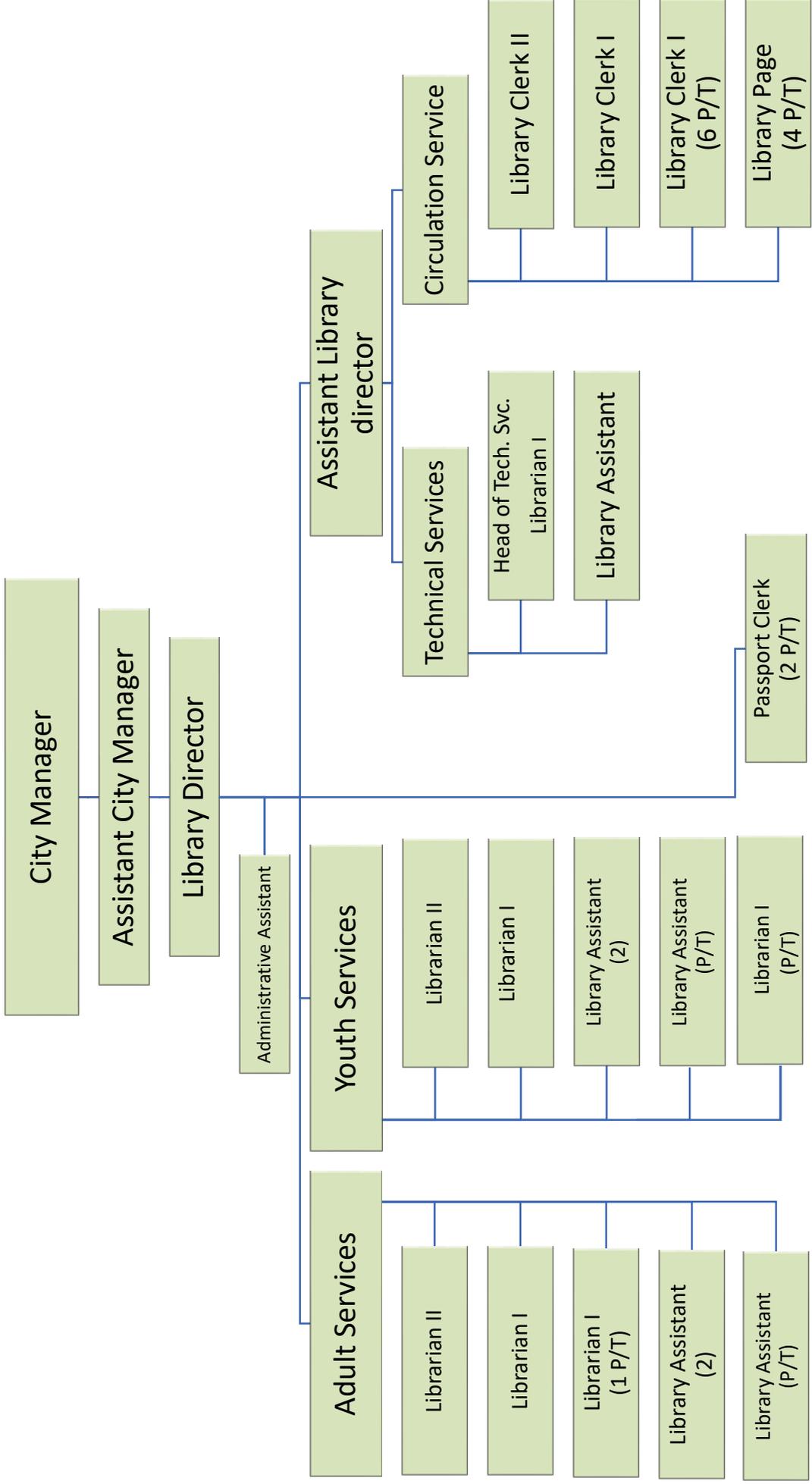
INFORMATION TECHNOLOGY
100-16-22-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 270,023	\$ 362,700	\$ 295,400	\$ 295,400	-19%
51012	OVERTIME	-	1,300	1,400	1,400	8%
51014	FICA TAXES	19,851	27,800	22,700	22,700	-18%
51015	HEALTH INSURANCE	38,450	47,100	67,000	67,000	42%
51016	L I D INSURANCE	1,313	1,800	1,600	1,600	-11%
51017	WORKERS COMPENSATION	875	1,200	1,000	1,000	-17%
51019	PENSION	106,226	138,800	79,800	79,800	-43%
51020	OPEB	14,829	12,700	10,300	10,300	-19%
	PERSONNEL COSTS	451,567	593,400	479,200	479,200	-19%
52022	OFFICE SUPPLIES	799	700	500	500	-29%
52034	DATA PROCESSING SUPPLIES	190	300	300	300	0%
52037	COMPUTER SOFTWARE	87,321	61,000	57,300	57,300	-6%
52038	COMPUTER HARDWARE	7,471	9,500	7,800	7,800	-18%
	MATERIALS & SUPPLIES	95,781	71,500	65,900	65,900	-8%
53021	TELEPHONE/FAX	2,478	3,000	3,000	3,000	0%
53027	SUBSCRIPTIONS AND DUES	100	1,300	200	200	-85%
53028	TRAINING/CONF/FOOD/TRAVEL	3,000	3,000	3,500	3,500	17%
53031	CONTRACTUAL SERVICES	36,427	64,900	45,300	45,300	-30%
53039	IN-HOUSE TRAINING	2,900	3,000	1,700	1,700	-43%
53061	OFF EPUIP/REPAIRS & MAINT	148,670	172,300	138,600	138,600	-20%
53062	GASOLINE	32	100	100	100	0%
53067	RADIO REPAIRS/MAINTENANCE	180	300	400	400	33%
	ADMINISTRATIVE EXPENDITURES	193,788	247,900	192,800	192,800	-22%
	OPERATING EXPENSES	741,136	912,800	737,900	737,900	-19%
54028	COMPUTER HARDWARE/CAPITAL	19,874	61,600	26,600	26,600	-57%
	CAPITAL OUTLAY	19,874	61,600	26,600	26,600	-57%
	TOTAL EXPENDITURES	\$ 761,010	\$ 974,400	\$ 764,500	\$ 764,500	-22%
	REVENUES					
	GENERAL FUND	\$ 741,136	\$ 912,800	\$ 737,900	\$ 737,900	
	GOV. CAPITAL PROJECT FUND	\$ 19,874	\$ 61,600	\$ 26,600	\$ 26,600	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	4.0	4.0	4.0	5.0	
	BUDGETED PART-TIME POSITIONS	-	-	-	-	



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Dover Public Library



Library

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	1,327,900	1,454,900	1,454,900	10%
MATERIALS & SUPPLIES	83,400	83,500	83,500	0%
ADMINISTRATIVE EXPENDITURES	411,400	319,800	319,800	-22%
OPERATING EXPENDITURES	1,822,700	1,858,200	1,858,200	2%
CAPITAL OUTLAY	-	25,000	25,000	100%
TOTAL EXPENDITURES	\$ 1,822,700	\$ 1,883,200	\$ 1,883,200	3%

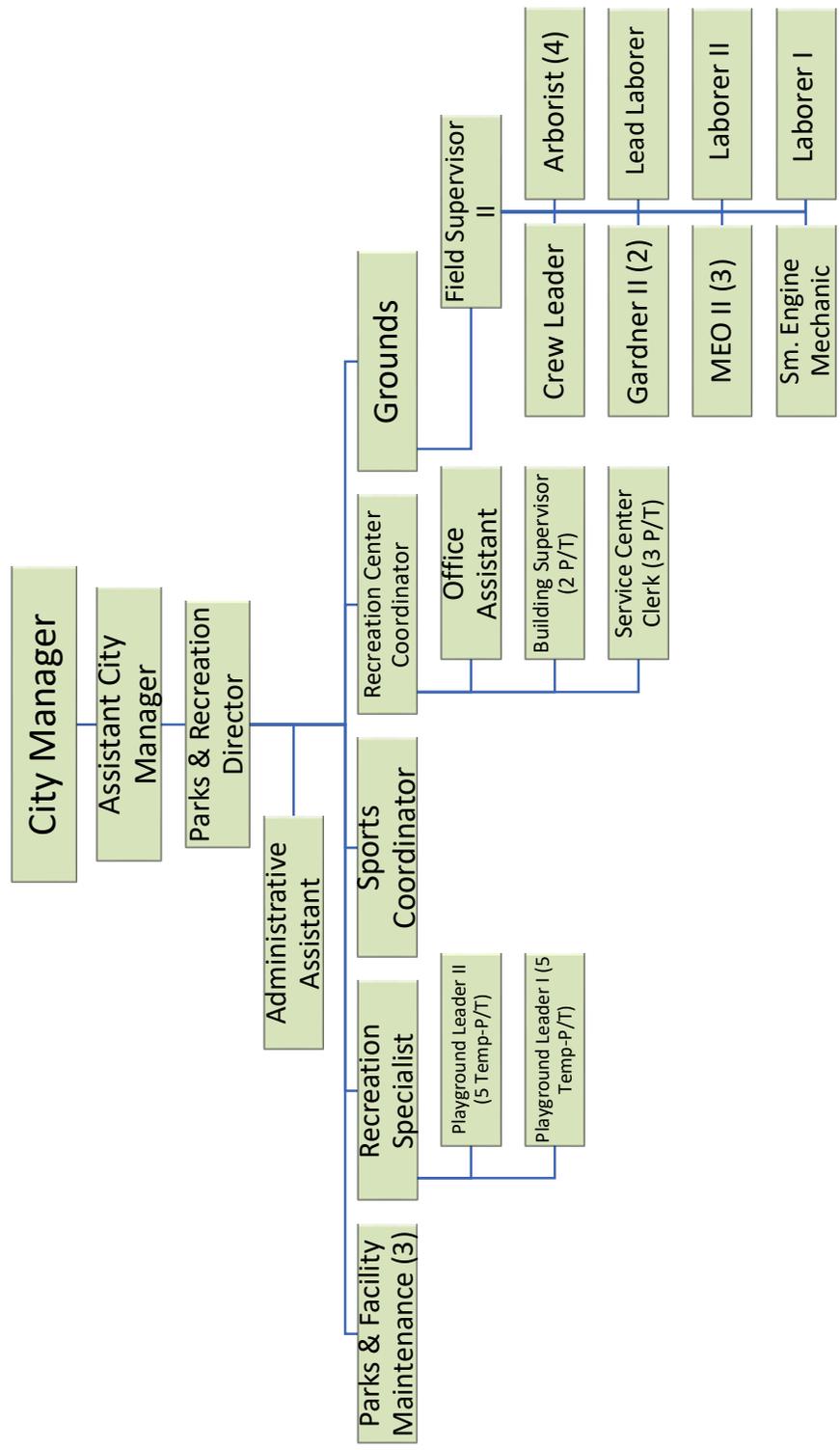
Highlights:

- New full-time Director and Assistant director added to staff.
- Reduction in Contractual Services driving decline in Administrative Expenditures.
- Capital Outlay for temperature control in facility.
- Key goals are:
 - Reducing barriers to use of the library and building relationships with DAFB and others
 - Celebrating the Dover Public Library's 80th anniversary

LIBRARY
100-13-15-11-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 710,319	\$ 631,000	\$ 721,300	\$ 721,300	14%
51012	OVERTIME	1,074	-	-	-	0%
51013	TEMPORARY HELP	149,190	278,200	288,900	288,900	4%
51014	FICA TAXES	62,553	69,500	77,200	77,200	11%
51015	HEALTH INSURANCE	154,161	164,700	149,200	149,200	-9%
51016	L I D INSURANCE	2,935	3,000	4,100	4,100	37%
51017	WORKERS COMPENSATION	8,265	8,400	9,300	9,300	11%
51019	PENSION	165,891	151,000	179,700	179,700	19%
51020	OPEB	36,103	22,100	25,200	25,200	14%
	PERSONNEL COSTS	1,290,491	1,327,900	1,454,900	1,454,900	10%
52022	OFFICE SUPPLIES	1,500	1,500	1,500	1,500	0%
52026	PROGRAM EXPENSES/SUPPLIES	-	6,000	6,000	6,000	0%
52031	BOOKS	54,000	54,000	54,000	54,000	0%
52032	SECURITY/SAFETY MATERIALS	5,750	1,000	1,100	1,100	10%
52037	COMPUTER SOFTWARE	400	400	400	400	0%
52038	COMPUTER HARDWARE	1,087	1,000	1,000	1,000	0%
52046	CITY BLDG MAINT SUPPLIES	23,503	17,500	17,500	17,500	0%
52058	WATER/SEWER	683	2,000	2,000	2,000	0%
	MATERIALS & SUPPLIES	91,866	83,400	83,500	83,500	0%
53021	TELEPHONE/FAX	7,321	8,600	7,500	7,500	-13%
53023	ELECTRICITY	67,595	75,000	75,000	75,000	0%
53024	HEATING OIL/GAS	6,934	7,000	13,000	13,000	86%
53027	SUBSCRIPTIONS AND DUES	10,976	11,000	11,000	11,000	0%
53031	CONTRACTUAL SERVICES	226,259	306,000	210,000	210,000	-31%
53061	OFF EQUIP/REPAIRS & MAINT	3,573	3,800	3,300	3,300	-13%
	ADMINISTRATIVE EXPENDITURES	322,657	411,400	319,800	319,800	-22%
	OPERATING EXPENDITURES	1,705,014	1,822,700	1,858,200	1,858,200	2%
40-31	CONSTRUCTION - PURCHASE	131,672	-	25,000	25,000	100%
	CAPITAL OUTLAY	131,672	-	25,000	25,000	100%
	TOTAL EXPENDITURES	\$ 1,836,685	\$ 1,822,700	\$ 1,883,200	\$ 1,883,200	3%
	REVENUES					
	GENERAL FUND	\$ 1,705,014	\$ 1,822,700	\$ 1,858,200	\$ 1,858,200	
	GOV. CAPITAL PROJECT FUND	131,672	-	25,000	25,000	
	GRANT FUNDS	-	-	-	-	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	14.0	14.0	14.0	15.0	
	BUDGETED PART-TIME POSITIONS	17.0	17.0	17.0	16.0	

Parks & Recreation



Recreation

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	820,500	870,100	870,100	6%
MATERIALS & SUPPLIES	77,300	88,400	88,400	14%
ADMINISTRATIVE EXPENDITURES	231,900	231,800	231,800	0%
OPERATING EXPENDITURES	1,129,700	1,190,300	1,190,300	5%
CAPITAL OUTLAY	395,000	787,000	787,000	99%
TOTAL EXPENDITURES	\$ 1,524,700	\$ 1,977,300	\$ 1,977,300	30%

Highlights:

- Personnel Cost increases due mainly to the raise in Temporary Help wages and pension.
- Increase in Materials & Supplies due to the addition of \$15k in playground repairs (included in CIP in previous years).
- Replacing vehicle
- Key goals
 - Constructing Dover Park building and Spray pad.
 - Small park revitalization

RECREATION
100-13-15-12-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 710,269	\$ 442,900	\$ 458,000	\$ 458,000	3%
51012	OVERTIME	4,521	2,100	4,300	4,300	105%
51013	TEMPORARY HELP	39,370	153,200	165,700	165,700	8%
51014	FICA TAXES	55,199	45,700	48,000	48,000	5%
51015	HEALTH INSURANCE	134,638	93,200	98,100	98,100	5%
51016	L I D INSURANCE	3,599	2,500	3,000	3,000	20%
51017	WORKERS COMPENSATION	18,104	7,000	7,500	7,500	7%
51019	PENSION	124,717	58,500	69,600	69,600	19%
51020	OPEB	38,586	15,400	15,900	15,900	3%
	PERSONNEL COSTS	1,129,004	820,500	870,100	870,100	6%
52021	FURNITURE/FIXTURES	-	3,000	1,000	1,000	-67%
52022	OFFICE SUPPLIES	1,884	2,200	2,000	2,000	-9%
52023	PRINTING AND DUPLICATING	2,794	2,800	2,800	2,800	0%
52026	PROGRAM EXPENSES/SUPPLIES	25,884	45,000	60,000	60,000	33%
52029	UNIFORMS/UNIFORM ALLOW	1,119	1,200	900	900	-25%
52032	SECURITY/SAFETY MATERIALS	445	500	1,100	1,100	120%
52033	SMALL TOOLS	-	1,500	1,500	1,500	0%
52037	COMPUTER SOFTWARE	6,800	6,800	7,100	7,100	4%
52038	COMPUTER HARDWARE	2,540	2,600	1,100	1,100	-58%
52044	CITY BLDG MAINT SUPPLIES	10,181	10,200	9,400	9,400	-8%
52058	WATER/SEWER	604	1,500	1,500	1,500	0%
	MATERIALS & SUPPLIES	52,251	77,300	88,400	88,400	14%
53021	TELEPHONE/FAX	3,837	3,500	4,700	4,700	34%
53023	ELECTRICITY	48,962	62,000	62,000	62,000	0%
53024	HEATING OIL/GAS	6,526	11,000	11,000	11,000	0%
53027	SUBSCRIPTIONS AND DUES	2,351	2,800	2,500	2,500	-11%
53028	TRAINING/CONF/FOOD/TRAVEL	2,774	4,500	3,500	3,500	-22%
53031	CONTRACTUAL SERVICES	106,862	142,000	142,000	142,000	0%
53061	OFF EQUIP/REPAIRS & MAINT	969	1,000	1,000	1,000	0%
53062	GASOLINE	2,751	3,800	3,800	3,800	0%
53067	RADIO REPAIRS/MAINTENANCE	691	1,300	1,300	1,300	0%
	ADMINISTRATIVE EXPENDITURES	175,723	231,900	231,800	231,800	0%
	OPERATING EXPENDITURES	1,356,978	1,129,700	1,190,300	1,190,300	5%
54022	AUTOMOBILES	-	-	31,000	31,000	100%
54031	CONSTRUCTION - PURCHASE	397,793	395,000	756,000	756,000	91%
	CAPITAL OUTLAY	397,793	395,000	787,000	787,000	99%
	TOTAL EXPENDITURES	\$ 1,754,771	\$ 1,524,700	\$ 1,977,300	\$ 1,977,300	30%
	REVENUES					
	GENERAL FUND	\$ 1,356,978	\$ 1,129,700	\$ 1,190,300	\$ 1,190,300	
	GOV. CAPITAL PROJECT FUND	397,793	395,000	787,000	787,000	
	GRANT FUNDS	-	-	-	-	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	5.0	9.0	9.0	9.0	
	PP/TEMP	14.0	14.0	14.0	15.0	

Grounds

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	1,067,800	1,089,900	1,089,900	2%
MATERIALS & SUPPLIES	60,700	56,100	61,100	1%
ADMINISTRATIVE EXPENDITURES	328,100	336,100	336,100	2%
OPERATING EXPENSES	1,456,600	1,482,100	1,487,100	2%
CAPITAL OUTLAY	128,400	146,000	125,000	-3%
TOTAL EXPENDITURES	\$ 1,585,000	\$ 1,628,100	\$ 1,612,100	2%

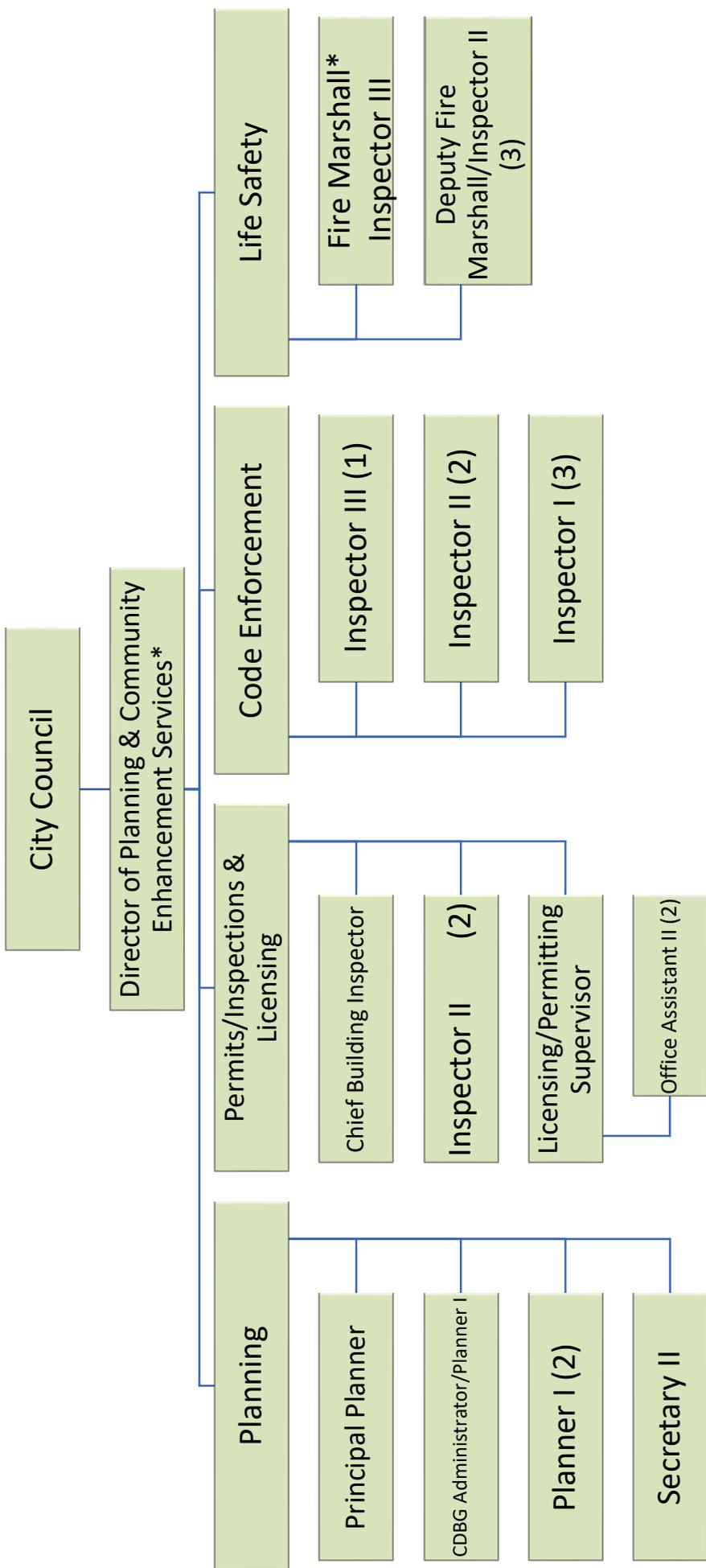
Highlights:

- New plantings for the Library green roof.
- Replacing three mowers

GROUNDS
100-12-18-51-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 302,614	\$ 590,700	\$ 609,900	\$ 609,900	3%
51012	OVERTIME	1,473	9,000	10,700	10,700	19%
51013	TEMPORARY HELP	-	10,700	10,700	10,700	0%
51014	FICA TAXES	22,311	46,700	48,300	48,300	3%
51015	HEALTH INSURANCE	77,541	144,300	147,600	147,600	2%
51016	L I D INSURANCE	1,603	2,600	2,800	2,800	8%
51017	WORKERS COMPENSATION	16,846	33,700	34,800	34,800	3%
51019	PENSION	82,750	209,500	203,800	203,800	-3%
51020	OPEB	17,723	20,600	21,300	21,300	3%
	PERSONNEL COSTS	522,860	1,067,800	1,089,900	1,089,900	2%
52025	CUSTODIAL	287	300	300	300	0%
52026	PROGRAM EXPENSES/SUPPLIES	37,945	46,000	41,000	46,000	0%
52029	UNIFORMS/UNIFORM ALLOW	3,006	3,400	3,700	3,700	9%
52032	SECURITY/SAFETY MATERIALS	1,491	2,500	2,700	2,700	8%
52033	SMALL TOOLS	3,707	4,100	3,700	3,700	-10%
52038	COMPUTER HARDWARE	-	1,100	1,100	1,100	0%
52044	SAND AND SALT	-	400	400	400	0%
52046	CITY BLDG MAINT SUPPLIES	202	500	500	500	0%
52058	WATER/SEWER	3,314	2,400	2,700	2,700	13%
	MATERIALS & SUPPLIES	49,952	60,700	56,100	61,100	1%
53021	TELEPHONE/FAX	584	700	700	700	0%
53023	ELECTRICITY	2,619	3,000	3,000	3,000	0%
53024	HEATING OIL/GAS	2,352	3,500	3,500	3,500	0%
53027	SUBSCRIPTIONS AND DUES	282	1,100	1,100	1,100	0%
53028	TRAINING/CONF/FOOD/TRAVEL	1,460	2,100	2,100	2,100	0%
53031	CONTRACTUAL SERVICES	82,220	250,900	258,600	258,600	3%
53043	ENVIRONMENTAL EXPENSES	400	900	900	900	0%
53044	AGENCY BILLING-TEMP HELP	12,616	30,000	30,000	30,000	0%
53062	GASOLINE	17,260	19,400	20,000	20,000	3%
53065	MAINT EQUIP REPAIRS/MAINT	12,944	13,000	13,000	13,000	0%
53067	RADIO REPAIRS/MAINTENANCE	2,771	3,500	3,200	3,200	-9%
	ADMINISTRATIVE EXPENDITURES	135,507	328,100	336,100	336,100	2%
	OPERATING EXPENSES	708,319	1,456,600	1,482,100	1,487,100	2%
54023	TRUCKS - PURCHASE	18,599	21,000	21,000	-	-100%
54024	MAINT EQUIP - PURCHASE	131,303	107,400	125,000	125,000	16%
	CAPITAL OUTLAY	149,902	128,400	146,000	125,000	-3%
	TOTAL EXPENDITURES	\$ 858,222	\$ 1,585,000	\$ 1,628,100	\$ 1,612,100	2%
	REVENUES					
	GENERAL FUND	\$ 708,319	\$ 1,456,600	\$ 1,482,100	\$ 1,487,100	
	GOV. CAPITAL PROJECT FUND	149,902	128,400	146,000	125,000	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	13.0	13.0	14.0	14.0	
	BUDGETED PART-TIME POSITIONS	-	-	-	1.0	

Planning & Community Enhancement Services



* Appointed by Council

Planning

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	537,600	563,300	563,300	5%
MATERIALS & SUPPLIES	35,500	27,400	27,400	-23%
ADMINISTRATIVE EXPENDITURES	90,100	50,000	50,000	-45%
OPERATING EXPENDITURES	663,200	640,700	640,700	-3%
CAPITAL OUTLAY	20,400	-	-	-100%
TOTAL EXPENDITURES	\$ 683,600	\$ 640,700	\$ 640,700	-6%

Highlights:

- Major budget outlay is \$40,000 for major document scanning project. Originally budgeted in FY21, costs are much lower than anticipated
- Major goal
 - Several economic development opportunities including development of the Aeropark

PLANNING
100-10-16-21-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 398,208	\$ 417,900	\$ 438,800	\$ 438,800	5%
51012	OVERTIME	10,038	5,000	9,000	9,000	80%
51013	TEMPORARY HELP	8,525	15,000	15,000	15,000	0%
51014	FICA TAXES	30,753	33,600	35,500	35,500	6%
51015	HEALTH INSURANCE	52,224	55,700	50,900	50,900	-9%
51016	L I D INSURANCE	1,771	2,000	2,400	2,400	20%
51017	WORKERS COMPENSATION	1,350	1,400	1,500	1,500	7%
51019	PENSION	15,980	15,900	18,200	18,200	14%
51020	OPEB	22,175	14,600	15,400	15,400	5%
51021	COSTS ALLOCATED TO CDBG	(47,253)	(23,500)	(25,000)	(25,000)	6%
	PERSONNEL COSTS	493,771	537,600	561,700	561,700	4%
52022	OFFICE SUPPLIES	4,470	4,600	4,600	4,600	0%
52023	PRINTING AND DUPLICATING	6,700	6,500	6,500	6,500	0%
52026	PROGRAM EXPENSES	1,187	11,300	11,300	11,300	0%
52029	UNIFORMS/UNIFORM ALLOW	0	300	300	300	0%
52031	BOOKS	710	900	900	900	0%
52037	COMPUTER SOFTWARE	98	1,900	200	200	-89%
52038	COMPUTER HARDWARE	2,480	10,000	3,600	3,600	-64%
	MATERIALS & SUPPLIES	15,645	35,500	27,400	27,400	-23%
53021	TELEPHONE/FAX	2,862	2,500	2,500	2,500	0%
53025	ADVERTISEMENT	2,015	1,800	1,800	1,800	0%
53027	SUBSCRIPTIONS AND DUES	788	2,000	2,300	2,300	15%
53028	TRAINING/CONF/FOOD/TRAVEL	2,904	3,500	3,200	3,200	-9%
53031	CONTRACTUAL SERVICES	-	80,000	40,000	40,000	-50%
53067	RADIO REPAIRS/MAINTENANCE	199	300	200	200	-33%
	ADMINISTRATIVE EXPENDITURES	8,768	90,100	50,000	50,000	-45%
	OPERATING EXPENDITURES	518,184	663,200	639,100	639,100	-4%
54025	OTHER EQUIPMENT	-	20,400	-	-	-100%
	CAPITAL OUTLAY	-	20,400	-	-	-100%
	TOTAL EXPENDITURES	\$ 518,184	\$ 683,600	\$ 639,100	\$ 639,100	-7%
	REVENUES					
	GENERAL FUND	\$ 518,184	\$ 663,200	\$ 614,100	\$ 614,100	
	CDBG GRANT	47,253	23,500	25,000	25,000	
	GOV. CAPITAL PROJECT FUND	-	-	-	-	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	6.0	6.0	6.0	6.0	
	PP/TEMP/COMMITTEES	14.0	14.0	14.0	14.0	

Inspections

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	570,000	618,800	618,800	9%
MATERIALS & SUPPLIES	3,200	6,400	6,400	100%
ADMINISTRATIVE EXPENDITURES	22,100	26,000	26,000	18%
OPERATING EXPENSES	595,300	651,200	651,200	9%
CAPITAL OUTLAY	18,600	25,100	25,100	35%

Highlights:

- Several fees such as for increased usage of credit cards were made to keep up with trends
- Two new computers are budgeted in FY22

INSPECTIONS
100-11-16-22-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 279,492	\$ 309,600	\$ 323,300	\$ 323,300	4%
51012	OVERTIME	6,684	4,000	7,800	7,800	95%
51013	TEMPORARY HELP	15,198	-	-	-	0%
51014	FICA TAXES	20,786	24,000	25,300	25,300	5%
51015	HEALTH INSURANCE	74,716	72,300	73,300	73,300	1%
51016	L I D INSURANCE	1,092	1,300	1,500	1,500	15%
51017	WORKERS COMPENSATION	1,597	1,700	1,800	1,800	6%
51019	PENSION	106,899	146,300	174,500	174,500	19%
51020	OPEB	16,148	10,800	11,300	11,300	5%
	PERSONNEL COSTS	522,612	570,000	618,800	618,800	9%
52029	UNIFORMS/UNIFORM ALLOW	484	700	700	700	0%
52031	BOOKS	-	1,100	1,100	1,100	0%
52032	SECURITY/SAFETY MATERIALS	400	400	400	400	0%
52038	COMPUTER HARDWARE	3,614	1,000	4,200	4,200	320%
	MATERIALS & SUPPLIES	4,497	3,200	6,400	6,400	100%
53021	TELEPHONE/FAX	1,901	2,700	2,800	2,800	4%
53027	SUBSCRIPTIONS AND DUES	325	1,100	1,400	1,400	27%
53028	TRAINING/CONF/FOOD/TRAVEL	460	1,600	3,200	3,200	100%
53031	CONTRACTUAL SERVICES	8,260	9,000	10,000	10,000	11%
53061	OFF EPUIP/REPAIRS & MAINT	2,900	4,000	4,900	4,900	23%
53062	GASOLINE	2,087	3,000	3,000	3,000	0%
53067	RADIO REPAIRS/MAINTENANCE	597	700	700	700	0%
	ADMINISTRATIVE EXPENDITURES	16,530	22,100	26,000	26,000	18%
	OPERATING EXPENSES	543,640	595,300	651,200	651,200	9%
54022	AUTOMOBILES- PURCHASE	-	18,600	25,100	25,100	35%
	CAPITAL OUTLAY	-	18,600	25,100	25,100	35%
	TOTAL EXPENDITURES	\$ 543,640	\$ 613,900	\$ 676,300	\$ 676,300	10%
	REVENUES					
	GENERAL FUND	\$ 543,640	\$ 595,300	\$ 651,200	\$ 651,200	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	6.0	6.0	6.0	6.0	

Code Enforcement

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	530,400	467,400	467,400	-12%
MATERIALS & SUPPLIES	26,000	27,600	27,600	6%
ADMINISTRATIVE EXPENDITURES	258,600	259,100	259,100	0%
OPERATING EXPENDITURES	815,000	754,100	754,100	-7%
CAPITAL OUTLAY	-	50,300	50,300	100%
TOTAL EXPENDITURES	\$ 815,000	\$ 804,400	\$ 804,400	-1%

Highlights:

- Capital outlay includes the purchase of two new vehicles
- Key goal
 - Thorough housing assesment

CODE ENFORCEMENT
100-11-16-20-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 219,508	\$ 301,200	\$ 284,100	\$ 284,100	-6%
51012	OVERTIME	3,294	6,000	5,000	5,000	-17%
51014	FICA TAXES	16,238	23,500	22,100	22,100	-6%
51015	HEALTH INSURANCE	67,230	76,800	67,800	67,800	-12%
51016	L I D INSURANCE	1,088	1,500	1,600	1,600	7%
51017	WORKERS COMPENSATION	1,511	1,900	2,000	2,000	5%
51019	PENSION	63,288	109,000	74,900	74,900	-31%
51020	OPEB	14,295	10,500	9,900	9,900	-6%
	PERSONNEL COSTS	386,452	530,400	467,400	467,400	-12%
52026	PROGRAM EXPENSES/SUPPLIES	10,897	18,000	19,700	19,700	9%
52029	UNIFORMS/UNIFORM ALLOW	730	900	800	800	-11%
52031	BOOKS	178	200	200	200	0%
52032	SECURITY/SAFETY MATERIALS	119	2,500	2,500	2,500	0%
52038	COMPUTER HARDWARE	3,527	4,400	4,400	4,400	0%
	MATERIALS & SUPPLIES	15,451	26,000	27,600	27,600	6%
53021	TELEPHONE/FAX	1,496.9	1,300	2,000	2,000	54%
53027	SUBSCRIPTIONS AND DUES	200.0	300	300	300	0%
53028	TRAINING/CONF/FOOD/TRAVEL	219.0	1,600	1,600	1,600	0%
53062	DEMOLITION EXPENSES	106,802.6	250,000	250,000	250,000	0%
53063	GASOLINE	2,579.8	4,000	4,000	4,000	0%
53067	RADIO REPAIRS/MAINTENANCE	994.4	1,400	1,200	1,200	-14%
	ADMINISTRATIVE EXPENDITURES	112,293	258,600	259,100	259,100	0%
	OPERATING EXPENDITURES	514,195	815,000	754,100	754,100	-7%
54022	AUTOMOBILES- PURCHASE	-	-	50,300	50,300	100%
	CAPITAL OUTLAY	-	-	50,300	50,300	100%
	TOTAL EXPENDITURES	\$ 514,195	\$ 815,000	\$ 804,400	\$ 804,400	-1%
	REVENUES					
	GENERAL FUND	\$ 514,195	\$ 815,000	\$ 754,100	\$ 754,100	
	GOV. CAPITAL PROJECT FUND	-	-	50,300	50,300	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	6.0	5.0	6.0	6.0	

Life Safety

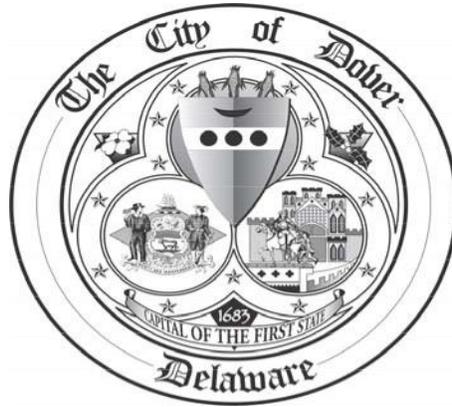
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	277,700	316,600	316,600	14%
MATERIALS & SUPPLIES	8,900	45,600	22,400	152%
ADMINISTRATIVE EXPENDITURES	146,100	142,800	142,800	-2%
OPERATING EXPENDITURES	432,700	505,000	481,800	11%
CAPITAL OUTLAY	48,900	-	-	-100%
TOTAL EXPENDITURES	\$481,600	\$ 505,000	\$ 481,800	0%

Highlights:

- Increase in supplies is for lighting package for incident response.

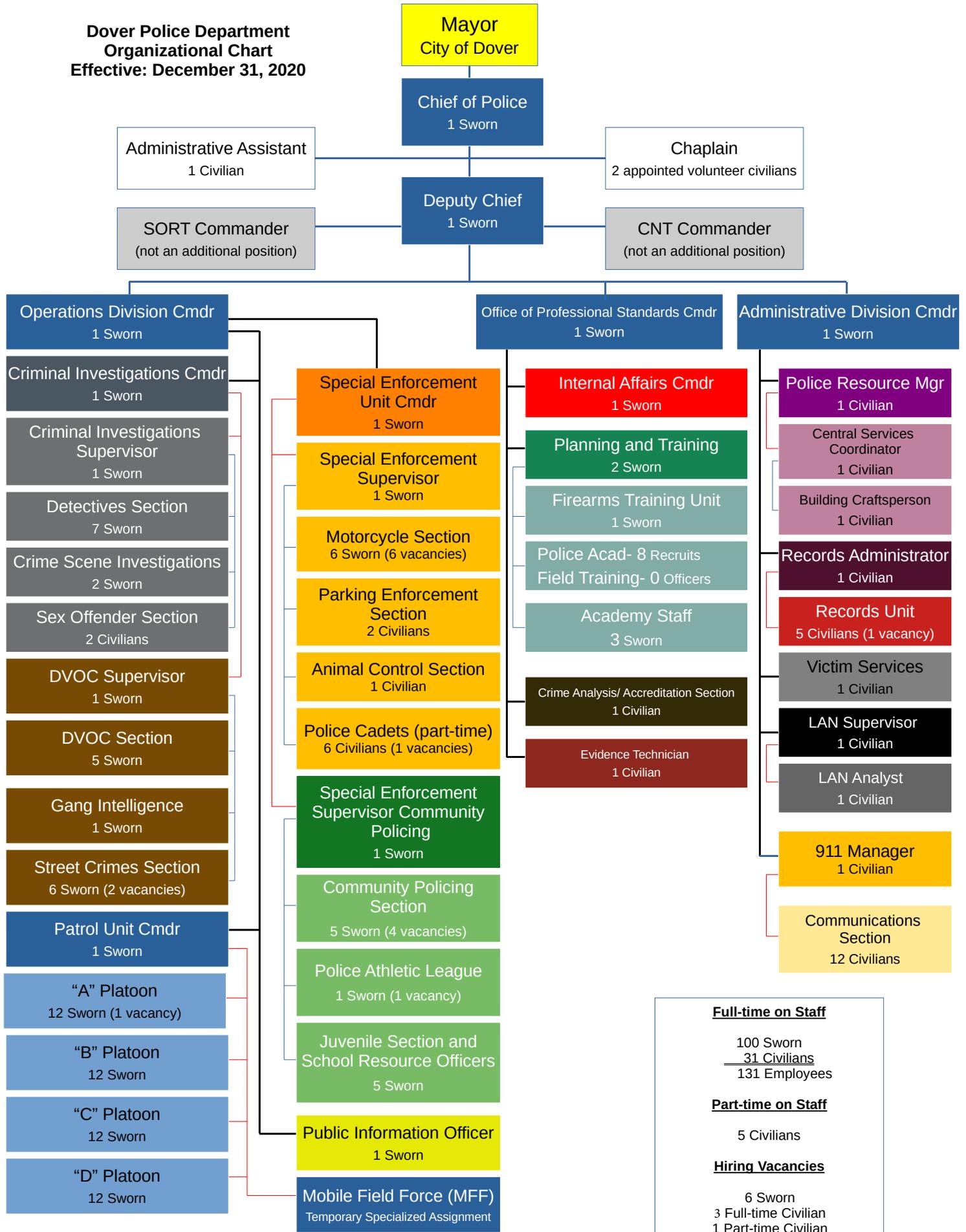
LIFE SAFETY
100-11-16-13-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 163,314	\$ 206,100	\$ 215,900	\$ 215,900	5%
51012	OVERTIME	1,828	2,000	1,500	1,500	-25%
51014	FICA TAXES	12,258	15,900	16,600	16,600	4%
51015	HEALTH INSURANCE	25,346	29,600	50,400	50,400	70%
51016	L I D INSURANCE	844	1,100	1,200	1,200	9%
51017	WORKERS COMPENSATION	1,121	1,400	1,500	1,500	7%
51018	EDUCATIONAL ASSISTANCE	2,495	4,000	7,000	7,000	75%
51019	PENSION	13,232	10,900	15,300	15,300	40%
51020	OPEB	9,080	6,700	7,200	7,200	7%
	PERSONNEL COSTS	229,517	277,700	316,600	316,600	14%
52026	PROGRAM EXPENSES/SUPPLIES	676	1,200	33,900	10,700	792%
52029	UNIFORMS/UNIFORM ALLOW	450	600	700	700	17%
52031	BOOKS	-	1,000	1,000	1,000	0%
52032	SECURITY/SAFETY MATERIALS	7,200	6,100	5,500	5,500	-10%
52038	COMPUTER HARDWARE	3,000	-	4,500	4,500	100%
	MATERIALS & SUPPLIES	11,326	8,900	45,600	22,400	152%
53021	TELEPHONE/FAX	2,300	3,100	2,800	2,800	-10%
53027	SUBSCRIPTIONS AND DUES	2,191	2,600	4,900	4,900	88%
53028	TRAINING/CONF/FOOD/TRAVEL	118	7,000	9,000	9,000	29%
53031	CONTRACTUAL SERVICES	100,000	120,000	120,000	120,000	0%
53062	GASOLINE	1,656	3,000	3,000	3,000	0%
53065	MAINT EQUIP REPAIRS/MAINT	414	600	600	600	0%
53067	RADIO REPAIRS/MAINTENANCE	922	9,800	2,500	2,500	-74%
	ADMINISTRATIVE EXPENDITURES	107,602	146,100	142,800	142,800	-2%
	OPERATING EXPENDITURES	348,445	432,700	505,000	481,800	11%
54022	AUTOMOBILE/PURCHASE	-	48,900	-	-	-100%
	CAPITAL OUTLAY	-	48,900	-	-	-100%
	TOTAL EXPENDITURES	\$ 348,445	\$ 481,600	\$ 505,000	\$ 481,800	0%
	REVENUES					
	GENERAL FUND	\$ 348,445	\$ 432,700	\$ 505,000	\$ 481,800	
	GOV. CAPITAL PROJECT FUND	-	48,900	-	-	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	4.0	3.0	4.0	4.0	



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**Dover Police Department
Organizational Chart
Effective: December 31, 2020**



Full-time on Staff
100 Sworn
<u>31 Civilians</u>
131 Employees
Part-time on Staff
5 Civilians
Hiring Vacancies
6 Sworn
3 Full-time Civilian
1 Part-time Civilian

Police

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
TOTAL PERSONNEL COSTS	\$ 17,424,300	\$ 17,989,876	\$ 17,879,826	3%
MATERIALS & SUPPLIES	352,000	372,000	359,000	2%
ADMINISTRATIVE EXPENDITURES	793,600	772,600	772,600	-3%
OPERATING EXPENDITURES	18,569,900	19,134,476	19,011,426	2%
CAPITAL OUTLAY	912,400	588,600	588,600	-35%
TOTAL EXPENDITURES	\$ 19,482,300	\$ 19,723,076	\$ 19,600,026	1%

Highlights:

- Five new officers hired and community policing fully staffed in FY22
- Key goals
 - Implementing body-worn cameras program
 - Expansion of the camera system

POLICE - ADMINISTRATION
100-11-17-00-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
52021	FURNITURE/FIXTURES	2,193	2,800	300	300	-89%
52022	OFFICE SUPPLIES	6,172	6,000	6,000	6,000	0%
52023	PRINTING AND DUPLICATING	9,430	14,500	9,500	9,500	-34%
52024	PHOTOGRAPHIC	1,582	1,500	1,800	1,800	20%
52025	CUSTODIAL	5,695	1,500	3,000	3,000	100%
52026	PROGRAM EXPENSES/SUPPLIES	77,669	72,000	103,400	103,400	44%
52028	MEDICAL SUP & PHYSICALS	33,825	37,000	37,000	37,000	0%
52029	UNIFORMS/UNIFORM ALLOW	117,886	120,000	92,600	92,600	-23%
52031	BOOKS	-	2,800	-	-	-100%
52032	SECURITY/SAFETY MATERIALS	1,910	1,800	1,800	1,800	0%
52036	ANIMAL CARE EXPENSES	4,415	6,000	4,500	4,500	-25%
52037	COMPUTER SOFTWARE	19,169	12,000	4,000	4,000	-67%
52038	COMPUTER HARDWARE	75,798	31,800	55,400	42,400	33%
52046	CITY BLDG MAINT SUPPLIES	56,367	40,000	50,400	50,400	26%
52058	WATER/SEWER	2,422	2,300	2,300	2,300	0%
	MATERIALS & SUPPLIES	414,533	352,000	372,000	359,000	2%
53021	TELEPHONE/FAX	60,160	82,100	76,000	76,000	-7%
53022	POSTAGE	-	100	100	100	0%
53023	ELECTRICITY	73,299	75,000	79,000	79,000	5%
53024	HEATING OIL/GAS	11,585	10,800	12,100	12,100	12%
53025	ADVERTISEMENT	774	3,200	6,300	6,300	97%
53026	INSURANCE	11,504	30,000	30,000	30,000	0%
53027	SUBSCRIPTIONS AND DUES	5,646	7,200	9,400	9,400	31%
53028	TRAINING/CONF/FOOD/TRAVEL	46,657	88,300	88,800	88,800	1%
53029	CONSULTING FEES/AUDIT FEES	10,441	61,200	12,500	12,500	-80%
53031	CONTRACTUAL SERVICES	155,968	149,600	175,000	175,000	17%
53061	OFF EQUIP/REPAIRS & MAINT	35,194	55,400	62,700	62,700	13%
53062	GASOLINE	127,594	150,000	150,000	150,000	0%
53063	AUTO REPAIRS/MAINTENANCE	28,701	50,800	39,000	39,000	-23%
53067	RADIO REPAIRS/MAINTENANCE	20,457	21,500	21,700	21,700	1%
53068	RADIO EQUIPMENT/LEASE	11,001	8,400	10,000	10,000	19%
	ADMINISTRATIVE EXPENDITURES	598,980	793,600	772,600	772,600	-3%
	OPERATING EXPENDITURES	18,128,793	18,569,900	19,134,500	19,011,500	2%
54022	AUTOMOBILES - PURCHASE	338,422	92,700	501,800	501,800	441%
54031	CONSTRUCTION - PURCHASE	286,538	819,700	86,800	86,800	-89%
	CAPITAL OUTLAY	624,960	912,400	588,600	588,600	-35%
	TOTAL EXPENDITURES	\$ 18,753,753	\$ 19,482,300	\$ 19,723,100	\$ 19,600,100	1%
	REVENUES					
	GENERAL FUND	\$ 18,128,793	\$ 18,569,900	\$ 19,134,500	\$ 19,011,500	
	GOV. CAPITAL PROJECT FUND	624,960	912,400	588,600	588,600	
	GRANT FUNDS		-	-	1	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	134.0	134.0	139.0	139.0	
	BUDGETED PART-TIME POSITIONS - GRANT FUNDED			1.0	1.0	

POLICE - CIVILIAN
100-11-17-24-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 1,609,971	\$ 1,745,900	\$ 1,678,100	\$ 1,678,100	-4%
51012	OVERTIME	150,315	100,000	113,200	113,200	13%
51013	TEMPORARY HELP	14,353	71,400	108,600	108,600	52%
51014	FICA TAXES	129,402	146,700	135,100	135,100	-8%
51015	HEALTH INSURANCE	309,793	396,700	348,900	348,900	-12%
51016	L I D INSURANCE	6,779	8,100	7,300	7,300	-10%
51017	WORKERS COMPENSATION	13,850	6,200	5,700	5,700	-8%
51018	EDUCATIONAL ASSISTANCE	4,436	-	-	-	0%
51019	PENSION	419,361	465,900	509,000	509,000	9%
51020	OPEB	85,368	95,900	86,100	86,100	-10%
	PERSONNEL COSTS	2,743,627	3,036,800	2,992,000	2,992,000	-1%
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	33	34	34	34	
	BUDGETED PART-TIME POSITIONS	6	6	6	6	

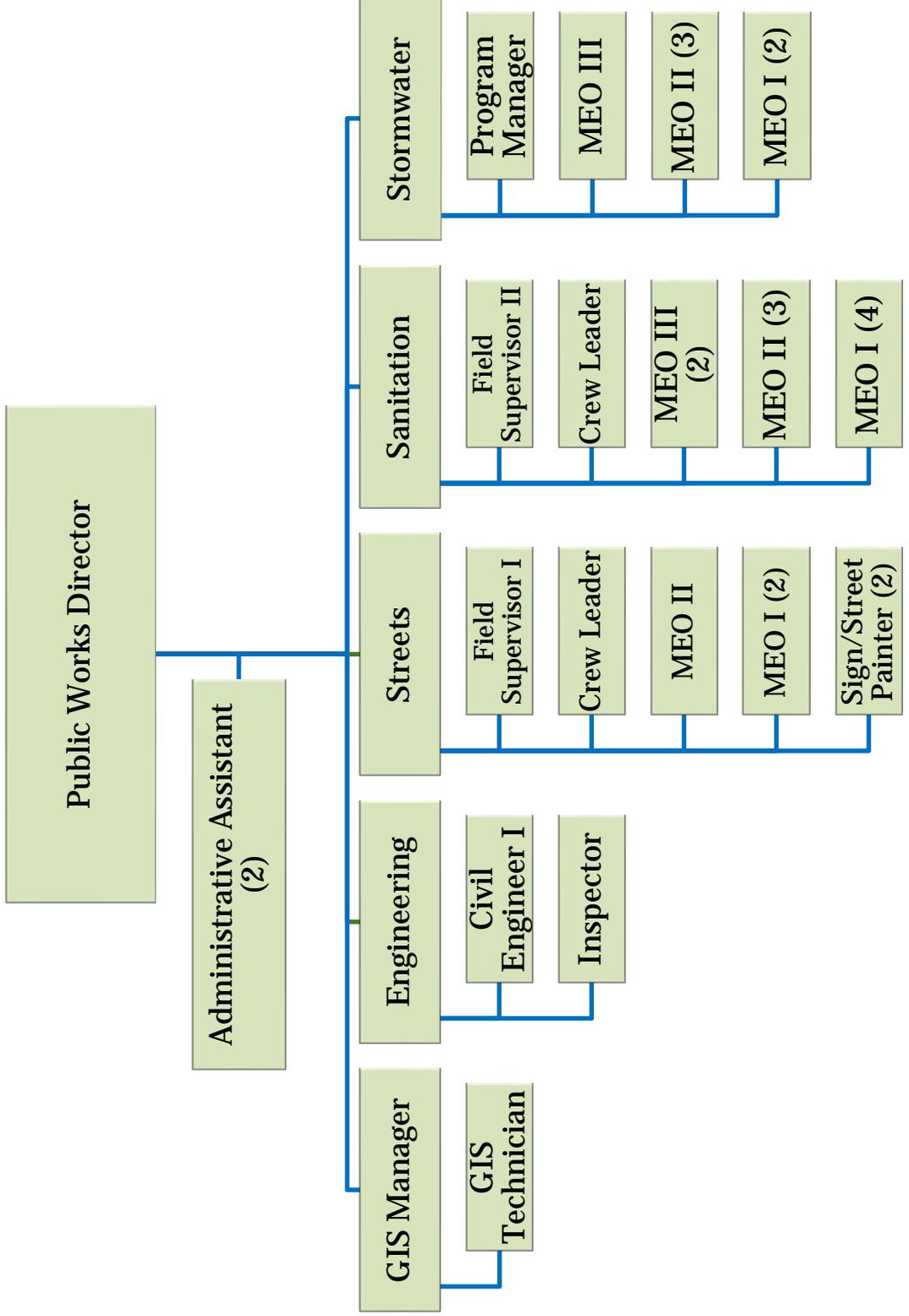
POLICE - LAW ENFORCEMENT
100-11-17-30-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	8,368,156	8,406,900	9,005,900	9,005,900	7%
51012	OVERTIME	1,176,654	600,000	666,400	616,400	3%
51014	FICA TAXES	694,222	692,900	739,900	739,900	7%
51015	HEALTH INSURANCE	1,401,570	1,473,800	1,439,000	1,439,000	-2%
51016	L I D INSURANCE	27,807	32,400	34,500	34,500	6%
51017	WORKERS COMPENSATION	570,113	558,800	596,800	596,800	7%
51018	EDUCATIONAL ASSISTANCE	41,300	59,000	117,100	57,100	-3%
51019	PENSION	1,317,527	1,356,000	1,406,800	1,406,800	4%
51020	OPEB	442,163	457,700	491,500	491,500	7%
	PERSONNEL COSTS	14,039,510	13,637,500	14,497,900	14,387,900	6%
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	101	101	106	106	
	BUDGETED PART-TIME POSITIONS	-	-	-	-	

POLICE - EXTRA DUTY
100-11-17-31-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	278,289	658,900	439,300	439,300	-33%
51014	FICA TAXES	31,268	50,400	33,600	33,600	-33%
51017	WORKERS COMPENSATION	22,585	40,700	27,100	27,100	-33%
10-20	OPEB					0%
	PERSONNEL COSTS	332,143	750,000	500,000	500,000	-33%
	TOTAL PERSONNEL COSTS	\$ 17,115,280	\$ 17,424,300	\$ 17,989,900	\$ 17,879,900	3%
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	134.0	-	-	-	
	BUDGETED PART-TIME POSITIONS	10.0	-	-	-	
	TOTAL PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	134.0	135.0	140.0	140.0	
	BUDGETED PART-TIME POSITIONS	6.0	6.0	6.0	6.0	

Public Works



Public Works Admin

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	578,100	565,900	565,900	-2%
MATERIALS & SUPPLIES	10,400	12,700	12,700	22%
ADMINISTRATIVE EXPENDITURES	6,100	7,200	7,200	18%
OPERATING EXPENDITURES	594,600	585,800	585,800	-1%

Highlights:

- No major budget changes for FY22

PUBLIC WORKS - ADMINISTRATION
100-12-18-10-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 369,176	\$ 316,700	\$ 312,000	\$ 312,000	-1%
51012	OVERTIME	1,923	300	300	300	0%
51014	FICA TAXES	27,189	24,200	23,900	23,900	-1%
51015	HEALTH INSURANCE	66,731	65,000	60,700	60,700	-7%
51016	L I D INSURANCE	2,025	1,700	1,900	1,900	12%
51017	WORKERS COMPENSATION	1,202	1,000	1,000	1,000	0%
51019	PENSION	151,971	158,100	155,200	155,200	-2%
51020	OPEB	20501.45	11,100	10,900	10,900	-2%
	PERSONNEL COSTS	640,717	578,100	565,900	565,900	-2%
52021	FURNITURE/FIXTURES	4,726	1,000	1,000	1,000	0%
52022	OFFICE SUPPLIES	1,774	2,800	2,800	2,800	0%
52023	PRINTING AND DUPLICATING	5,574	4,500	8,000	8,000	78%
52029	UNIFORM/UNIFORM ALLOW	-	300	300	300	0%
52032	SECURITY/SAFETY MATERIALS	43	300	200	200	-33%
52037	COMPUTER SOFTWARE	12,720	-	400	400	100%
52038	COMPUTER HARDWARE	1,497	1,500	-	-	-100%
	MATERIALS & SUPPLIES	26,333	10,400	12,700	12,700	22%
53021	TELEPHONE/FAX	2,052	3,300	2,200	2,200	-33%
53027	SUBSCRIPTIONS AND DUES	955	900	1,300	1,300	44%
53028	TRAINING/CONF/FOOD/TRAVEL	1,112	1,200	2,700	2,700	125%
53031	CONTRACTUAL SERVICES	19,219	-	-	-	0%
53062	GASOLINE	822	500	500	500	0%
53067	RADIO REPAIRS/MAINTENANCE	632	200	500	500	150%
	ADMINISTRATIVE EXPENDITURES	24,791	6,100	7,200	7,200	18%
	OPERATING EXPENDITURES	691,841	594,600	585,800	585,800	-1%
	TOTAL EXPENDITURES	\$ 691,841	\$ 594,600	\$ 585,800	\$ 585,800	-1%
	REVENUES					
	GENERAL FUND	\$ 691,841	\$ 594,600	\$ 585,800	\$ 585,800	
	GOVERNMENTAL CAPITAL PROJECTS FUND					
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	6.0	7.0	5.0	5.0	

Public Works Engineering

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	162,900	145,000	145,000	-11%
MATERIALS & SUPPLIES	13,100	11,100	11,100	-15%
ADMINISTRATIVE EXPENDITURES	22,700	25,000	25,000	10%
OPERATING EXPENDITURES	198,700	181,100	181,100	-9%
CAPITAL OUTLAY	39,600	-	-	-100%
TOTAL EXPENDITURES	\$ 238,300	\$ 181,100	\$ 181,100	-24%

Highlights:

- No major budget changes in FY22
- Major goal
 - Development of a Stormwater Utility

PUBLIC WORKS ENGINEERING
100-12-26-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 121,118	\$ 112,400	\$ 100,800	\$ 100,800	-10%
51012	OVERTIME	2,986	1,000	1,300	1,300	30%
51014	FICA TAXES	9,014	8,700	7,800	7,800	-10%
51015	HEALTH INSURANCE	27,435	29,400	25,300	25,300	-14%
51016	L I D INSURANCE	540	400	400	400	0%
51017	WORKERS COMPENSATION	605	400	300	300	-25%
51019	PENSION	7,060	6,700	5,600	5,600	-16%
51020	OPEB	6,750	3,900	3,500	3,500	-10%
	PERSONNEL COSTS	175,509	162,900	145,000	145,000	-11%
52029	UNIFORMS/UNIFORM ALLOW	-	100	100	100	0%
52032	SECURITY/SAFETY MATERIALS	-	100	100	100	0%
52033	SMALL TOOLS	10,100	100	200	200	100%
52037	COMPUTER SOFTWARE	168	11,300	10,700	10,700	-5%
52038	COMPUTER HARDWARE	293	1,500	-	-	-100%
	MATERIALS & SUPPLIES	10,560	13,100	11,100	11,100	-15%
53021	TELEPHONE/FAX	1,538	2,000	1,700	1,700	-15%
53028	TRAINING/CONF/FOOD/TRAVEL	-	300	400	400	33%
53031	CONTRACTUAL SERVICES	19,495	18,000	20,500	20,500	14%
53062	GASOLINE	1,606	1,700	1,700	1,700	0%
53067	RADIO REPAIRS/MAINTENANCE	488	700	700	700	0%
	ADMINISTRATIVE EXPENDITURES	23,128	22,700	25,000	25,000	10%
	OPERATING EXPENDITURES	209,197	198,700	181,100	181,100	-9%
54023	TRUCKS - PURCHASE	-	25,600	-	-	-100%
54025	OTHER EQUIPMENT	-	14,000	-	-	-100%
	CAPITAL OUTLAY	-	39,600	-	-	-100%
	TOTAL EXPENDITURES	\$ 209,197	\$ 238,300	\$ 181,100	\$ 181,100	-24%
	REVENUES					
	GENERAL FUND	\$ 209,197	\$ 198,700	\$ 181,100	\$ 181,100	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	2.0	2.0	2.0	2.0	

Streets

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	547,600	480,400	480,400	-12%
MATERIALS & SUPPLIES	118,900	120,000	120,000	1%
ADMINISTRATIVE EXPENDITURES	33,200	35,200	35,200	6%
OPERATING EXPENDITURES	699,700	635,600	635,600	-9%
CAPITAL OUTLAY	936,000	1,492,000	1,492,000	59%
TOTAL EXPENDITURES	\$ 1,635,700	\$ 2,127,600	\$ 2,127,600	30%

Highlights:

- Major Capital projects include purchase of a dump truck, and new backhoe and an asphalt “hotbox” that will allow staff to make hot-mix repairs without renting equipment

STREETS
100-12-18-35-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 227,411	\$ 299,900	\$ 284,400	\$ 284,400	-5%
51012	OVERTIME	6,955	6,200	11,400	11,400	84%
51014	FICA TAXES	16,968	23,400	22,600	22,600	-3%
51015	HEALTH INSURANCE	63,039	73,200	80,300	80,300	10%
51016	L I D INSURANCE	1,210	1,500	1,500	1,500	0%
51017	WORKERS COMPENSATION	13,581	16,900	16,300	16,300	-4%
51019	PENSION	89,967	116,000	54,000	54,000	-53%
51020	OPEB	10,576	10,500	9,900	9,900	-6%
	PERSONNEL COSTS	429,708	547,600	480,400	480,400	-12%
52026	PROGRAM EXPENSES/SUPPLIES	161	38,000	39,000	39,000	3%
52029	UNIFORMS/UNIFORM ALLOW	1,080	1,600	1,600	1,600	0%
52032	SECURITY/SAFETY MATERIALS	573	5,300	5,400	5,400	2%
52033	SMALL TOOLS	1,048	2,800	2,800	2,800	0%
52041	STREET REPAIRING MATERIAL	16,363	30,000	30,000	30,000	0%
52043	STREET SIGNS/MARKING	14,119	23,000	23,000	23,000	0%
52044	SAND AND SALT	-	18,000	18,000	18,000	0%
52046	CITY BLDG MAINT SUPPLIES	19	200	200	200	0%
	MATERIALS & SUPPLIES	33,655	118,900	120,000	120,000	1%
53021	TELEPHONE/FAX	601	700	700	700	0%
53028	TRAINING/CONF/FOOD/TRAVEL	293	200	400	400	100%
53029	CONSULTING FEES	-	1,000	1,000	1,000	0%
53031	CONTRACTUAL SERVICES	92,941	5,200	11,200	11,200	115%
53062	GASOLINE	9,990	18,400	16,400	16,400	-11%
53065	MAINT EPUIP REPAIRS/MAINT	229	4,300	1,500	1,500	-65%
53067	RADIO REPAIRS/MAINTENANCE	3,606	3,400	4,000	4,000	18%
	ADMINISTRATIVE EXPENDITURES	107,659	33,200	35,200	35,200	6%
	OPERATING EXPENDITURES	571,022	699,700	635,600	635,600	-9%
54023	TRUCKS - PURCHASE	-	-	156,000	156,000	100%
54025	OTHER EPUIPMENT PURCHASE	169,491	-	168,000	120,000	100%
54031	CONSTRUCTION - PURCHASE	677,345	936,000	1,168,000	1,168,000	25%
	CAPITAL OUTLAY	846,837	936,000	1,492,000	1,492,000	59%
	TOTAL EXPENDITURES	\$ 1,417,859	\$ 1,635,700	\$ 2,127,600	\$ 2,127,600	30%
	REVENUES					
	GENERAL FUND	\$ 571,022	\$ 699,700	\$ 635,600	\$ 635,600	
	GOV. CAPITAL PROJECT FUND	846,837	936,000	1,492,000	1,492,000	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	8.0	8.0	7.0	7.0	

Sanitation

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	813,400	818,700	818,700	1%
MATERIALS & SUPPLIES	45,800	45,300	45,300	-1%
ADMINISTRATIVE EXPENDITURES	1,647,600	1,700,100	1,700,100	3%
OPERATING EXPENSES	2,506,800	2,564,100	2,564,100	2%
CAPITAL OUTLAY	475,200	456,600	456,600	-4%
TOTAL EXPENDITURES	\$ 2,982,000	\$ 3,020,700	\$ 3,020,700	1%

Highlights:

- Capital outlays for FY22 include a new automated trash truck and a brush truck
- Major goal
 - Implement a full self-supporting Enterprise Fund by FY24

SANITATION
100-12-18-50-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 396,637	\$ 441,200	\$ 445,800	\$ 445,800	1%
51012	OVERTIME	14,673	14,800	17,300	17,300	17%
51014	FICA TAXES	29,789	34,900	35,400	35,400	1%
51015	HEALTH INSURANCE	81,750	113,100	113,100	113,100	0%
51016	L I D INSURANCE	2,122	2,300	2,600	2,600	13%
51017	WORKERS COMPENSATION	22,050	25,200	25,600	25,600	2%
51019	PENSION	132,503	166,500	163,400	163,400	-2%
51020	OPEB	22,154	15,400	15,500	15,500	1%
	PERSONNEL COSTS	701,678	813,400	818,700	818,700	1%
52026	PROGRAM EXPENSES/SUPPLIES	29,962	40,000	40,000	40,000	0%
52029	UNIFORMS/UNIFORM ALLOW	2,071	2,600	2,600	2,600	0%
52032	SECURITY/SAFETY MATERIALS	2,388	1,700	1,700	1,700	0%
52033	SMALL TOOLS	354	1,000	500	500	-50%
52046	CITY BLDG MAINT SUPPLIES	97	500	500	500	0%
	MATERIALS & SUPPLIES	34,872	45,800	45,300	45,300	-1%
53021	TELEPHONE/FAX	396	500	500	500	0%
53025	ADVERTISEMENT	3,962	5,000	5,600	5,600	12%
53028	TRAINING/CONF/FOOD/TRAVEL	-	300	300	300	0%
53031	CONTRACTUAL SERVICES	1,427,016	1,516,000	1,580,000	1,580,000	4%
53043	ENVIRONMENTAL EXPENSES	565	2,000	2,000	2,000	0%
53044	AGENCY BILLING-TEMP HELP	46,564	36,600	36,600	36,600	0%
53062	GASOLINE	60,762	82,000	70,000	70,000	-15%
53067	RADIO REPAIRS/MAINTENANCE	3,819	5,200	5,100	5,100	-2%
	ADMINISTRATIVE EXPENDITURES	1,543,084	1,647,600	1,700,100	1,700,100	3%
	OPERATING EXPENSES	2,279,634	2,506,800	2,564,100	2,564,100	2%
54023	TRUCKS - PURCHASE	277,578	475,200	456,600	456,600	-4%
	CAPITAL OUTLAY	277,578	475,200	456,600	456,600	-4%
	TOTAL EXPENDITURES	\$ 2,557,211	\$ 2,982,000	\$ 3,020,700	\$ 3,020,700	1%
	REVENUES					
	GENERAL FUND	\$ 2,279,634	\$ 2,506,800	\$ 2,564,100	\$ 2,564,100	
	GOV. CAPITAL PROJECT FUND	277,578	475,200	456,600	456,600	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	9.0	9.0	11.0	11.0	

Stormwater

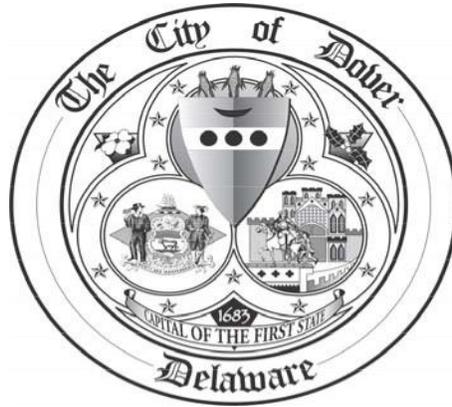
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	420,200	408,600	408,600	-3%
MATERIALS & SUPPLIES	70,200	105,400	105,400	50%
ADMINISTRATIVE EXPENDITURES	295,500	304,400	259,600	-12%
OPERATING EXPENDITURES	785,900	818,400	773,600	-2%
CAPITAL OUTLAY	1,110,700	2,896,200	2,546,200	129%
TOTAL EXPENDITURES	\$1,896,600	\$ 3,714,600	\$ 3,319,800	75%

Highlights:

- Capital expenditures include major improvements to Persimmon Park drainage, purchase of a streetsweeper and a vac truck
- Major goal
 - Hire/promote manager of a Stormwater Utility

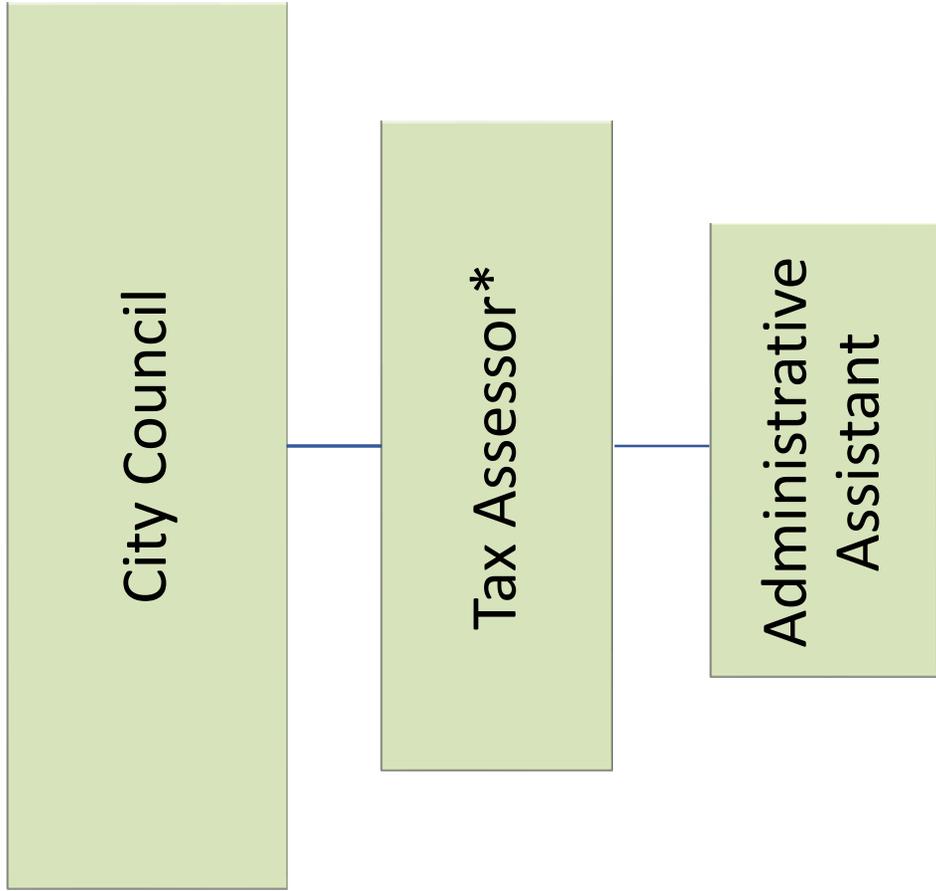
STORMWATER
100-12-18-60-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 149,263	\$ 271,400	\$ 271,800	\$ 271,800	0%
51012	OVERTIME	1,169	3,700	8,800	8,800	138%
51014	FICA TAXES	11,005	21,000	21,400	21,400	2%
51015	HEALTH INSURANCE	25,834	83,700	63,000	63,000	-25%
51016	L I D INSURANCE	848	1,500	1,600	1,600	7%
51017	WORKERS COMPENSATION	5,270	11,900	12,200	12,200	3%
51019	PENSION	10,647	17,600	20,400	20,400	16%
51020	OPEB	10,477	9,400	9,400	9,400	0%
	PERSONNEL COSTS	214,512	420,200	408,600	408,600	-3%
52026	PROGRAM EXPENSES/SUPPLIES	102,283	41,000	76,000	76,000	85%
52029	UNIFORMS/UNIFORM ALLOW	1,309	1,600	1,600	1,600	0%
52032	SECURITY/SAFETY MATERIALS	152	1,000	1,000	1,000	0%
52033	SMALL TOOLS	3,591	2,500	2,500	2,500	0%
52038	COMPUTER HARDWARE	-	1,100	-	-	-100%
52042	STREET CLEANING SUPPLIES	2,912	3,000	4,300	4,300	43%
52062	STORM SEWER SUPPLIES	6,132	20,000	20,000	20,000	0%
	MATERIALS & SUPPLIES	116,379	70,200	105,400	105,400	50%
53021	TELEPHONE/FAX	221	1,100	500	500	-55%
53025	ADVERTISEMENT	680	1,000	1,100	1,100	10%
53028	TRAINING/CONF/FOOD/TRAVEL	-	1,100	1,200	1,200	9%
53029	CONSULTING FEES	35,300	10,000	10,000	10,000	0%
53031	CONTRACTUAL SERVICES	163,021	239,800	249,800	205,000	-15%
53043	ENVIRONMENTAL EXPENSES	1,500	1,500	1,500	1,500	0%
53044	AGENCY BILLING-TEMP HELP	19,447	21,600	21,000	21,000	-3%
53062	GASOLINE	13,481	15,000	16,000	16,000	7%
53065	MAINT EPUIP REPAIRS/MAINT	4,337	1,500	1,500	1,500	0%
53067	RADIO REPAIRS/MAINTENANCE	880	2,900	1,800	1,800	-38%
	ADMINISTRATIVE EXPENDITURES	238,865	295,500	304,400	259,600	-12%
	OPERATING EXPENDITURES	569,757	785,900	818,400	773,600	-2%
54023	TRUCKS - PURCHASE	39,844	-	-	-	0%
54025	OTHER EPUIMENT PURCHASE	-	-	650,200	650,200	100%
54028	COMPUTER HARDWARE PURCH	94,139	-	-	-	0%
54031	CONSTRUCTION - PURCHASE	77,520	1,110,700	2,246,000	1,896,000	71%
	CAPITAL OUTLAY	211,504	1,110,700	2,896,200	2,546,200	129%
	TOTAL EXPENDITURES	\$ 781,261	\$ 1,896,600	\$ 3,714,600	\$ 3,319,800	75%
	REVENUES					
	GENERAL FUND	\$ 569,757	\$ 785,900	\$ 818,400	\$ 773,600	
	GOV. CAPITAL PROJECT FUND	211,504	1,110,700	2,896,200	2,546,200	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	-	7.0	7.0	7.0	



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Tax Assessor



* Appointed by Council

Tax Assessor

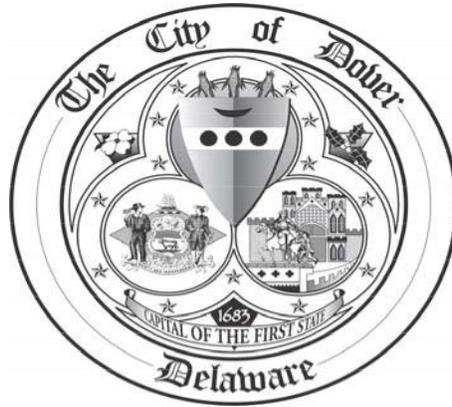
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	215,400	182,100	182,100	-15%
MATERIALS & SUPPLIES	4,400	2,900	2,900	-34%
ADMINISTRATIVE EXPENDITURES	26,100	78,300	78,300	200%
OPERATING EXPENDITURES	245,900	263,300	263,300	7%

Highlights:

- Current Assessor retires in July 2021.
- Upon Council approval, the Assessor's office will be absorbed into Customer Service. City will pursue a n agreement with Kent County who will begin five-year reassessment plan

TAX ASSESSOR
100-10-13-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 144,872	\$ 144,100	\$ 117,000	\$ 117,000	-19%
51012	OVERTIME	122	-	-	-	0%
51014	FICA TAXES	10,721	11,200	8,900	8,900	-21%
51015	HEALTH INSURANCE	21,278	16,700	8,600	8,600	-49%
51016	L I D INSURANCE	843	900	700	700	-22%
51017	WORKERS COMPENSATION	834	800	600	600	-25%
51019	PENSION	30,107	36,700	42,200	42,200	15%
51020	OPEB	7,945	5,000	4,100	4,100	-18%
	PERSONNEL COSTS	216,721	215,400	182,100	182,100	-15%
52022	OFFICE SUPPLIES	3,178	2,300	2,600	2,600	13%
52023	PRINTING AND DUPLICATING	753	300	300	300	0%
52038	COMPUTER HARDWARE	-	1,800	-	-	-100%
	MATERIALS & SUPPLIES	3,932	4,400	2,900	2,900	-34%
53021	TELEPHONE/FAX	1,041	1,300	1,100	1,100	-15%
53025	ADVERTISEMENT	247	1,000	400	400	-60%
53027	SUBSCRIPTIONS AND DUES	842	700	700	700	0%
53028	TRAINING/CONF/FOOD/TRAVEL	125	7,500	1,000	1,000	-87%
53031	CONTRACTUAL SERVICES	118,190	14,600	75,100	75,100	414%
53062	GASOLINE	534	600	-	-	-100%
53067	RADIO REPAIRS/MAINTENANCE	199	400	-	-	-100%
	ADMINISTRATIVE EXPENDITURES	121,179	26,100	78,300	78,300	200%
	OPERATING EXPENDITURES	341,832	245,900	263,300	263,300	7%
	TOTAL EXPENDITURES	\$ 341,832	\$ 245,900	\$ 263,300	\$ 263,300	7%
	REVENUES					
	GENERAL FUND	\$ 341,832	\$ 245,900	\$ 263,300	\$ 263,300	
	GOV. CAPITAL PROJECT FUND	-	-	-	-	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	3.0	3.0	2.0	2.0	
	BUDGETED PART-TIME POSITIONS		-	-		



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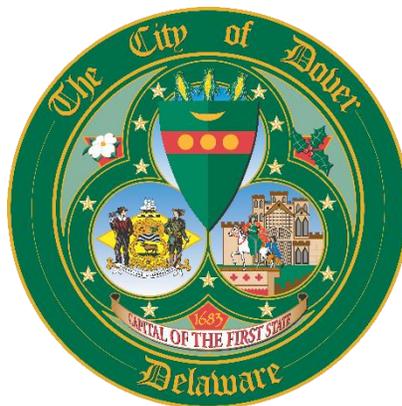
PUBLIC UTILITIES WATER

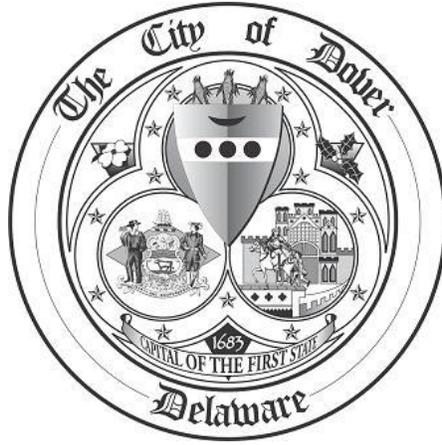
THE FOLLOWING SUBSECTIONS ARE INCLUDED:

WATER ENGINEERING & INSPECTION

WATER MAINTENANCE

WATER TREATMENT PLANT



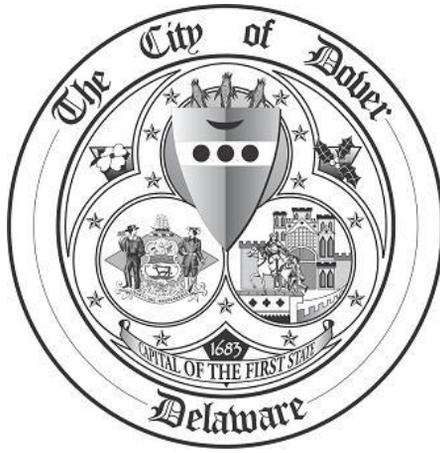


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WATER FUND BUDGET REVIEW

Fiscal Year 2021-2022

- Budget Review Hearing
June 2, 2021



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Water Fund Operations

- Accomplishments in FY21
 - Bulk Water Station fully operational
 - Completion of Water Treatment Plant Improvements
 - Initial Assessment of Elevated Water Storage Tanks.
 - Water Master Plan Update.
 - Completed West Street, West Alley, and Ross Street.
 - Initiated a long-term Elevated Water Storage Tank Maintenance Contract

- Accomplishments planned in FY22
 - Improve resiliency at WTP with the purchase of mobile generator
 - Water Main Replacement –Wellhead Redevelopment of four (4) deep wells.
 - Begin implementation of backflow testing as required by DNREC.
 - Develop public relations plan to educate public and City staff about environmental mandates
 - Continue to work with Tyler / Munis for Integration and utility billing.

Water Fund Budget

- Revenue increase over FY21 Original Budget **\$122,100 (2.0%)**
 - *Due to rate increase*
 - *Mitigated by decrease in usage*
- Major **increases/(decreases)** affecting revenues
 - Water Service fees **\$122,100 (2.0%)** due to rate increase, but tempered by low usage
 - Decrease in Impact Fees **\$ 150,000 (26.3%)** (based on trends)
- Major **increases/(decreases)** affecting expenses
 - Increase in Water Treatment Plant expenses due to new equipment **\$148,100**.
 - Increase of **78,800 (69.6%)** in Retiree Healthcare and **\$58,000 (20.4%)** pension expenses due to splitting out Water and Wastewater funds
 - Capital Project Appropriation increase **\$286,700 (22.1%)**
 - Decrease in Water Impact Reserve Fund of **\$285,100**
 - Decrease in Engineering and Inspections contractual services for the Water Master Plan Update completed last year **\$104,200 net (26%)**

Planning for the future - Water

- Implementation of cost of service rates and modeling
 - Presented to City Council in January 2020
 - Continued Implementation in this Budget
 - Based on a long-range financial plan
- Customer Service/Technology enhancements
 - Advance Metering Infrastructure (AMI)
 - Roll out of new billing system with Tyler Munis
 - Continue water quality improvements with flushing program and water main replacements
- Capacity improvements
 - Evaluating future well installation
 - Increasing the size of water lines
 - Denney's Road Water Tower

Water Capital Investment Plan

Table 3
Projected I & E Fund - Water
Capital Improvement Plan FY21 - FY25
FY20 Actual & FY21 Approved Budget (Updated 1/23/2021)

CAPITAL PROJECTS	Revised FY 2020	Actual 2020	Budget	Projection	Projection	Projection	Projection	5 Yr Projctd Total
			Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	
Engineering								
Vehicles & Equipment	\$ -	\$ -	\$ 20,400	\$ -	\$ -	\$ -	\$ -	\$ 20,400
Water, Water Construction & Water Treatment								
Vehicles & Equipment - Water	\$ 70,300	\$ 62,533	\$ -	\$ 455,800	\$ 185,100	\$ 40,000	\$ 208,000	\$ 888,900
Meter Reading - Radio Read Meters (Split W/WW 50%)	17,200	244	-	418,700	418,700	418,700	-	1,256,100
Bradford Street Water Main Improvement	-	-	-	-	-	-	-	-
William Street Water Main Improvement	-	-	-	-	-	-	-	-
N. State Street Water Main Replacement	-	-	-	-	-	-	-	-
Denney's Road (Water Tower?) - Design	-	-	-	85,000	1,539,900	1,539,900	-	3,164,800
Bulk Water Station - William Street	38,100	48,095	-	-	-	-	-	-
Projects with Locations to be Determined								
Future Well Installation	-	-	-	707,700	707,700	-	-	1,415,400
Wellhead Redevelopment	75,000	53,842	140,000	75,000	75,000	75,000	75,000	440,000
Water Quality Improvements	900,800	515,734	980,500	1,050,000	980,000	1,264,800	1,250,000	5,525,300
Emergency Repairs - line breaks	85,000	58,343	85,000	85,000	85,000	85,000	85,000	425,000
Treatment Plant Improvements	3,311,200	2,316,219	-	-	-	-	-	-
Total Water Improvements	\$ 4,497,600	\$ 3,055,010	\$ 1,225,900	\$ 2,877,200	\$ 3,991,400	\$ 3,423,400	\$ 1,618,000	\$ 13,115,500

FUNDING SOURCES	Revised FY 2020	Actual 2020	Fiscal Year	5 Yr Projctd Total				
			2021	2022	2023	2024	2025	
I & E Fund Budget Balance - Water	\$ 5,348,900	\$ 5,348,927	\$ 3,794,100	\$ 3,917,400	\$ 2,592,200	\$ 1,789,900	\$ 1,467,000	
I & E Fund Budget Balance - Water Bonds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfer from Operating Fund - Water	1,500,000	1,500,000	1,300,000	1,500,000	1,600,000	1,500,000	1,700,000	7,600,000
Transfer from Cap Asset Reserve - Water	-	-	-	-	-	-	-	-
Transfer from Impact Fee Reserve - Water	30,900	-	39,200	42,000	39,200	50,600	-	171,000
Net Bond Proceeds - Water (Bond) net proceeds	-	-	-	-	-	-	-	-
State Loan Fund - Water	1,401,900	1,401,901	-	-	1,539,900	1,539,900	-	3,079,800
Interest Income - Water	10,000	93,974	10,000	10,000	10,000	10,000	10,000	50,000
Developer Contributions	-	-	-	-	-	-	-	-
Grants/State Reimbursements	-	-	-	-	-	-	-	-
Miscellaneous Receipts	-	2,772	-	-	-	-	-	-
Total Funding Sources - Water	\$ 2,942,800	\$ 2,998,647	\$ 1,349,200	\$ 1,552,000	\$ 3,189,100	\$ 3,100,500	\$ 1,710,000	\$ 10,900,800
Total Sources of Funds (incl. Budget Balances)	\$ 8,291,700	\$ 8,347,574	\$ 5,143,300	\$ 5,469,400	\$ 5,781,300	\$ 4,890,400	\$ 3,177,000	
Water - Ending Budget Balance	\$ 3,794,100	\$ 5,292,564	\$ 3,917,400	\$ 2,592,200	\$ 1,789,900	\$ 1,467,000	\$ 1,559,000	
Water Bond Issue - Ending Budget Balance	\$ -							

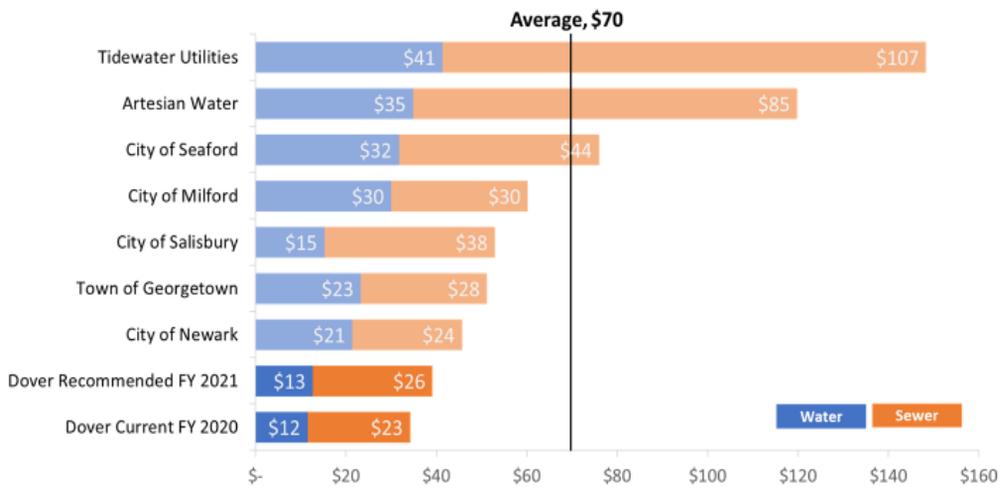
Water Fund Forecast

Table 2a
Projected Net Margins - Water
FY20 Actual & FY21 Approved Budget (Updated 1/23/2021)

	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Projection 2022	Projection 2023	Projection 2024	Projection 2025	Yr 1 - Yr 5 Total
Net Income - Water									
Water Fees	\$ 5,584,474	\$ 5,682,005	\$ 5,557,797	\$ 6,231,700	\$ 6,619,500	\$ 6,975,100	\$ 7,100,800	\$ 7,229,000	\$ 34,156,100
Miscellaneous Income - Water	429,690	401,878	401,817	487,900	451,900	460,700	469,300	480,400	2,350,200
Impact Fees - Water	1,069,674	753,200	215,925	570,000	570,000	570,000	570,000	570,000	2,850,000
Total Revenue	7,083,838	6,837,083	6,175,539	7,289,600	7,641,400	8,005,800	8,140,100	8,279,400	39,356,300
Operating Expenses - Water	(2,909,072)	(3,209,671)	(3,688,935)	(4,594,300)	(4,588,600)	(4,717,700)	(4,850,500)	(4,987,400)	(23,738,500)
Operating Transfers - Out	(500,000)	(649,000)	(649,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(2,500,000)
Total Operating Expenses	(3,409,072)	(3,858,671)	(4,337,935)	(5,094,300)	(5,088,600)	(5,217,700)	(5,350,500)	(5,487,400)	(26,238,500)
Operating Income	3,674,766	2,978,412	1,837,604	2,195,300	2,552,800	2,788,100	2,789,600	2,792,000	13,117,800
Gain (Loss) on Fixed Assets/Investments									-
Non-Oper. Rev. - Interest on Operating	70,426	95,508	144,298	34,000	34,000	34,000	34,000	34,000	170,000
Non-Oper. Rev. - Interest on Reserves	34,215	63,337	84,774	19,800	19,700	19,600	19,400	19,200	97,700
Income Available For Debt Service	3,779,407	3,137,257	2,066,676	2,249,100	2,606,500	2,841,700	2,843,000	2,845,200	13,385,500
Interest for Long-Term Debt	(160,493)	(158,322)	(227,243)	(208,500)	(193,900)	(178,900)	(224,500)	(208,200)	(1,014,000)
Cash From Operations	3,618,914	2,978,935	1,839,433	2,040,600	2,412,600	2,662,800	2,618,500	2,637,000	12,371,500
Non Cash Investment Income/(Loss)									
Gain/Loss on Sale of Assets	7,408	-	(22,815)	-	-	-	-	-	-
Net Increase/(Decrease) in fair value of investments	(211,787)	191,528	161,801	-	-	-	-	-	-
Contractor Contributions - Water	-	-	811,744	-	-	-	-	-	-
Depreciation Expense	(1,018,121)	(378,836)	(956,295)	(995,300)	(1,166,100)	(1,316,100)	(1,421,700)	(1,508,300)	(6,407,500)
Net Income (\$)	\$ 2,396,414	\$ 2,791,627	\$ 1,833,868	\$ 1,045,300	\$ 1,246,500	\$ 1,346,700	\$ 1,196,800	\$ 1,128,700	\$ 5,964,000
Debt Service Coverage									
Income Avail. for Debt Service	\$ 3,779,407	\$ 3,137,257	\$ 2,066,676	\$ 2,249,100	\$ 2,606,500	\$ 2,841,700	\$ 2,843,000	\$ 2,845,200	\$ 13,385,500
Total Debt Service	\$ 513,327	\$ 518,868	\$ 600,192	\$ 762,800	\$ 761,800	\$ 760,600	\$ 950,300	\$ 806,900	\$ 4,042,400
Debt Service Coverage Ratio	7.36	6.05	3.44	2.95	3.42	3.74	2.99	3.53	
Transfer to I & E Fund - Water	\$ 1,576,500	\$ 1,800,000	\$ 1,500,000	\$ 1,300,000	\$ 1,500,000	\$ 1,600,000	\$ 1,500,000	\$ 1,700,000	\$ 7,600,000
Transfer to Impact Fee Reserve - Water	706,720	394,209	-	-	-	-	-	-	-
Transfer to Capital Asset & Contingency Reserves	-	-	-	-	-	-	-	-	-
Reinvestment of Reserve Interest	34,215	63,337	84,774	19,800	19,700	19,600	19,400	19,200	97,700
Debt Service Principal	352,834	366,359	372,949	554,300	567,900	581,700	725,800	598,700	3,028,400
Total Cash Budget Requirements	2,670,269	2,623,905	1,957,723	1,874,100	2,087,600	2,201,300	2,245,200	2,317,900	\$ 10,726,100
Net Positive/(Negative Cash)	\$ 948,645	\$ 355,030	\$ (118,290)	\$ 166,500	\$ 325,000	\$ 461,500	\$ 373,300	\$ 319,100	\$ 1,645,400

Rate Increases

Every Third Year
Residential, 3,000 gallons/mo. (Dover Median)



Water Fund

Revenues and Expenses 2021 - 2022

WATER FUND SUMMARY

	2019/20 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
1 BEGINNING BALANCE - WATER	1,854,500	1,218,900	1,548,600	642,000	642,000	(576,900)	-47.3%
2 BASE REVENUE:							
3 WATER SERVICES	5,557,797	6,231,700	5,571,691	6,353,800	6,353,800	122,100	2.0%
4 WATER TANK SPACE LEASING	374,868	420,100	420,100	436,700	436,700	16,600	4.0%
5 BOND PROCEEDS	-	-	-	-	-	-	0.0%
5 WATER IMPACT FEES	215,925	570,000	173,200	420,000	420,000	(150,000)	-26.3%
6 WASTEWATER IMPACT FEES	-	-	-	-	-	-	0.0%
6 INTEREST - WATER	43,453	34,000	8,010	34,000	34,000	-	0.0%
7 MISCELLANEOUS SERVICE FEE	26,949	67,800	67,800	104,600	104,600	36,800	54.3%
8 TOTAL REVENUES	6,218,992	7,323,600	6,240,801	7,349,100	7,349,100	25,500	0.3%
9 TOTAL BEGINNING BALANCE & REVENUES	8,073,492	8,542,500	7,789,401	7,991,100	7,991,100	(551,400)	-6.5%
10 DIRECT EXPENSES:							
11 ENGINEERING & INSPECTION	190,116	397,800	405,400	293,600	293,600	(104,200)	-26.2%
12 WATER MAINTENANCE	630,729	669,800	669,800	675,800	675,800	6,000	0.9%
13 WATER TREATMENT PLANT	1,898,280	2,221,600	2,066,300	2,369,700	2,369,700	148,100	6.7%
14 DIRECT EXPENDITURE SUBTOTAL	2,719,125	3,289,200	3,141,500	3,339,100	3,339,100	49,900	1.5%
15 OTHER EXPENSES:							
16 DEBT SERVICE - WATER	591,117	762,800	762,800	762,800	762,800	-	0.0%
17 RETIREES HEALTH CARE	113,200	176,900	176,900	192,000	192,000	15,100	8.5%
18 OTHER EMPLOYMENT EXPENSES	-	-	-	-	-	-	0.0%
19 OPEB UNFUNDED LIABILITY	-	-	-	-	-	-	0.0%
20 INTERFUND SERVICE FEES	929,918	1,090,900	1,090,900	978,500	971,200	(112,400)	-10.3%
21 BANK & CREDIT CARD FEES	22,544	20,000	20,000	27,000	27,000	7,000	35.0%
22 BOND ISSUANCE COSTS	-	-	-	-	-	-	0.0%
23 OTHER EXPENSES SUBTOTAL	1,656,779	2,050,600	2,050,600	1,960,300	1,953,000	(90,300)	-4.4%
24 TRANSFER TO:							
25 GENERAL FUND FROM WATER	500,000	500,000	500,000	500,000	500,000	-	0.0%
26 WATER IMP AND EXT	1,500,000	1,300,000	1,455,300	1,586,700	1,536,100	286,700	22.1%
27 WATER IMPACT FEE RESERVE	-	-	-	-	-	-	0.0%
28 ELECTRIC IMP AND EXT	149,000	-	-	-	-	-	0.0%
29 ELECTRIC FUND (ERP)	-	-	-	25,000	25,000	25,000	0.0%
29 GENERAL EMPLOYEES PENSION	-	-	-	-	-	-	0.0%
30 TRANSFER TO SUBTOTAL	2,149,000	1,800,000	1,955,300	2,111,700	2,061,100	311,700	17.3%
31 TOTAL EXPENSES	6,524,904	7,139,800	7,147,400	7,411,100	7,353,200	271,300	3.8%
32 BUDGET BALANCE WATER	1,548,588	1,402,700	642,000	580,000	637,900	(822,700)	-58.7%
33 BUDGET BALANCE WASTEWATER	-	-	-	-	-	-	0.0%
34 BUDGET BALANCE KCSA	-	-	-	-	-	-	0.0%
33 BUDGET BALANCE SUBTOTALS	1,548,588	1,402,700	642,000	580,000	637,900	(822,700)	-58.7%
33 TOTAL BUDGET BALANCES & EXPENSES	8,073,492	8,542,500	7,789,400	7,991,100	7,991,100	(551,400)	-6.5%
34 EXCEEDS/(REMAINS)TO MEET REQMNNT	1,548,588	819,500	145,400	(3,700)	54,200		

	2019/20 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	POLICY
35 RESERVE BALANCES							
36 CONTINGENCY - WATER	266,800	259,600	262,900	266,800	266,800	7,200	\$250K

Water Fund

FY 2021 – 2022 Capital Expenditures

WATER IMPROVEMENT & EXTENSION FUND SUMMARY

	2019/20 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	%CHG FY22 VS FY21 VS
1 BEGINNING BALANCE - WATER	5,349,000	3,794,200	5,292,600	4,896,200	4,896,200	1,102,000	29.0%
2 REVENUES							
3 BOND PROCEEDS - WATER	1,401,901	-	-	-	-	-	0.0%
4 STATE LOAN FUND - WATER	-	-	-	-	-	-	0.0%
5 TRANS FR OPERATING FUND - WATER	1,500,000	1,300,000	1,300,000	1,586,700	1,536,100	286,700	22.1%
6 TRANSFER FR WATER IMPACT FEE	-	39,200	39,200	700,000	700,000	660,800	1685.7%
7 PROCEEDS FROM SALE OF ASSETS	2,772	-	-	-	-	-	0.0%
8 INTEREST INCOME	93,974	50,000	50,000	50,000	50,000	-	0.0%
9 MISCELLANEOUS RECEIPTS	-	-	-	-	-	-	0.0%
10 TOTAL REVENUES	2,998,648	1,389,200	1,389,200	2,336,700	2,286,100	947,500	68.2%
11 TOTAL BEGINNING BALANCES & REVENUES	8,347,648	5,183,400	6,681,800	7,232,900	7,182,300	2,049,500	39.5%
12 EXPENSES							
13 ENGINEERING & INSPECTION	-	20,400	20,400	-	-	(20,400)	-100.0%
14 WATER MAINTENANCE	694,857	1,205,500	1,205,500	2,159,400	2,108,800	953,900	79.1%
15 WATER TREATMENT PLANT	2,360,153	559,700	559,700	177,300	177,300	(382,400)	-68.3%
16 TOTAL EXPENSES	3,055,010	1,785,600	1,785,600	2,336,700	2,286,100	551,100	30.9%
17 BUDGET BALANCE - WATER	5,292,638	2,886,900	4,896,200	4,896,200	4,896,200	2,009,300	69.6%
18 TOTAL ENDING BUDGET BALANCES	5,292,638	2,886,900	4,896,200	4,896,200	4,896,200	2,009,300	69.6%
19 TOTAL BUDGET BALANCES & EXPENSES	8,347,648	4,672,500	6,681,800	7,232,900	7,182,300	2,560,400	54.8%
20 RESERVE BALANCES							
21 CAPITAL ASSET RESERVE-WATER	546,540	543,800	550,700	554,900	554,900	11,100	MIN \$500K
22 IMPACT FEE RESERVE - WATER	1,751,468	1,319,000	1,733,900	1,033,900	1,033,900	(285,100)	20% of Rev.

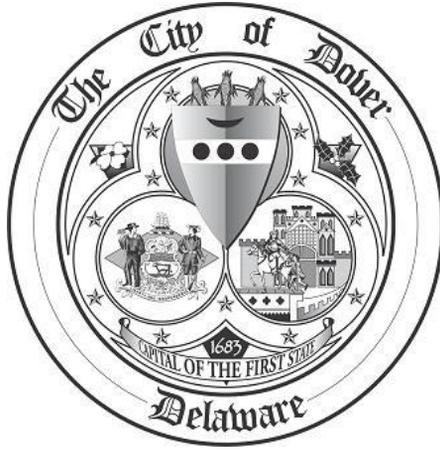
Budget balance is to be no less than \$200,000 for each balance

WATER FUND BUDGET REVIEW

Fiscal Year 2021-2022

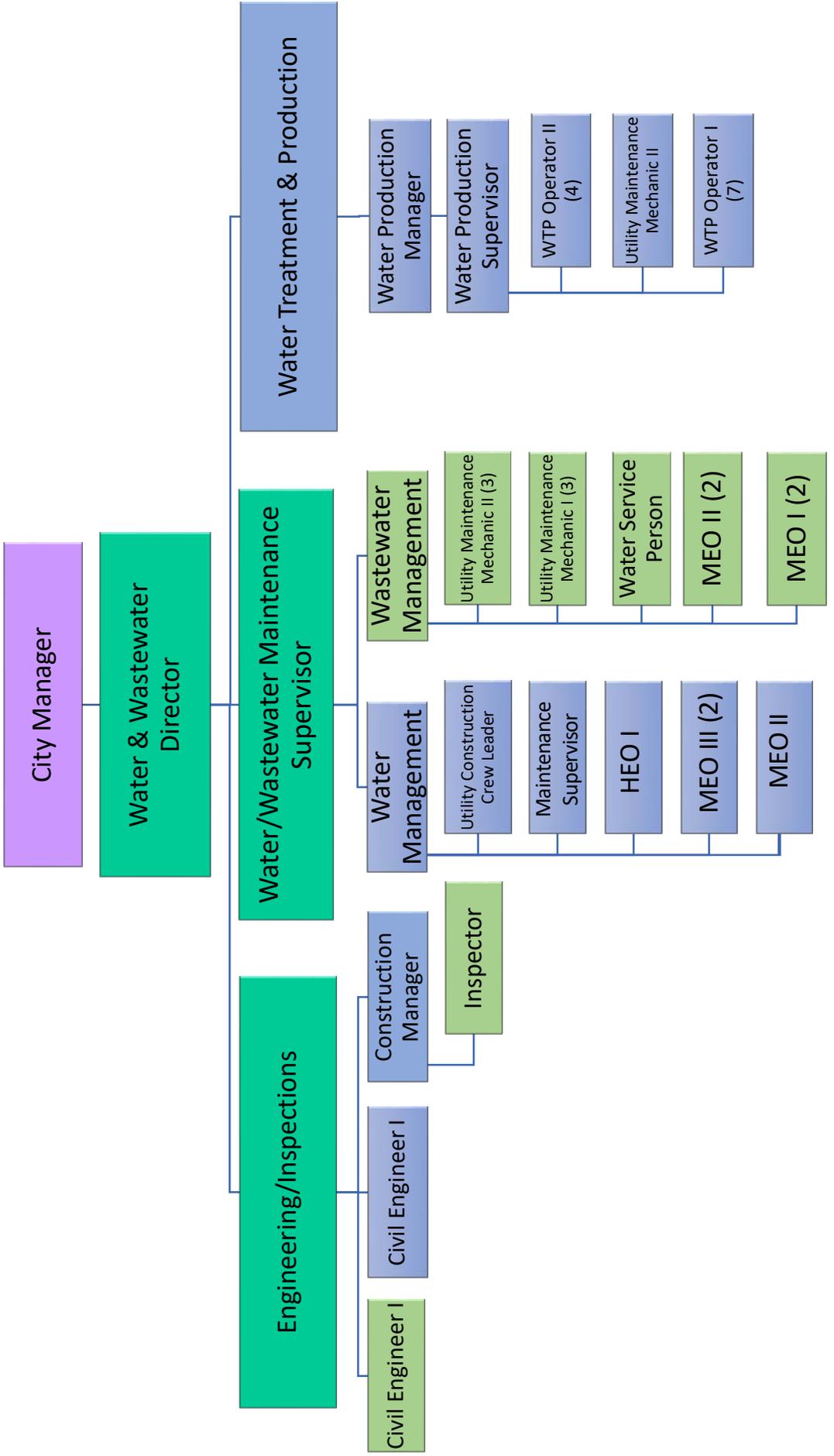
Operating Department & Division Summaries

- **June 2021 – Budget Review
Hearing**



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Water & Wastewater



Water Engineering

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	245,300	253,200	253,200	3%
MATERIALS & SUPPLIES	29,500	19,400	19,400	-34%
ADMINISTRATIVE EXPENDITURES	123,000	21,000	21,000	-83%
OPERATING EXPENDITURES	397,800	293,600	293,600	-26%
CAPITAL OUTLAY	20,400	-	-	-100%

Highlights:

- Decrease in Water Master Plan
- Major goals
 - Developing a library of videos to explain to the public water operations and the efforts of staff to insure safe drinking water and the laws that govern those actions
 - Implementing the Water Master Plan
 - Developing and implementation process for new backflow regulations

WATER ENGINEERING
400-40-26-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 105,241	\$ 180,400	\$ 186,700	\$ 186,700	3%
51012	OVERTIME	1,011	-	-	-	0%
51014	FICA TAXES	7,830	11,800	12,300	12,300	4%
51015	HEALTH INSURANCE	13,892	26,000	26,000	26,000	0%
51016	L I D INSURANCE	576	900	1,000	1,000	11%
51017	WORKERS COMPENSATION	547	700	800	800	14%
51019	PENSION	25,609	22,400	23,200	23,200	4%
51020	OPEB	6,166	3,100	3,200	3,200	3%
	PERSONNEL COSTS	160,872	245,300	253,200	253,200	3%
52022	OFFICE SUPPLIES	613	1,400	1,000	1,000	-29%
52029	UNIFORMS/UNIFORM ALLOW	-	100	100	100	0%
52031	BOOKS	-	300	300	300	0%
52032	SECURITY/SAFETY MATERIALS	72	100	100	100	0%
52033	SMALL TOOLS	241	100	200	200	100%
52037	COMPUTER SOFTWARE	6,981	19,100	17,700	17,700	-7%
52038	COMPUTER HARDWARE	1,324	8,400	-	-	-100%
	MATERIALS & SUPPLIES	9,232	29,500	19,400	19,400	-34%
53021	TELEPHONE/FAX	1,137	1,300	1,300	1,300	0%
53027	SUBSCRIPTIONS AND DUES	550	900	900	900	0%
53028	TRAINING/CONF/FOOD/TRAVEL	150	1,100	900	900	-18%
53031	CONTRACTUAL SERVICES	16,502	117,700	16,700	16,700	-86%
53039	IN-HOUSE TRAINING	700	-	-	-	0%
53062	GASOLINE	585	1,400	700	700	-50%
53067	RADIO REPAIRS/MAINTENANCE	389	600	500	500	-17%
	ADMINISTRATIVE EXPENDITURES	20,012	123,000	21,000	21,000	-83%
	OPERATING EXPENDITURES	190,116	397,800	293,600	293,600	-26%
54023	TRUCKS - PURCHASE	-	-	-	-	0%
54025	OTHER EQUIPMENT	-	20,400	-	-	-100%
	CAPITAL OUTLAY	-	20,400	-	-	-100%
	TOTAL EXPENDITURES	\$ 190,116	\$ 418,200	\$ 293,600	\$ 293,600	-30%
	REVENUES					
	WATER FUND	\$ 190,116	\$ 397,800	\$ 293,600	\$ 293,600	
	WATER I & E FUND	-	20,400	-	-	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	2.5	2.5	2.5	2.5	

Water Maintenance

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	538,200	547,600	547,600	2%
MATERIALS & SUPPLIES	80,892	90,000	90,000	11%
ADMINISTRATIVE EXPENDITURES	38,200	38,200	38,200	0%
OPERATING EXPENDITURES	657,292	675,800	675,800	3%
CAPITAL OUTLAY	1,205,500	2,149,400	2,098,800	74%
TOTAL EXPENDITURES	\$ 1,862,792	\$ 2,825,200	\$ 2,774,600	49%

Highlights:

- Capital projects include new well development (\$707,700) and three water main replacements (\$965,000)
- Major goal
 - Replace aged and undersized ductile iron water mains which incrementally reduces the brown water issue

WATER MAINTENANCE
400-40-68-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 287,008	\$ 297,500	\$ 294,700	\$ 294,700	-1%
51012	OVERTIME	11,499	14,800	17,100	17,100	16%
51014	FICA TAXES	22,024	23,900	23,800	23,800	0%
51015	HEALTH INSURANCE	69,561	68,300	72,900	72,900	7%
51016	L I D INSURANCE	1,354	1,500	1,600	1,600	7%
51017	WORKERS COMPENSATION	16,537	17,300	17,300	17,300	0%
51019	PENSION	81,328	109,100	114,400	114,400	5%
51020	OPEB	16,449	5,800	5,800	5,800	0%
	PERSONNEL COSTS	505,759	538,200	547,600	547,600	2%
52028	MEDICAL SUP & PHYSICALS	195	195	1,200	1,200	515%
52029	UNIFORMS/UNIFORM ALLOW	1,197	1,197	1,300	1,300	9%
52031	BOOKS	322	322	-	-	-100%
52032	SECURITY/SAFETY MATERIALS	4,415	4,415	1,000	1,000	-77%
52033	SMALL TOOLS	-	-	5,500	5,500	100%
52038	COMPUTER HARDWARE	-	-	1,000	1,000	100%
52051	WATER/SEWER SYSTEM SUP	45,922	45,922	45,000	45,000	-2%
52053	METERS/METER SUPPLIES	40,342	28,842	35,000	35,000	21%
	MATERIALS & SUPPLIES	92,392	80,892	90,000	90,000	11%
53021	TELEPHONE/FAX	2,951	3,600	3,700	3,700	3%
53025	ADVERTISEMENT	2,913	5,400	5,400	5,400	0%
53027	SUBSCRIPTIONS AND DUES	3,181	3,300	4,900	4,900	48%
53028	TRAINING/CONF/FOOD/TRAVEL	60	1,000	1,300	1,300	30%
53029	CONSULTING FEES	6,348	1,000	1,000	1,000	0%
53031	CONTRACTUAL SERVICES	3,561	10,100	10,100	10,100	0%
53062	GASOLINE	10,747	9,700	8,000	8,000	-18%
53065	MAINT EQUIP REPAIRS/MAINT	49	500	500	500	0%
53067	RADIO REPAIRS/MAINTENANCE	2,769	3,600	3,300	3,300	-8%
	ADMINISTRATIVE EXPENDITURES	32,578	38,200	38,200	38,200	0%
	OPERATING EXPENDITURES	630,729	657,292	675,800	675,800	3%
54023	TRUCKS - PURCHASE	18,599	-	256,400	205,800	100%
54025	OTHER EQUIP - PURCHASE	244	-	6,000	16,000	100%
54031	CONSTRUCTION - PURCHASE	676,014	1,205,500	1,887,000	1,887,000	57%
	CAPITAL OUTLAY	694,857	1,205,500	2,159,400	2,108,800	75%
	TOTAL EXPENDITURES	\$ 1,325,586	\$ 1,862,792	\$ 2,835,200	\$ 2,784,600	49%
	REVENUES					
	WATER FUND	\$ 630,729	\$ 657,292	\$ 675,800	\$ 675,800	
	WATER I & E FUND	\$ 694,857	\$ 1,205,500	\$ 2,159,400	\$ 2,108,800	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	6.0	7.0	6.0	6.0	

Water Treatment Plant

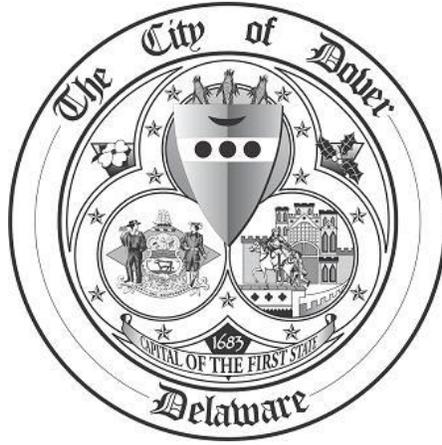
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	1,313,100	1,377,000	1,377,000	5%
MATERIALS & SUPPLIES	239,800	228,800	228,800	-5%
ADMINISTRATIVE EXPENDITURES	668,700	763,900	763,900	14%
OPERATING EXPENDITURES	2,221,600	2,369,700	2,369,700	7%
CAPITAL OUTLAY	559,700	177,300	177,300	-68%
TOTAL EXPENDITURES	\$ 2,781,300	\$ 2,547,000	\$ 2,547,000	-8%

Highlights:

- Decrease in Capital costs is due to the final expenditures at the Water Treatment Plant upgrade in FY21
- Major goal
 - First full year of operating the new Treatment Plant

**WATER TREATMENT PLANT
400-40-76-99-000**

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 724,766	\$ 745,200	\$ 775,600	\$ 775,600	4%
51012	OVERTIME	49,240	51,900	51,300	51,300	-1%
51014	FICA TAXES	56,144	61,000	63,200	63,200	4%
51015	HEALTH INSURANCE	188,666	179,200	193,000	193,000	8%
51016	L I D INSURANCE	3,535	3,100	3,600	3,600	16%
51017	WORKERS COMPENSATION	39,218	44,200	45,800	45,800	4%
51019	PENSION	161,245	213,700	229,100	229,100	7%
51020	OPEB	42,306	14,800	15,400	15,400	4%
	PERSONNEL COSTS	1,265,120	1,313,100	1,377,000	1,377,000	5%
52025	CUSTODIAL	-	100	100	100	0%
52029	UNIFORMS/UNIFORM ALLOW	4,274	4,900	4,900	4,900	0%
52032	SECURITY/SAFETY MATERIALS	339	2,200	2,200	2,200	0%
52033	SMALL TOOLS	4,041	4,700	5,300	5,300	13%
52035	CHEMICALS & ADDITIVES	126,645	198,500	191,600	191,600	-3%
52038	COMPUTER HARDWARE	974	-	-	-	0%
52046	CITY BLDG MAINT SUPPLIES	7,581	17,400	11,900	11,900	-32%
52049	WELL SUPPLIES/REHAB	11,473	12,000	12,800	12,800	7%
	MATERIALS & SUPPLIES	155,328	239,800	228,800	228,800	-5%
53021	TELEPHONE/FAX	1,224	1,200	1,400	1,400	17%
53023	ELECTRICITY	404,363	430,000	429,000	429,000	0%
53024	HEATING OIL/GAS	-	5,000	5,000	5,000	0%
53025	ADVERTISEMENT	613	900	900	900	0%
53027	SUBSCRIPTIONS AND DUES	700	700	700	700	0%
53028	TRAINING/CONF/FOOD/TRAVEL	2,968	3,900	4,600	4,600	18%
53031	CONTRACTUAL SERVICES	50,405	206,300	280,200	280,200	36%
53062	GASOLINE	6,513	8,700	9,400	9,400	8%
53066	OTHER EQUIP REPAIRS/MAINT	9,507	10,000	30,900	30,900	209%
53067	RADIO REPAIRS/MAINTENANCE	1,538	2,000	1,800	1,800	-10%
	ADMINISTRATIVE EXPENDITURES	477,831	668,700	763,900	763,900	14%
	OPERATING EXPENDITURES	1,898,280	2,221,600	2,369,700	2,369,700	7%
54023	TRUCKS - PURCHASE	43,934	42,900	177,300	177,300	313%
54031	CONSTRUCTION PURCHASES	2,316,219	516,800	-	-	-100%
	CAPITAL OUTLAY	2,360,153	559,700	177,300	177,300	-68%
	TOTAL EXPENDITURES	\$ 4,258,433	\$ 2,781,300	\$ 2,547,000	\$ 2,547,000	-8%
	REVENUES					
	WATER FUND	\$ 1,898,280	\$ 2,221,600	\$ 2,369,700	\$ 2,369,700	
	WATER I & E FUND	\$ 2,360,153	\$ 559,700	\$ 177,300	\$ 177,300	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	13.0	14.0	14.0	14.0	



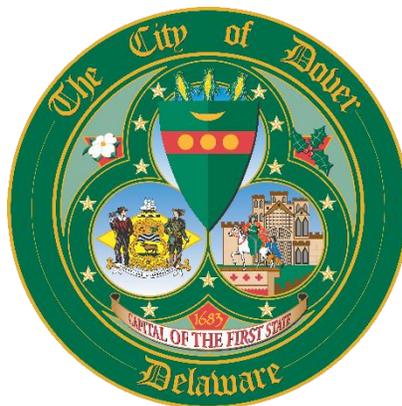
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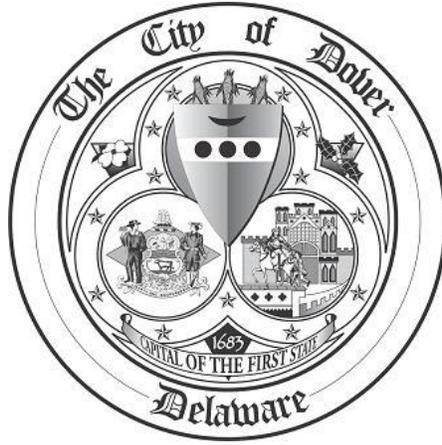
PUBLIC UTILITIES WASTEWATER

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

WASTEWATER ENGINEERING & INSPECTIONS

WASTEWATER MAINTENANCE



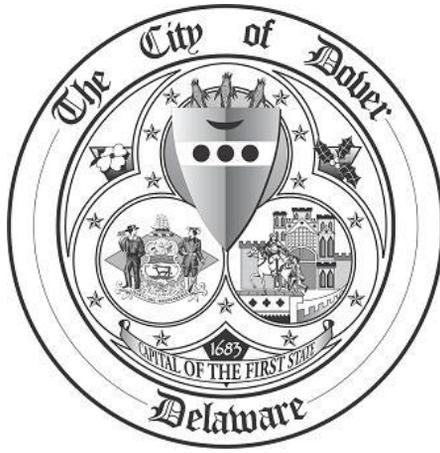


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WASTEWATER FUND BUDGET REVIEW

Fiscal Year 2021-2022

- Budget Review Hearing
June 2, 2021



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Wastewater Fund Operations

- Accomplishments in FY21
 - Completed studies for Turnberry, College Road and Lepore Road projects for FY22 implementation.
 - Replacement of Camera Truck Equipment.
 - Upgraded SCADA Equipment for Pump Stations.
 - Completion of Pump Station upgrade of #7 Pump Station Upgrades.
 - Completion of Kent County upgrade of US13 force main reduces stress on Pump Station #7
- Accomplishments planned in FY22
 - Begin City Wide Inflow and Infiltration Investigation – 2 year project.
 - Lepore Road Sanitary Sewer Upgrade.
 - Turnberry Pump Station Upgrade and College Road Pump Station Replacement.
 - Meeting House Branch Sanitary Sewer Replacement
 - Transfer mobile generator from Water Utility to Pump Station #7.
 - Continue to work with Tyler / MUNIS for Integration.

Wastewater Fund Budget

- Starting Fund balance increase over FY20 Original Budget **\$1.67M**
- Expense decrease over FY20 Original Budget **\$271,100** or **-3.7%**
- Major **increases/(decreases)**) affecting revenues
 - Wastewater Service Fees **\$242,000 (5.4%)** due to rate increase
 - Groundwater Inflow Adjustment Revenue increase of **\$198,500 (10.8%)** due to rate increase (7.1%).
- Major **increases/(decreases)** affecting expenses
 - Increase of **11,500 (14.1%)** in Retiree Healthcare.
 - Capital Project Appropriation decrease of **\$339,000 (33.4%)**

Planning for the future - Wastewater

- Implementation of cost of service rates and modeling
 - Presented to City Council in January 2020
 - Implementation continues in this Budget
- Customer Service enhancements
 - Roll out of new billing system with Tyler Munis
 - Continue inflow & infiltration improvements with relining program and sewer main replacements
- Capacity improvements
 - Continuation of pump station replacements and upgrades
- Technology updates to SCADA equipment and systems

Wastewater Capital Investment Plan

Table 3
Projected I & E Fund - Wastewater
Capital Improvement Plan FY21 - FY25
FY20 Actual & FY21 Approved Budget (Updated 1/23/2021)

CAPITAL PROJECTS	Revised FY 2020	Actual 2020	Budget					5 Yr Projectd Total
			Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	
Engineering								
Vehicles & Equipment								
Wastewater								
Vehicles & Equipment - Wastewater	\$ 43,200	\$ -	\$ 14,000	\$ 280,600	\$ 448,000	\$ 42,000	\$ -	\$ 784,600
Sanitary Sewer Video Kit	166,000	166,441	-	-	-	-	-	-
Meter Reading - Radio Read Meters (Split W/WW 50%)	17,200	244	-	418,700	418,700	418,700	-	1,256,100
Tar Ditch Interceptor Upgrade (Meeting House Branch)	246,100	32,941	-	-	-	-	-	-
Rolling Acres Pump Station Replacement	-	-	-	-	-	-	-	-
Tumberly Pump Station	-	-	10,000	67,000	-	600,000	-	677,000
DelTech Pump Station Replacement	133,300	101,369	-	-	-	-	-	-
Westover Pump Station & Force Main Upgrade	-	-	-	-	-	-	-	-
Lepore Road Sanitary Sewer upgrade	-	-	50,000	-	317,000	-	-	367,000
Silver Lake Pump Station Replacement	147,000	22,800	-	-	-	-	-	-
Walker Woods Pump Station Replacement	458,200	419,436	-	-	-	-	-	-
College Road Pump Station Replacement	12,000	7,500	75,000	-	580,000	-	-	655,000
Heatherfield Pump Station Replacement	-	-	-	12,000	69,000	-	618,000	699,000
Cedar Chase Pump Station Replacement	-	-	-	-	14,000	71,000	-	85,000
Laurel Drive Pump Station Replacement	-	-	-	-	-	16,000	73,000	89,000
Kings Cliff Pump Station Replacement	-	-	-	-	-	-	18,000	18,000
Puncheon Run Pump Station Upgrade/Repair	665,100	59,898	-	-	-	-	-	-
Lincoln Street Gravity Sewer Repair	-	-	-	-	-	-	-	-
Kurt Drive Pump Station - emergency repair	217,600	151,448	-	-	-	-	-	-
US Rt. 113 East PS # 7 Repair - Controller	280,400	-	-	-	-	-	-	-
McKee Generator repair	-	-	-	-	-	-	-	-
SCADA Equipment & Technology Upgrade	308,000	-	-	-	-	-	-	-
Location/Pump Station to be Determined								
Inflow/Infiltration Removal/System Improvements	750,000	582,583	800,000	419,000	4,270,000	4,270,000	-	9,759,000
Misc. Sewer System Improvements	100,000	131,837	150,000	155,000	160,000	165,000	170,000	800,000
Total Wastewater Improvements	\$3,544,100	\$1,676,497	\$ 1,099,000	\$ 1,352,300	\$ 6,276,700	\$ 5,582,700	\$ 879,000	\$ 15,189,700

FUNDING SOURCES	Revised FY 2020	Actual 2020	Budget					5 Yr Projectd Total
			Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	
I & E Fund Budget Balance - Wastewater	\$ 906,600	\$ 906,640	\$ 242,100	\$ 384,700	\$ 575,600	\$ 345,700	\$ 535,000	-
I & E Fund Budget Balance - Wastewater Bonds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Operating Fund - Wastewater	900,000	900,000	1,200,000	1,500,000	1,500,000	1,300,000	1,300,000	6,800,000
Transfer from Cap Asset Reserve - Wastewater	-	-	-	-	-	-	-	-
Transfer from Impact Fee Reserve - Wastewater	404,900	-	31,600	33,200	266,800	192,000	192,000	715,600
Net Bond Proceeds - Wastewater (Bond)	-	-	-	-	-	-	-	-
State Loan Fund - Wastewater 2019	-	-	-	-	-	-	-	-
State Loan Fund - Wastewater 2023	1,564,700	578,057	-	-	4,270,000	4,270,000	-	8,540,000
Interest Income - Wastewater	10,000	34,304	10,000	10,000	10,000	10,000	10,000	50,000
Developer Contributions	-	-	-	-	-	-	-	-
Grants/State Reimbursements	-	-	-	-	-	-	-	-
Miscellaneous Receipts	-	7,651	-	-	-	-	-	7,651
Total Funding Sources - Wastewater	\$2,879,600	\$1,520,012	\$ 1,241,600	\$ 1,543,200	\$ 6,046,800	\$ 5,772,000	\$ 1,502,000	\$ 16,113,251
Total Sources of Funds (incl. Budget Balances)	\$3,786,200	\$2,426,652	\$ 1,483,700	\$ 1,927,900	\$ 6,622,400	\$ 6,117,700	\$ 2,037,000	
Wastewater - Ending Budget Balance	\$ 242,100	\$ 750,155	\$ 384,700	\$ 575,600	\$ 345,700	\$ 535,000	\$ 1,158,000	
Water Bond Issue - Ending Budget Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Total Funding Sources excludes Budget Balances

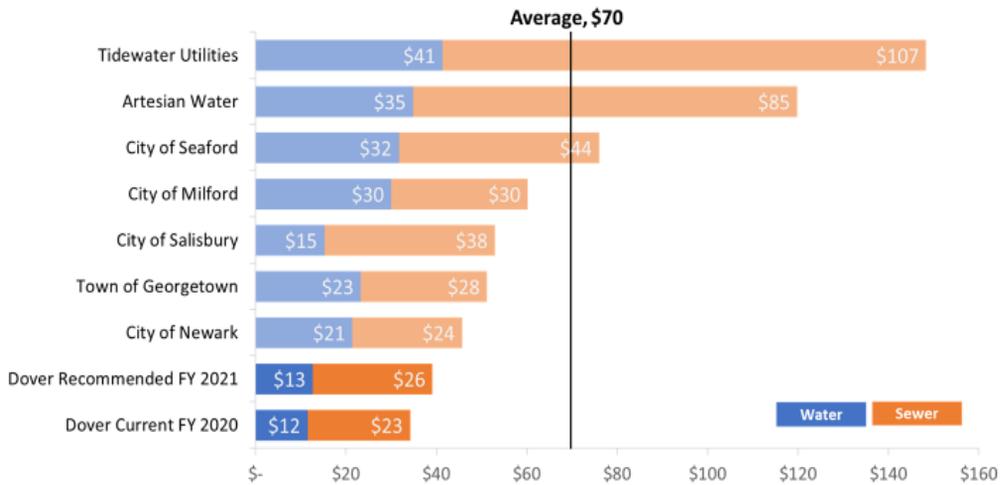
Wastewater Fund Forecast

Table 2b
Projected Net Margins - Wastewater
FY20 Actual & FY21 Approved Budget (Updated 1/23/2021)

	Actual 2018	Actual 2019	Actual 2020	Budget 2021	Projection 2022	Projection 2023	Projection 2024	Projection 2025	Yr 1 - Yr 5 Total
Net Income - Wastewater									
Wastewater Fees	\$ 3,612,194	\$ 3,720,797	\$ 3,615,733	\$ 4,467,500	\$ 4,709,500	\$ 4,931,500	\$ 4,971,800	\$ 5,012,500	\$ 24,092,800
Treatment Fees - Kent County	2,813,866	2,902,852	3,108,340	3,275,100	3,313,700	3,350,200	3,368,700	3,387,200	16,694,900
Groundwater Inflow Adjustment	1,800,156	1,858,169	1,803,964	2,040,400	2,172,600	2,293,900	2,315,900	2,338,200	11,161,000
Miscellaneous Income - Wastewater	39,048	10,273	7,142	1,300	23,400	23,500	23,500	23,500	95,200
Impact Fees - Wastewater	962,684	688,132	211,484	480,000	480,000	480,000	480,000	480,000	2,400,000
Total Revenue	9,227,948	9,180,223	8,746,663	10,264,300	10,699,200	11,079,100	11,159,900	11,241,400	54,443,900
Treatment Expense - Kent County	(3,985,933)	(4,816,650)	(3,769,635)	(4,302,900)	(4,389,000)	(4,476,800)	(4,566,300)	(4,657,600)	(22,392,600)
Operating Expenses - Wastewater	(2,151,822)	(2,094,494)	(1,999,817)	(2,381,000)	(2,427,200)	(2,494,900)	(2,564,800)	(2,636,500)	(12,504,400)
Operating Transfers - Out	(400,000)	(649,000)	(649,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(2,500,000)
Total Operating Expenses	(6,537,754)	(7,560,144)	(6,418,452)	(7,183,900)	(7,316,200)	(7,471,700)	(7,631,100)	(7,794,100)	(37,397,000)
Operating Income	2,690,194	1,620,079	2,328,211	3,080,400	3,383,000	3,607,400	3,528,800	3,447,300	17,046,900
Gain (Loss) on Fixed Assets/Investments									-
Non-Oper. Rev. - Interest on Operating	70,426	94,952	42,648	20,000	10,000	10,000	10,000	10,000	60,000
Non-Oper. Rev. - Interest on Reserves	73,238	114,070	143,744	45,500	45,700	45,800	44,000	43,000	224,000
Income Available For Debt Service	2,833,858	1,829,101	2,514,603	3,145,900	3,438,700	3,663,200	3,582,800	3,500,300	17,330,900
Interest for Long-Term Debt	(161,534)	(158,459)	(149,386)	(166,500)	(147,800)	(135,800)	(295,100)	(278,700)	(1,023,900)
Cash From Operations	2,672,324	1,670,642	2,365,217	2,979,400	3,290,900	3,527,400	3,287,700	3,221,600	16,307,000
Non Cash Investment Income/(Loss)									
Gain/Loss on Sale of Assets		-	7,651						-
Net Increase/(Decrease) in fair value of investments		191,527	181,933						-
Contractor Contributions - Wastewater	-	-	597,401	-	-	-	-	-	-
Depreciation Expense	(1,341,766)	(1,788,015)	(1,407,385)	(1,441,500)	(1,534,600)	(1,801,000)	(1,968,700)	(1,993,800)	(8,739,600)
Net Income (\$)	\$ 1,330,557	\$ 74,154	\$ 1,744,816	\$ 1,537,900	\$ 1,756,300	\$ 1,726,400	\$ 1,319,000	\$ 1,227,800	\$ 7,567,400
Debt Service Coverage									
Income Avail. for Debt Service	\$ 2,833,858	\$ 1,829,101	\$ 2,514,603	\$ 3,145,900	\$ 3,438,700	\$ 3,663,200	\$ 3,582,800	\$ 3,500,300	\$ 17,330,900
Total Debt Service	\$ 607,389	\$ 609,720	\$ 617,962	\$ 659,900	\$ 652,500	\$ 652,000	\$ 1,180,700	\$ 1,127,200	\$ 4,272,300
Debt Service Coverage Ratio	4.67	3.00	4.07	4.77	5.27	5.62	3.03	3.11	
Transfer to I & E Fund - Wastewater	\$ 1,576,500	\$ 1,100,000	\$ 900,000	\$ 1,200,000	\$ 1,500,000	\$ 1,500,000	\$ 1,300,000	\$ 1,300,000	\$ 6,800,000
Transfer to Impact Fee Reserve - Wastewater	770,094	535,229	57,327	-	-	-	-	-	-
Transfer to Capital Asset & Contingency Reserves	-	-	-	-	-	-	-	-	-
Reinvestment of Reserve Interest	73,238	114,070	143,744	45,500	45,700	45,800	44,000	43,000	224,000
Debt Service Principal	445,855	458,600	468,576	493,400	504,700	516,200	885,600	848,500	3,248,400
Total Cash Budget Requirements	\$ 2,865,687	\$ 2,207,899	\$ 1,569,647	\$ 1,738,900	\$ 2,050,400	\$ 2,062,000	\$ 2,229,600	\$ 2,191,500	\$ 10,272,400
Net Positive/(Negative Cash)	\$ (193,363)	\$ (537,257)	\$ 795,570	\$ 1,240,500	\$ 1,240,500	\$ 1,465,400	\$ 1,058,100	\$ 1,030,100	\$ 6,034,600

Rate Increases

Every Third Year
Residential, 3,000 gallons/mo. (Dover Median)



Wastewater Fund

Revenues and Expenses 2021 - 2022

WASTEWATER FUND SUMMARY

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
1 BEGINNING BALANCE - WASTEWATER	345,400	47,900	1,088,500	1,672,300	1,672,270	1,624,400	3391.2%
2 BASE REVENUE:							
3 WASTEWATER SERVICES	3,615,733	4,467,500	4,158,093	4,709,500	4,709,500	242,000	5.4%
4 WASTEWATER TREATMENT SERVICES	3,108,340	3,275,100	3,543,507	3,275,100	3,275,100	-	0.0%
5 GROUNDWATER INFLOW ADJUSTMENT	1,803,964	2,040,400	2,056,519	2,023,100	2,023,100	(17,300)	-0.8%
6 WASTEWATER IMPACT FEES	211,484	480,000	152,940	380,000	380,000	(100,000)	-20.8%
7 STATE GRANT - WASTEWATER	-	-	-	62,700	62,700	62,700	0.0%
8 INTEREST - WASTEWATER	5,630	20,000	1,510	20,000	20,000	-	0.0%
9 MISCELLANEOUS SERVICE FEE	7,142	1,300	2,000	200	200	(1,100)	-84.6%
10 TOTAL REVENUES	8,752,293	10,284,300	9,914,570	10,470,600	10,470,600	186,300	1.8%
11 TOTAL BEGINNING BALANCE & REVENUES	9,097,693	10,332,200	11,003,070	12,142,900	12,142,870	1,810,700	17.5%
12 DIRECT EXPENSES:							
13 ENGINEERING & INSPECTION	187,426	288,300	250,300	393,300	393,300	105,000	36.4%
14 WASTEWATER MAINTENANCE	1,009,088	1,144,200	1,144,200	1,112,500	1,112,500	(31,700)	-2.8%
15 DIRECT EXPENDITURE SUBTOTAL	1,196,514	1,432,500	1,394,500	1,505,800	1,505,800	73,300	5.1%
16 OTHER EXPENSES:							
17 DEBT SERVICE - WATER	-	-	-	-	-	-	0.0%
17 DEBT SERVICE - WASTEWATER	610,870	659,900	659,900	659,900	659,900	-	0.0%
18 RETIREES HEALTH CARE	113,100	81,500	81,500	93,000	93,000	11,500	14.1%
19 OTHER EMPLOYMENT EXPENSES	-	-	-	-	-	-	0.0%
20 OPEB UNFUNDED LIABILITY	-	-	-	-	-	-	0.0%
21 PENSION UNFUNDED LIABILITY	-	-	-	-	-	-	0.0%
21 KENT COUNTY TREATMENT CHARGE	3,769,635	4,302,900	4,702,900	4,302,900	4,302,900	-	0.0%
22 INTERFUND SERVICE FEES	700,605	782,000	782,000	737,900	737,500	(44,100)	-5.7%
23 BANK & CREDIT CARD FEES	7,543	10,000	10,000	12,000	12,000	2,000	20.0%
24 BOND ISSUANCE COSTS	4,582	-	-	-	-	-	0.0%
25 UNCOLLECTIBLES	-	-	-	-	-	-	0.0%
26 INVENTORY/FIXED ASSET WRITEOFFS	-	-	-	-	-	-	0.0%
25 OTHER EXPENSES SUBTOTAL	5,206,335	5,836,300	6,236,300	5,805,700	5,805,300	(30,600)	-0.5%
26 TRANSFER TO:							
27 GENERAL FUND FROM WASTEWATER	500,000	500,000	500,000	500,000	500,000	-	0.0%
28 WASTEWATER IMP AND EXT	900,000	1,200,000	1,200,000	860,600	799,200	(339,400)	-33.4%
29 SEWER IMPACT FEE RESERVE	57,327	-	-	-	-	-	0.0%
30 ELECTRIC IMP AND EXT	149,000	-	-	-	-	-	0.0%
31 ELETRIC FUND (ERP)	-	-	-	25,000	25,000	25,000	0.0%
32 GENERAL EMPLOYEES PENSION	-	-	-	-	-	-	0.0%
33 TRANSFER TO SUBTOTAL	1,606,327	1,700,000	1,700,000	1,385,600	1,324,200	(314,400)	-22.1%
34 TOTAL EXPENSES	8,009,176	8,968,800	9,330,800	8,697,100	8,635,300	(271,700)	-3.7%
35 BUDGET BALANCE WASTEWATER	1,088,517	1,363,400	1,672,270	3,445,800	3,507,570	2,082,400	157.3%
36 TOTAL BUDGET BALANCES & EXPENSES	9,097,693	10,332,200	11,003,070	12,142,900	12,142,870	1,810,700	17.5%
37 EXCEEDS/(REMAINS)TO MEET REQ MNT	1,088,517	540,700	879,170	2,613,200	2,674,970		

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	POLICY
38 RESERVE BALANCES							
40 CONTINGENCY - WATER/WASTEWATER	294,250	287,000	296,500	294,250	298,800	7,250	\$250K

Wastewater Fund

FY 2021 – 2022 Capital Expenditures

WASTEWATER IMPROVEMENT & EXTENSION FUND SUMMARY

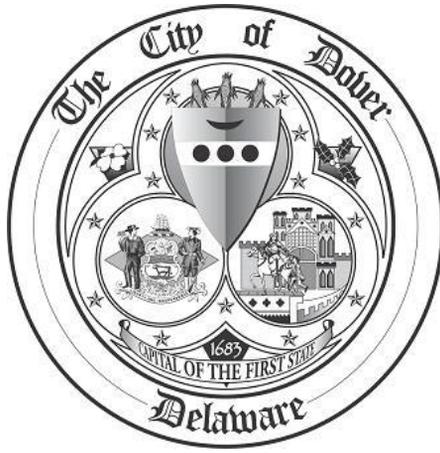
	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
1 BEGINNING BALANCE - WASTEWATER	906,600	242,100	750,100	892,700	892,700	650,600	268.7%
2 TOTAL BEGINNING BALANCES	906,600	242,100	750,100	892,700	892,700	650,600	268.7%
3 REVENUES							
5 STATE LOAN FUND - WASTEWATER	578,057	-	-	-	-	-	0.0%
7 TRANS FR OPERATING FUND - WW	900,000	1,200,000	1,200,000	860,600	799,200	(339,400)	-33.4%
9 TRANSFER FR WASTEWATER IMPACT FEE	-	31,600	31,600	22,000	22,000	(9,600)	-30.4%
10 PROCEEDS FROM SALE OF ASSETS	7,651	-	-	-	-	-	0.0%
11 INTEREST INCOME	34,304	10,000	10,000	10,000	10,000	-	0.0%
12 MISCELLANEOUS RECEIPTS	-	-	-	-	-	-	0.0%
13 TOTAL REVENUES	1,520,012	1,241,600	1,241,600	892,600	831,200	(349,000)	-33.1%
14 TOTAL BEGINNING BALANCES & REVENUES	2,426,612	1,483,700	1,991,700	1,785,300	1,723,900	301,600	16.2%
15 EXPENSES							
16 ENGINEERING & INSPECTION	-	14,000	14,000	-	-	(14,000)	-100.0%
17 WASTEWATER MAINTENANCE	1,676,497	1,085,000	1,085,000	892,600	831,200	(192,400)	-23.4%
18 TOTAL EXPENSES	1,676,497	1,099,000	1,099,000	892,600	831,200	(206,400)	-24.4%
19 BUDGET BALANCE - WASTEWATER	750,115	384,700	892,700	892,700	892,700	508,000	132.1%
20 TOTAL ENDING BUDGET BALANCES	750,115	384,700	892,700	892,700	892,700	508,000	132.1%
21 TOTAL BUDGET BALANCES & EXPENSES	2,426,612	1,483,700	1,991,700	1,785,300	1,723,900	301,600	16.2%
<hr/>							
22 RESERVE BALANCES						\$ DIFFERENCE FY22 VS FY21 BUDGET	POLICY
23 CAPITAL ASSET RESERVE-WASTEWATER	545,290	553,600	549,400	553,600	553,600	-	MIN \$500K
24 IMPACT FEE RESERVE - WASTEWATER	4,970,695	4,464,200	4,603,600	4,607,000	4,607,000	142,800	20% of Rev.

WASTEWATER FUND BUDGET REVIEW

Fiscal Year 2021-2022

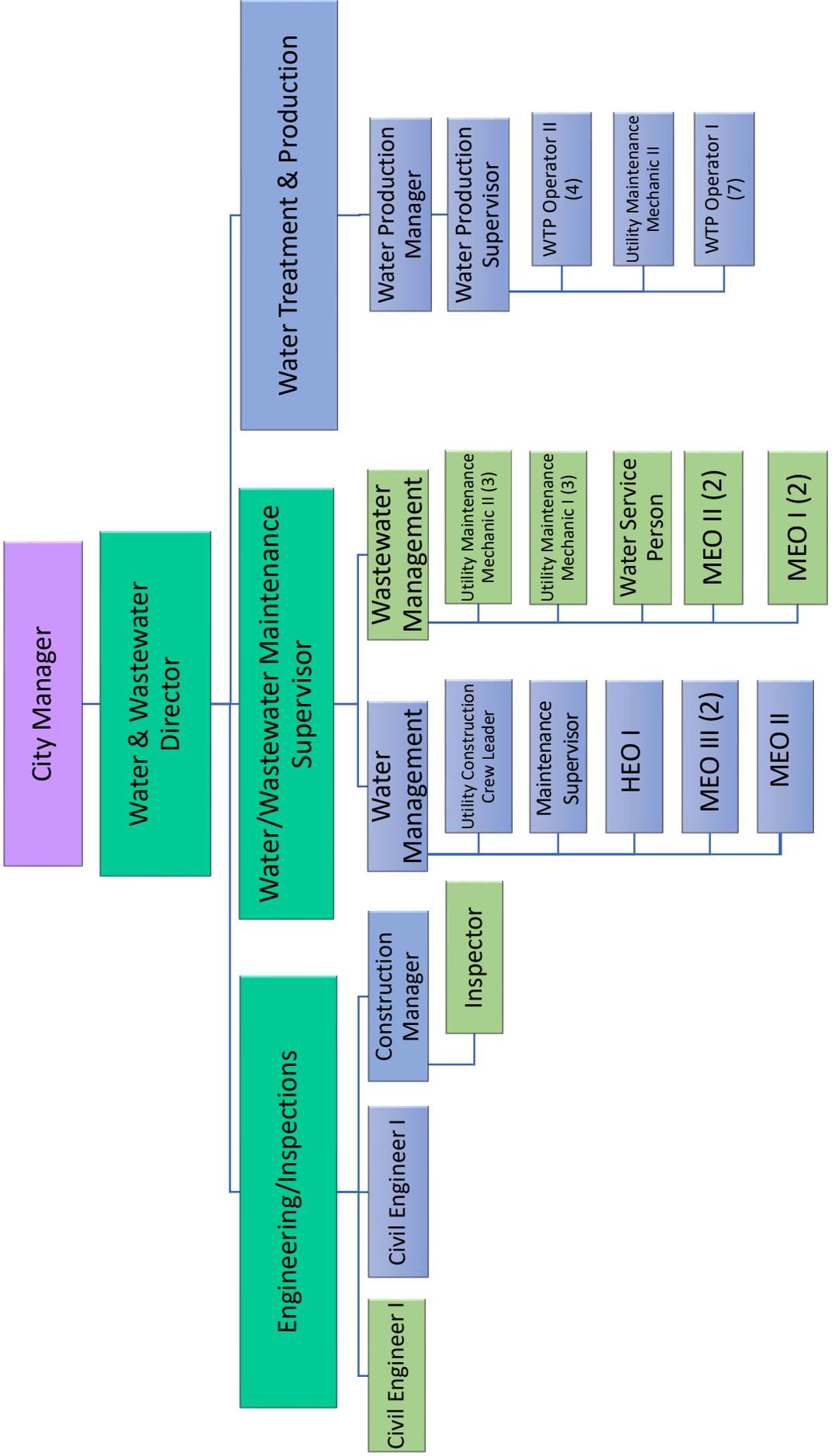
Operating Department &
Division Summaries

- June 2021 – Budget Review
Hearing



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Water & Wastewater



Wastewater Engineering

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	238,300	227,500	227,500	-5%
MATERIALS & SUPPLIES	25,700	17,900	17,900	-30%
ADMINISTRATIVE EXPENDITURES	24,300	147,900	147,900	509%
OPERATING EXPENDITURES	288,300	393,300	393,300	36%
CAPITAL OUTLAY	14,000	-	-	-100%
TOTAL EXPENDITURES	\$ 302,300	\$ 393,300	\$ 393,300	30%

Highlights:

- Increase in Amids expenses is for Wastewater Master Plan (\$125,000)

WASTEWATER ENGINEERING
402-41-26-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 105,241	\$ 162,200	\$ 167,100	\$ 167,100	3%
51012	OVERTIME	1,011	-	-	-	0%
51014	FICA TAXES	7,830	10,500	10,800	10,800	3%
51015	HEALTH INSURANCE	15,155	38,300	17,500	17,500	-54%
51016	L I D INSURANCE	627	700	800	800	14%
51017	WORKERS COMPENSATION	547	600	600	600	0%
51018	EDUCATIONAL ASSISTANCE		-	3,700	3,700	100%
51019	PENSION	25,609	23,300	24,200	24,200	4%
51020	OPEB	6,166	2,700	2,800	2,800	4%
	PERSONNEL COSTS	162,186	238,300	227,500	227,500	-5%
52022	OFFICE SUPPLIES	613	1,400	1,000	1,000	-29%
52029	UNIFORMS/UNIFORM ALLOW	-	100	100	100	0%
52031	BOOKS	-	300	300	300	0%
52032	SECURITY/SAFETY MATERIALS	72	100	100	100	0%
52033	SMALL TOOLS	241	100	200	200	100%
52037	COMPUTER SOFTWARE	4,095	15,300	14,500	14,500	-5%
52038	COMPUTER HARDWARE	146	8,400	1,700	1,700	-80%
	MATERIALS & SUPPLIES	5,168	25,700	17,900	17,900	-30%
53021	TELEPHONE/FAX	1,136	1,000	1,000	1,000	0%
53027	SUBSCRIPTIONS AND DUES	610	600	600	600	0%
53028	TRAINING/CONF/FOOD/TRAVEL	150	1,600	1,600	1,600	0%
53031	CONTRACTUAL SERVICES	16,502	17,700	141,700	141,700	701%
53039	IN-HOUSE TRAINING	700	1,800	1,800	1,800	0%
53062	GASOLINE	585	1,200	700	700	-42%
53067	RADIO REPAIRS/MAINTENANCE	389	400	500	500	25%
	ADMINISTRATIVE EXPENDITURES	20,072	24,300	147,900	147,900	509%
	OPERATING EXPENDITURES	187,426	288,300	393,300	393,300	36%
54023	TRUCKS - PURCHASE	-	-	-	-	0%
50425	OTHER EQUIPMENT	-	14,000	-	-	-100%
	CAPITAL OUTLAY	-	14,000	-	-	-100%
	TOTAL EXPENDITURES	\$ 187,426	\$ 302,300	\$ 393,300	\$ 393,300	30%
	REVENUES					
	WATER/WASTEWATER FUND	\$ 187,426	\$ 288,300	\$ 393,300	\$ 393,300	
	WATER/WASTEWATER I & E FUND	-	14,000	-	-	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	2.5	2.0	2.0	2.5	

Wastewater Management

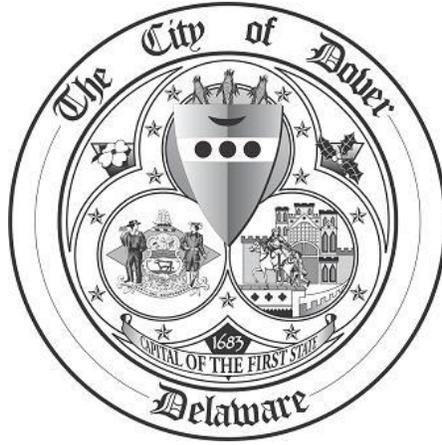
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	720,100	696,100	696,100	-3%
MATERIALS & SUPPLIES	113,900	113,800	113,800	0%
ADMINISTRATIVE EXPENDITURES	310,200.00	302,600	302,600	-2%
OPERATING EXPENDITURES	1,144,200	1,112,500	1,112,500	-3%
CAPITAL OUTLAY	1,085,000	892,600	831,200	-23%
TOTAL EXPENDITURES	\$ 2,229,200	\$ 2,005,100	\$ 1,943,700	-13%

Highlights:

- Capital funds are budgeted for an I & I study with plans to spend \$8,000,000 in FY23 and FY24 to conduct major reductions in the inflow and infiltration of surface water into the sanitary sewer system

WASTEWATER MAINTENANCE
402-41-69-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 379,070	\$ 462,200	\$ 449,100	\$ 449,100	-3%
51012	OVERTIME	34,805	31,600	34,500	34,500	9%
51014	FICA TAXES	30,071	37,800	37,000	37,000	-2%
51015	HEALTH INSURANCE	91,249	104,800	108,000	108,000	3%
51016	L I D INSURANCE	1,707	2,300	2,400	2,400	4%
51017	WORKERS COMPENSATION	22,880	27,300	26,700	26,700	-2%
51019	PENSION	61,185	45,100	29,700	29,700	-34%
51020	OPEB	21,714	9,000	8,700	8,700	-3%
	PERSONNEL COSTS	642,681	720,100	696,100	696,100	-3%
52028	MEDICAL SUP & PHYSICALS	-	1,200	1,200	1,200	0%
52029	UNIFORMS/UNIFORM ALLOW	2,142	2,900	2,900	2,900	0%
52032	SECURITY/SAFETY MATERIALS	1,858	3,000	3,000	3,000	0%
52033	SMALL TOOLS	4,865	5,500	5,500	5,500	0%
52037	COMPUTER SOFTWARE	-	1,500	5,500	5,500	267%
52038	COMPUTER HARDWARE	-	-	1,000	1,000	100%
52046	CITY BLDG MAINT SUPPLIES	1,750	500	500	500	0%
52051	WATER/SEWER SYSTEM SUP	11,466	16,400	17,400	17,400	6%
52053	METERS/METER SUPPLIES	30,788	40,000	35,000	35,000	-13%
52054	PUMPING STATION SUPPLIES	31,521	41,100	39,000	39,000	-5%
52058	WATER/SEWER	2,158	1,800	2,800	2,800	56%
	MATERIALS & SUPPLIES	86,549	113,900	113,800	113,800	0%
53021	TELEPHONE/FAX	5,421	6,500	6,900	6,900	6%
53023	ELECTRICITY	184,767	200,000	180,000	180,000	-10%
53024	HEATING OIL/GAS	259	500	500	500	0%
53027	SUBSCRIPTIONS AND DUES	-	-	500	500	100%
53028	TRAINING/CONF/FOOD/TRAVEL	20	1,200	1,600	1,600	33%
53029	CONSULTING FEES	6,052	1,000	1,000	1,000	0%
53031	CONTRACTUAL SERVICES	65,277	80,000	93,400	93,400	17%
53062	GASOLINE	13,688	17,000	14,000	14,000	-18%
53064	MAINT EQUIP REPAIRS/MAINT	1,578	500	1,500	1,500	200%
53067	RADIO REPAIRS/MAINTENANCE	2,797	3,500	3,200	3,200	-9%
	ADMINISTRATIVE EXPENDITURES	279,857.40	310,200.00	302,600	302,600	-2%
	OPERATING EXPENDITURES	1,009,088	1,144,200	1,112,500	1,112,500	-3%
54023	TRUCKS - PURCHASE	-	-	257,600	196,200	100%
54025	OTHER EQUIPMENT	166,685	-	6,000	6,000	100%
54031	CONSTRUCTION - PURCHASE	1,509,812	1,085,000	629,000	629,000	-42%
	CAPITAL OUTLAY	1,676,497	1,085,000	892,600	831,200	-23%
	TOTAL EXPENDITURES	\$ 2,685,585	\$ 2,229,200	\$ 2,005,100	\$ 1,943,700	-13%
	REVENUES					
	WATER/WASTEWATER FUND	\$ 1,009,088	\$ 1,144,200	\$ 1,112,500	\$ 1,112,500	
	WATER/WASTEWATER I & E FUND	\$ 1,676,497	\$ 1,085,000	\$ 892,600	\$ 831,200	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	10.0	11.0	11.0	11.0	



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PUBLIC UTILITIES ELECTRIC

THE FOLLOWING SUBSECTIONS ARE INCLUDED:

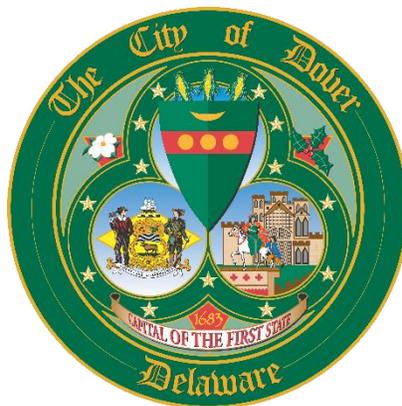
ELECTRIC GENERATION & POWER SUPPLY

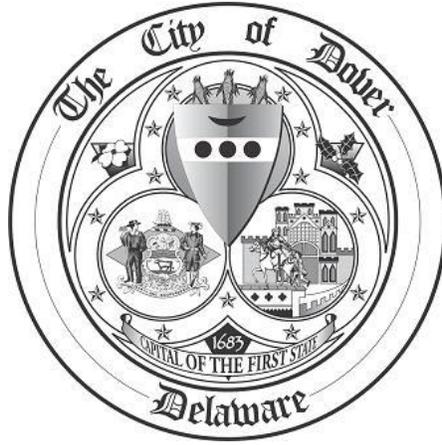
ELECTRIC ADMINISTRATION

ELECTRIC ENGINEERING

ELECTRIC TRANSMISSION & DISTRIBUTION

SYSTEM OPERATIONS



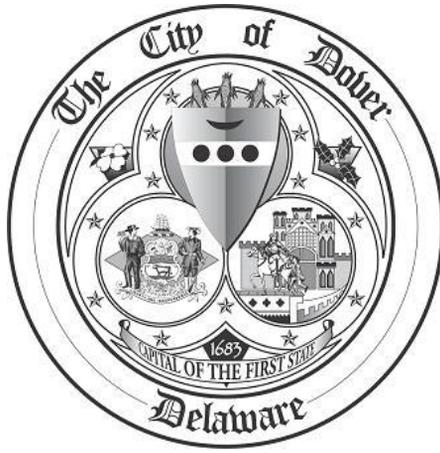


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ELECTRIC FUND BUDGET REVIEW

Fiscal Year 2021-2022

- **Budget Review Hearing
June 2, 2021**



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Electric Fund Budget

- Revenue **decreased** v. FY20 Original Budget-to-Budget (BTB) - **\$2.4 Million (-2.8%)** before Rate Stabilization transfer in of \$2.5 Million
 - *Exclusive of revenue reduction for PPA credit (\$5.2 million) or -6.2%*
 - *No planned rate changes, PCA Credit remains \$.0070/kwh*
 - *Implementing the cost of service model in FY21 reduced most business and commercial bills*
 - *Overall the utility is in excellent financial condition with adequate reserves*
- Decrease in Power Supply and Plant Operations costs offset by decrease in capacity credits budget to budget.
- Major capital expenditures to be financed or paid from targeted reserves.

Electric Fund Budget

- Major **increases/(decreases)** affecting revenues
 - Customer sales decrease **\$2,269,000 (-2.7%)** due to rate reductions
- Major **increases/(decreases)** affecting expenses
 - Power Supply cost decrease of **\$5.4 M budgete to budget (56%)**
 - *Estimated FY21 v Budget FY22 shows decrease of **\$3.0M***
 - *Actual capacity credits offset by reduced operation costs; **net result, loss of McKee will not impact power supply costs***
 - Operation costs decreased with closing of McKee (**\$2.5M**)
 - *Would be even lower except costs to run Van Sant are not known yet – RFP pending*
 - Capital expenditures increased from \$6.2M to \$21.7
 - \$7M will be financed for the Garrison Oak Substation
 - \$9M from Depreciation Reserve for decommissioning of the McKee Power Plant – set aside from utility fees for this exact purpose
- Transfers to other accounts as follows
 - Transfer to Rate Stabilization Reserve \$2.0 million
 - Transfer to Improvement & Extension Reserve of \$3.7 million
 - Transfer to General Fund of \$11 million (approximately the same % of total revenue as FY15 first year of \$10M transfer)

Electric Debt Coverage

Table 7A - Projected Debt Amortization
Version: February 9, 2021

	Actual 2018	Actual 2019	Actual 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Long-Term Debt Summary [3]											
Principal Outstanding - Beg. Bal.	\$ 18,620,000	\$ 17,890,000	\$ 17,125,000	\$ 16,475,000	\$ 15,690,000	\$ 14,870,000	\$ 14,005,000	\$ 13,095,000	\$ 12,140,000	\$ 11,135,000	\$ 10,080,000
Issue Debt	-	-	-	-	-	-	-	-	-	-	-
Cost of issuing debt	-	-	-	-	-	-	-	-	-	-	-
Principal	730,000	765,000	650,000	785,000	820,000	865,000	910,000	955,000	1,005,000	1,055,000	1,110,000
Interest	848,204	812,367	524,295	593,600	553,500	511,300	467,000	420,400	371,300	319,800	265,700
Total Payment	1,578,204	1,577,367	1,174,295	1,378,600	1,373,500	1,376,300	1,377,000	1,375,400	1,376,300	1,374,800	1,375,700
Debt Issue Cost/Discount Amortization	-	-	-	-	-	-	-	-	-	-	-
Principal Outstanding - End. Bal.	\$17,890,000	\$17,125,000	\$16,475,000	\$15,690,000	\$14,870,000	\$14,005,000	\$13,095,000	\$12,140,000	\$11,135,000	\$10,080,000	\$8,970,000
[1] Amortization of outstanding debt from debt service schedules for 19											
[2] 2008 bond issue of \$22.2 million begins in FY2009.											
[3] Figures for combined debt are sums of figures for outstanding debt and new debt.											

Electric Fund Operations

- Accomplishments in FY21
 - Restored power (with help from other cities and contractors) to 8,800 customers in 4 days after EF1 tornado on August 4.
 - Signed Renewable Energy Purchased Power Agreement (PPA).
 - 50MW dedicated to the City of Dover
 - Includes Solar Renewable Energy Credits which have recently tripled in value
 - Market competitive energy costs plus capacity credits in PJM
 - Completed Phase 1 implementation of LED streetlight installation (before close of FY21).
 - Downtown installation
 - City-wide installation to be done in-house
 - Developed specifications for Garrison Oak substation.
- Accomplishments planned in FY22
 - Provide a more customer centric approach to our business model with outreach and programs geared toward energy efficiency and large customers.
 - Renewable energy RFP. Recommendation to increase renewable energy resources.
 - Complete conversion of Electric GIS information into ACR-GIS (ESRI product) from ARC-FM (not ESRI).
 - Phase 1 and 2 (engineering, environmental) of the McKee #3 decommissioning budgeted at \$1 million.
 - Build Garrison Oak Substation.
 - Integration of new billing system with Tyler Munis.
 - Enter into an agreement to run Van Sant for 6 six year (projected life span).

Electric Fund Forecast

Table 9B - Projected Net Margins
Version: February 9, 2021

Agrees w CAFR Agrees w CAFR Agrees w CAFR

	Actual 2018	Actual 2019	Actual 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	FY1 - FY5 Total
Net Income									
Revenue from Current Electric Rates	\$ 81,494,356	\$ 80,706,745	\$ 78,675,457	\$ 80,417,400	\$ 80,348,400	\$ 78,041,700	\$ 78,041,700	\$ 78,041,700	\$ 394,890,900
Transfer from Rate Stab. Reserve	-	-	-	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Utility Tax	1,255,094	1,270,320	1,223,240	1,245,100	1,268,800	1,243,000	1,255,400	1,255,400	6,267,700
Miscellaneous Receipts	1,131,942	1,732,355	1,506,053	1,167,000	1,169,000	1,096,000	1,098,000	1,100,000	5,630,000
Total Operating Revenue	83,881,392	83,709,420	81,404,750	85,329,500	85,286,200	82,880,700	82,895,100	82,897,100	419,288,600
Power Supply & Production	(46,928,628)	(43,987,674)	(40,354,026)	(45,984,100)	(45,384,700)	(43,942,100)	(41,626,200)	(41,011,800)	(217,948,900)
Operating Expenses	(13,666,723)	(12,733,220)	(12,495,227)	(14,298,300)	(14,677,500)	(15,043,200)	(15,460,900)	(15,880,500)	(75,360,400)
Operating Transfers - Out	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(50,000,000)
Total Operating Expenses	(70,595,351)	(66,720,894)	(62,849,253)	(70,282,400)	(70,062,200)	(68,985,300)	(67,087,100)	(66,892,300)	(343,309,300)
Operating Income	13,286,041	16,988,525	18,555,497	15,047,100	15,224,000	13,895,400	15,808,000	16,004,800	75,979,300
Non-Oper. Rev. - Interest on Operating	409,526	485,829	467,317	407,600	428,200	275,100	316,200	365,700	1,792,800
Non-Oper. Rev. - Interest on Reserves	650,956	948,034	1,146,762	938,600	801,700	694,600	665,600	636,400	3,736,900
Transfers - In for Capital Projects	-	498,000	556,410	-	-	-	-	-	-
Income Available For Debt Service	14,346,523	18,920,389	20,725,986	16,393,300	16,453,900	14,865,100	16,789,800	17,006,900	81,509,000
Interest on Long-Term Debt	(848,204)	(812,367)	(524,295)	(593,600)	(553,500)	(511,300)	(467,000)	(420,400)	(2,545,800)
Cash From Operations	13,498,319	18,108,022	20,201,691	15,799,700	15,900,400	14,353,800	16,322,800	16,586,500	78,963,200
Other Non-Operating Income, Loss, & Transfers									
Gain (Loss) on Fixed Assets	2,365	(5)	83,456	-	-	-	-	-	83,456
Net Increase in fair value of investments	(832,456)	1,568,155	1,806,406	-	-	-	-	-	1,806,406
Distribution of Earnings - PCA Credit	(6,337,115)	(2,839,650)	(2,727,377)	(5,246,100)	(3,747,200)	(2,997,800)	(2,248,300)	(2,248,300)	(16,487,700)
Depreciation Expense	(4,772,651)	(8,086,689)	(7,953,193)	(8,254,993)	(8,668,993)	(8,806,493)	(8,896,693)	(8,983,393)	(43,610,567)
Net Income	\$ 1,558,462	\$ 8,749,852	\$ 11,410,982	\$ 2,298,607	\$ 3,484,207	\$ 2,549,507	\$ 5,177,807	\$ 5,354,807	\$ 20,754,795

	Actual 2018	Actual 2019	Actual 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	FY1 - FY5 Total
Debt Service Coverage									
Income Avail. for Debt Service	\$ 14,346,523	\$ 18,920,389	\$ 20,725,986	\$ 16,393,300	\$ 16,453,900	\$ 14,865,100	\$ 16,789,800	\$ 17,006,900	\$ 81,509,000
Total Debt Service	\$ 1,578,204	\$ 1,577,367	\$ 1,174,295	\$ 1,378,600	\$ 1,373,500	\$ 1,376,300	\$ 1,377,000	\$ 1,375,400	\$ 6,880,800
Debt Service Coverage Ratio	9.09	11.99	17.65	11.89	11.98	10.80	12.19	12.37	11.85
Debt Service Coverage Requirement	1.25	1.25	2.25	1.25	2.25	3.25	4.25	5.25	
<i>Debt Service Coverage Requirement Status</i>	<i>Met</i>	<i>Met</i>	<i>Met</i>	<i>Met</i>	<i>Met</i>	<i>Met</i>	<i>Met</i>	<i>Met</i>	

	Projected 2018	Actual 2019	Actual 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	FY1 - FY5 Total
CASH SUMMARY									
Cash from Operations	\$ 13,498,319	\$ 18,108,022	\$ 20,201,691	\$ 15,799,700	\$ 15,900,400	\$ 14,353,800	\$ 16,322,800	\$ 16,586,500	
Transfer to I & E Fund	\$ 5,000,000	\$ 6,400,000	\$ 6,816,000	\$ 6,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 26,000,000
Transfer (from)/to Reserves	5,200,000	4,500,000	8,700,000	1,000,000	9,000,000	5,000,000	-	-	15,000,000
Reinvestment of Reserve Interest	786,073	1,138,895	1,296,762	1,126,858	1,051,900	965,500	788,000	799,900	4,732,158
Debt Service Principal	730,000	765,000	650,000	785,000	820,000	865,000	910,000	955,000	4,335,000
Total Cash Budget Requirements	11,716,073	12,803,895	17,462,762	8,911,858	15,871,900	11,830,500	6,698,000	6,754,900	50,067,158
Net Positive/(Negative Cash)	\$ 1,782,246	\$ 5,304,126	\$ 2,738,929	\$ 6,887,842	\$ 28,500	\$ 2,523,300	\$ 9,624,800	\$ 9,831,600	

Electric Capital Investment Plan (Part 1)

Table 5A - Projected Capital Improvements
Version: February 9, 2021

	Revised								
CAPITAL PROJECTS	Actual 2019	Fiscal Year 2020	Actual 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	FY1 - FY5 Total
Electric Engineering Projects									
Cross Arm Cut Out Replacement	\$ -	\$ 43,000	\$ 20,610	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Substation Battery Replacement	-	27,000	56,937	-	-	-	20,000	-	20,000
Clearview Meadows Tiepoint	-	148,000	106,153	-	-	-	-	-	-
The Greens - Underground	-	-	-	-	-	184,000	-	-	184,000
Derby Estates - Underground	-	-	-	-	-	140,000	-	-	140,000
Division Street Overhead Rebuild	-	-	-	85,000	-	-	-	-	85,000
Townpoint Distribution Upgrades	252,127	-	1,623	123,000	140,000	-	-	-	263,000
Kent Trailer Park Overhead	-	-	-	-	65,000	-	-	-	65,000
Bayside Drive Upgrade	24,869	-	-	-	-	-	-	-	-
Ted Harvey Underground	12,683	-	-	-	-	-	-	-	-
Substation Relay Upgrade	113,362	30,000	12,228	30,000	30,000	30,000	30,000	30,000	150,000
Oak Grove Trailer Park Distribution Upgrade	-	-	-	-	-	-	-	-	-
Dover East Estates - Distribution Upgrade	-	-	-	-	-	-	-	-	-
Lighting Project and Rehabilitation - LED	448,716	2,300,000	340,097	1,025,000	1,200,000	1,200,000	-	-	3,425,000
LED Lighting - MLK Parkway	28,840	-	-	-	-	-	-	-	-
Substation Equipment & Fencing (Division St)	-	-	71,514	12,500	-	-	-	-	12,500
SCADA Master Hardware Replacement	-	-	-	-	165,000	-	-	-	165,000
Transmission Line Maintenance Program	37,325	50,000	49,788	50,000	50,000	50,000	50,000	50,000	250,000
College Road Consolidation	-	110,000	-	110,000	-	-	-	-	110,000
GOTP Transmission Line Relocation	-	-	-	-	-	-	-	-	-
Garrison Oak Substation	16,632	-	-	750,000	7,000,000	-	-	-	7,750,000
Distribution Capacitors - Overhead	5,568	25,000	-	-	-	-	-	-	-
Distribution Capacitors - Underground	-	25,000	-	-	-	-	-	-	-
Fault Indicators	-	10,000	-	-	-	-	-	-	-
ArcFM Migratin to ArcGIS	-	-	-	160,000	-	-	-	-	160,000
69kv Substation Cable Replacement North Street	-	-	-	-	-	-	-	-	-
Capitol Green - Secondary	-	-	-	33,000	-	-	-	-	33,000
System Operations Voice Recorder	-	-	-	25,000	-	-	-	-	25,000
Advanced Metering Infrastructure (AMI)	-	500,000	-	-	500,000	1,500,000	1,500,000	1,500,000	5,000,000
System Automation/Radio Upgrades	-	-	-	375,000	-	-	-	-	375,000
Livelfront Transformer Replacement	-	-	-	140,000	-	-	-	-	140,000
Vehicles, Trucks, & Equipment	33,377	25,000	-	50,400	-	-	20,000	-	70,400
Subtotal Electric Engineering Division	\$ 973,499	\$ 3,293,000	\$ 658,950	\$ 2,968,900	\$ 9,150,000	\$ 3,104,000	\$ 1,620,000	\$ 1,580,000	\$ 18,422,900
Electric Transmission & Distribution Projects									
New Developments - UG Transformers	\$ 144,117	\$ 285,000	\$ 95,563	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
New Developments - UG Conductors/Devices	256,796	513,000	261,075	500,000	500,000	500,000	500,000	500,000	2,500,000
Meter Replacements & System upgrades	104,795	52,000	26,794	100,000	100,000	100,000	100,000	100,000	500,000
Vehicles, Trucks, & Equipment	226,630	405,000	605,840	410,000	480,000	-	-	-	890,000
Subtotal Electric Transmission Division	\$ 732,338	\$ 1,255,000	\$ 989,272	\$ 1,260,000	\$ 1,330,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 5,140,000

Electric Capital Investment Plan (Part 2)

Table 5A - Projected Capital Improvements
Version: February 9, 2021

	Actual 2019	Fiscal Year 2020	Actual 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	FY1 - FY5 Total
Revised									
CAPITAL PROJECTS									
Electric Generation Projects									
McKee Run & VanSant Preservation of Structures	\$ 51,413	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unit 3 Decommissioning	-	-	65,356	1,000,000	9,000,000	4,000,000	-	-	14,000,000
Unit 3 Boiler Systems	134,091	266,000	61,096	60,000	-	-	-	-	60,000
Unit 3 Auxillary System Components	156,800	55,000	97,246	-	-	-	-	-	-
Unit 3 Turbine Outage - Inspections & Repairs	54,680	-	-	-	-	-	-	-	-
Unit 3 Turbine Repairs - Intercept Valves	487,850	-	-	-	-	-	-	-	-
VanSant Major Overhaul & Inspection	82,925	-	-	-	-	-	-	-	-
VanSant Component replacements	-	55,000	31,600	35,000	-	-	-	-	35,000
VanSant Fire Suppression System Upgrade	25,807	-	-	-	-	-	-	-	-
Safety & Compliance Improvements	75,986	-	-	172,000	-	-	-	-	172,000
Vehicles, Trucks & Equipment	-	-	-	-	-	-	-	-	-
Subtotal Electric Generation Division	\$ 1,069,552	\$ 376,000	\$ 255,298	\$ 1,267,000	\$ 9,000,000	\$ 4,000,000	\$ -	\$ -	\$ 14,267,000
Electric Administration Projects									
Vehicles, Trucks, & Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electric Administration Building Improvements	-	318,000	-	25,000	128,000	-	-	-	153,000
Weyandt Hall Building Improvements	-	1,325,200	72,140	335,000	-	-	-	-	335,000
Subtotal Electric Administration Division	\$ -	\$ 1,643,200	\$ 72,140	\$ 360,000	\$ 128,000	\$ -	\$ -	\$ -	\$ 488,000
Electric Metering Division									
Vehicles, Trucks, & Equipment	\$ -	\$ 21,800	\$ 18,599	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Electric Administration Division	\$ -	\$ 21,800	\$ 18,599	\$ -					
ERP Consulting and Systems	\$ 730,645	\$ 842,800	\$ 142,626	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Total Electric Improvements	\$ 3,506,034	\$ 7,431,800	\$ 2,136,885	\$ 6,355,900	\$ 19,608,000	\$ 7,954,000	\$ 2,470,000	\$ 2,430,000	\$ 38,817,900
	Actual 2019	Rev Fiscal Year 2020	Actual 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Projected 2025	FY1 - FY5 Total
Funding Sources									
Electric I & E Fund Beginning Budget Balance	\$ 11,123,890	\$ 15,157,800	\$ 15,157,729	\$ 15,640,000	\$ 16,934,300	\$ 7,650,200	\$ 10,218,600	\$ 13,312,100	
Electric I & E Fund Beginning Budget Balance - Bond Proceed	-	-	-	-	-	-	-	-	-
Transfer from Operating Fund	\$ 6,400,000	\$ 6,816,000	\$ 6,816,000	\$ 6,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 26,000,000
Transfer from Other Funds - ERP	498,000	548,000	548,000	-	-	-	-	-	-
Electric Depreciation Reserve Account	-	-	-	1,000,000	9,000,000	1,000,000	-	-	11,000,000
Electric Future Capacity Reserve	-	-	-	-	-	4,000,000	-	-	4,000,000
Electric Revenue Fund Bond Issue	-	-	-	-	-	-	-	-	-
State Reimbursements & Developer Contributions	-	-	48,353	-	-	-	-	-	-
General Service Billing	429,512	400,000	265,808	400,000	400,000	400,000	400,000	400,000	2,000,000
Grants	21,500	-	-	-	-	-	-	-	-
Interest Earnings, net of fees	190,861	150,000	188,258	250,200	270,900	122,400	163,500	213,000	1,020,000
Interest Earnings on Bond Proceeds	-	-	-	-	-	-	-	-	-
Other Revenues - Sale of Assets & Insurance Reimb.	-	-	83,456	-	-	-	-	-	-
Total Funding Sources	\$ 7,539,873	\$ 7,914,000	\$ 7,949,875	\$ 7,650,200	\$ 14,670,900	\$ 10,522,400	\$ 5,563,500	\$ 5,613,000	\$ 44,020,000
Total Beginning Balance & Funding Sources	\$ 18,663,763	\$ 23,071,800	\$ 23,107,604	\$ 23,290,200	\$ 31,605,200	\$ 18,172,600	\$ 15,782,100	\$ 18,925,100	
Electric I & E Fund Ending Budget Balance - Bond Proceed	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electric I & E Fund Ending Budget Balance	\$ 15,157,729	\$ 15,640,000	\$ 20,970,719	\$ 16,934,300	\$ 11,997,200	\$ 10,218,600	\$ 13,312,100	\$ 16,495,100	

Planning for the Future

- Integrated Resource Plan
 - Energy Generation/Purchase
 - *Unit 3 McKee to go out of service May 31, 2021*
 - *50 MW Solar Farm ~ Dec – Jun 2022*
 - Future Capacity
 - *Solar PPA includes some capacity*
 - *Evaluating options with TEA, customers and system*
 - Enhancements Substations
 - *Garrison Oak Business & Technical Park RFP in FY21*
 - *DAFB Replacement & Consolidation*
- Improved Operations
 - Technology
 - *LED street lights*
 - *Advance Metering Infrastructure (AMI)*
 - Better partnerships with DAFB and large volume customers

Electric Fund

Revenues 2020 - 2021

ELECTRIC REVENUE FUND SUMMARY

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	%CHG FY22 VS FY21 VS
1 BEGINNING BALANCE	16,024,400	13,548,100	15,090,000	10,913,400	10,913,400	(2,634,700)	-19.4%
2 DISTRIBUTION OF EARNINGS - PCA CREDIT	(2,727,377)	(5,246,100)	(5,246,100)	(5,196,000)	(5,196,000)	50,100	-1.0%
3 BEGINNING BALANCE - ADJUSTED	13,297,023	8,302,000	9,843,900	5,717,400	5,717,400	(2,584,600)	-31.1%
4 BASE REVENUE:							
5 DIRECT SALES TO CUSTOMER	78,675,457	80,417,400	79,484,000	81,960,900	81,960,900	1,543,500	1.9%
6 UTILITY TAX	1,223,240	1,245,100	1,233,100	1,271,500	1,271,500	26,400	2.1%
7 MISCELLANEOUS REVENUE	1,152,902	530,000	528,000	538,000	538,000	8,000	1.5%
8 RENT REVENUE	400	110,000	110,000	110,000	110,000	-	0.0%
9 GREEN ENERGY	128,841	127,400	127,400	127,000	127,000	(400)	-0.3%
10 GRANTS - DEMA	-	-	-	-	-	-	0.0%
11 INTEREST EARNINGS	279,055	157,400	195,000	175,000	175,000	17,600	11.2%
12 TRANSFER FROM RATE STABILIZATION	-	2,500,000	-	2,800,000	2,800,000	300,000	12.0%
13 TRANSFER FROM OTHER FUNDS	-	-	-	75,000	75,000	75,000	0.0%
14 TOTAL REVENUES	81,459,894	85,087,300	81,677,500	87,057,400	87,057,400	1,970,100	2.3%
15 TOTAL BEGINNING BALANCE & REVENUES	94,756,917	93,389,300	91,521,400	92,774,800	92,774,800	(614,500)	-0.7%

Electric Fund

Expenditures 2020 - 2021

ELECTRIC FUND SUMMARY (EXPENDITURES)

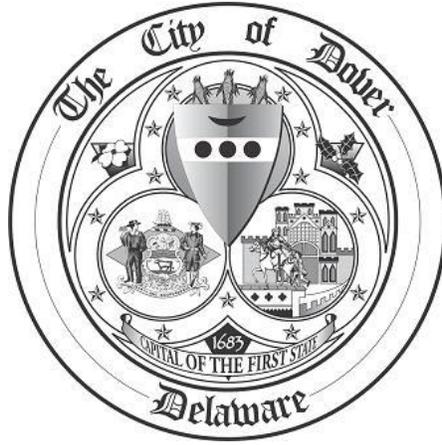
	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
16 EXPENSES:							
17 POWER SUPPLY	21,967,340	19,715,300	22,115,400	19,773,200	19,773,200	57,900	0.3%
18 DOVER SUN PARK ENERGY	2,637,035	3,401,100	2,703,900	3,237,300	3,237,300	(163,800)	-4.8%
19 SOLAR RENEWAL ENERGY CREDITS	290,927	384,100	395,200	409,600	409,600	25,500	6.6%
20 POWER SUPPLY MANAGEMENT	805,574	634,800	835,000	634,800	634,800	-	0.0%
21 REC'S (Renewable Energy Credits)	785,167	614,600	411,000	1,300,000	1,300,000	685,400	111.5%
22 RGGI	-	12,300	67,500	33,700	33,700	21,400	174.0%
23 PJM CHARGES - ENERGY	(435,824)	5,871,900	5,678,600	5,508,400	5,508,400	(363,500)	-6.2%
24 PJM CHARGES - TRANSMISSION & FEES	6,664,703	8,476,800	7,792,400	6,772,100	6,772,100	(1,704,700)	-20.1%
25 CAPACITY CHARGES	10,796,427	15,048,100	11,101,900	13,322,900	13,322,900	(1,725,200)	-11.5%
26 SUB-TOTAL POWER SUPPLY	43,511,349	54,159,000	51,100,900	50,992,000	50,992,000	(3,167,000)	-5.8%
27 PLANT OPERATIONS	5,582,727	4,706,100	5,530,700	2,219,500	2,219,500	(2,486,600)	-52.8%
28 GENERATIONS FUELS	330,694	488,400	956,300	300,200	300,200	(188,200)	-38.5%
29 PJM SPOT MARKET ENERGY	(153,978)	(808,300)	(1,163,100)	(366,200)	(366,200)	442,100	-54.7%
30 PJM CREDITS	(324,034)	(369,400)	(516,900)	(87,000)	(87,000)	282,400	-76.4%
31 CAPACITY CREDITS	(8,421,958)	(12,191,700)	(8,422,000)	(5,411,200)	(5,411,200)	6,780,500	-55.6%
32 GENERATION SUBTOTAL	(2,986,548)	(8,174,900)	(3,615,000)	(3,344,700)	(3,344,700)	4,830,200	-59.1%
33 POWER SUPPLY & GENERATION SUBTOTAL	40,524,801	45,984,100	47,485,900	47,647,300	47,647,300	1,663,200	3.6%
34 DIRECT EXPENDITURES							
35 TRANSMISSION/DISTRIBUTION	3,426,896	3,995,600	3,802,800	4,126,700	4,126,700	131,100	3.3%
36 ELECTRICAL ENGINEERING	1,239,820	1,396,400	1,372,900	1,409,900	1,419,600	23,200	1.7%
37 ADMINISTRATION	509,678	707,400	615,500	909,400	909,400	202,000	28.6%
38 METER READING	406,497	375,300	401,900	387,900	389,400	14,100	3.8%
39 SYSTEMS OPERATIONS	693,451	871,100	853,100	941,700	941,700	70,600	8.1%
40 DIRECT EXPENDITURE SUBTOTALS	6,276,342	7,345,800	7,046,200	7,775,600	7,786,800	441,000	6.0%
41 OTHER EXPENSES:							
42 UTILITY TAX	1,223,240	1,245,100	1,245,100	1,271,500	1,271,500	26,400	2.1%
43 ALLOW FOR UNCOLLECTIBLES	250,000	300,000	300,000	300,000	300,000	-	0.0%
44 CONTRACTUAL SERVICES - RFP'S	-	-	-	60,000	60,000	60,000	0.0%
45 LEGAL EXPENSES	209	100,000	100,000	50,000	50,000	(50,000)	-50.0%
41 RETIREES HEALTH CARE	721,400	789,600	789,600	843,500	843,500	53,900	6.8%
42 GREEN ENERGY EXPENSES	60,839	127,000	127,000	127,000	127,000	-	0.0%
43 INTERFUND SERVICE FEES	3,333,502	3,784,300	3,784,300	3,736,600	3,657,100	(127,200)	-3.4%
44 INTEREST ON DEPOSITS	22,143	21,000	21,000	21,000	21,000	-	0.0%
45 BANK & CREDIT CARD FEES	339,468	330,300	330,300	500,000	500,000	169,700	51.4%
46 BOND ISSUANCE COST	-	-	-	40,000	40,000	40,000	0.0%
47 DEBT SERVICE	1,398,954	1,378,600	1,378,600	1,800,000	1,800,000	421,400	30.6%
48 OTHER EXPENSES SUBTOTAL	7,349,756	8,075,900	8,075,900	8,749,600	8,670,100	594,200	7.4%
49 TRANSFER TO:							
50 IMPROVEMENT & EXTENSION	6,816,000	6,000,000	6,000,000	3,711,100	3,711,100	(2,288,900)	-38.1%
51 GENERAL FUND	10,000,000	10,000,000	10,000,000	11,000,000	11,000,000	1,000,000	10.0%
52 TRANSFER TO FUTURE CAPACITY RESERVE	-	-	-	-	-	-	0.0%
53 TRANSFER TO DEPRECIATION RESERVE	5,000,000	-	-	-	-	-	0.0%
54 RATE STABILIZATION RESERVE	3,700,000	2,000,000	2,000,000	2,000,000	2,000,000	-	0.0%
55 TRANSFER TO SUBTOTAL	25,516,000	18,000,000	18,000,000	16,711,100	16,711,100	(1,288,900)	-7.2%
56 TOTAL EXPENSES	79,666,899	79,405,800	80,608,000	80,883,600	80,815,300	1,409,500	1.8%
57 BUDGET BALANCE - WORKING CAPITAL	15,090,018	13,983,500	10,913,400	11,891,200	11,959,500	(2,024,000)	-14.5%
58 TOTAL BUDGET BALANCE & EXPENSES	94,756,917	93,389,300	91,521,400	92,774,800	92,774,800	(614,500)	-0.7%
59 EXCEEDS/(REMAINS) TO MEET REQUIREMENT	5,461,618	4,073,000	1,112,100	1,789,300	1,857,600		

Electric Fund

FY 2020 – 2021 Capital Expenditures

ELECTRIC IMPROVEMENT & EXTENSION FUND SUMMARY

	2019/2020 ACTUAL	2020/21 ORIGINAL APPROVED	2020/21 PROJECTED	2021/22 REQUESTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
1 BEGINNING BALANCE	15,157,800	12,120,900	20,989,400	22,581,700	22,581,700	10,460,800	86.3%
2 REVENUES							
3 TRANSFER FROM ELECTRIC	6,816,000	6,000,000	6,000,000	3,711,100	3,711,100	(2,288,900)	-38.1%
4 TRANSFER FROM WATER/WASTEWATER	298,000	-	-	-	-	-	0.0%
5 TRANSFER FROM GENERAL FUND	250,000	250,000	250,000	-	-	(250,000)	-100.0%
6 BOND ISSUE PROCEEDS	-	-	-	8,575,200	8,575,200	8,575,200	0.0%
7 GENERAL SERVICE BILLING	265,808	400,000	320,000	400,000	400,000	-	0.0%
8 TRF FROM DEPRECIATION RSV	-	1,000,000	1,000,000	9,000,000	9,000,000	8,000,000	800.0%
9 MISC. RECEIPTS	48,353	-	-	-	-	-	0.0%
10 INCOME FROM SALE OF ASSETS	83,456	-	-	-	-	-	0.0%
11 INTEREST EARNINGS	188,259	218,200	218,200	185,500	185,500	(32,700)	-15.0%
12 TOTAL REVENUES	7,949,875	7,868,200	7,788,200	21,871,800	21,871,800	14,003,600	178.0%
13 TOTALS	23,107,675	19,989,100	28,777,600	44,453,500	44,453,500	24,464,400	122.4%
14 EXPENSES							
15 ELECTRIC ADMINISTRATION	72,140	360,000	360,000	1,843,200	1,843,200	1,483,200	412.0%
16 ELECTRIC GENERATION	255,298	1,267,000	1,267,000	9,070,000	9,070,000	7,803,000	615.9%
17 TRANSMISSION AND DISTRIBUTION	989,272	1,100,000	1,100,000	1,320,800	1,320,800	220,800	20.1%
18 ELECTRICAL ENGINEERING	658,951	2,968,900	2,968,900	8,952,300	8,952,300	5,983,400	201.5%
19 METER READING	-	-	-	-	-	-	0.0%
20 ERP SYSTEM	142,626	500,000	500,000	500,000	500,000	-	0.0%
21 TOTAL EXPENSES	2,118,286	6,195,900	6,195,900	21,686,300	21,686,300	15,490,400	250.0%
22 BUDGET BALANCE	20,989,389	13,793,200	22,581,700	22,767,200	22,767,200	8,974,000	65.1%
23 TOTAL BUDGET BALANCE & EXPENSES	23,107,675	19,989,100	28,777,600	44,453,500	44,453,500	24,464,400	122.4%
24 RESERVE BALANCES							
25 DEPRECIATION RESERVE	16,017,422	20,598,100	20,706,000	11,893,000	11,893,000	(8,705,100)	Min \$10M
26 FUTURE CAPACITY RESERVE	13,677,826	14,118,900	13,984,000	14,123,800	14,123,800	4,900	Min \$10M



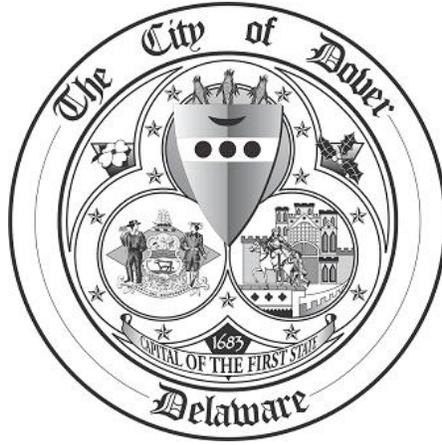
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ELECTRIC FUND BUDGET REVIEW

Fiscal Year 2021-2022

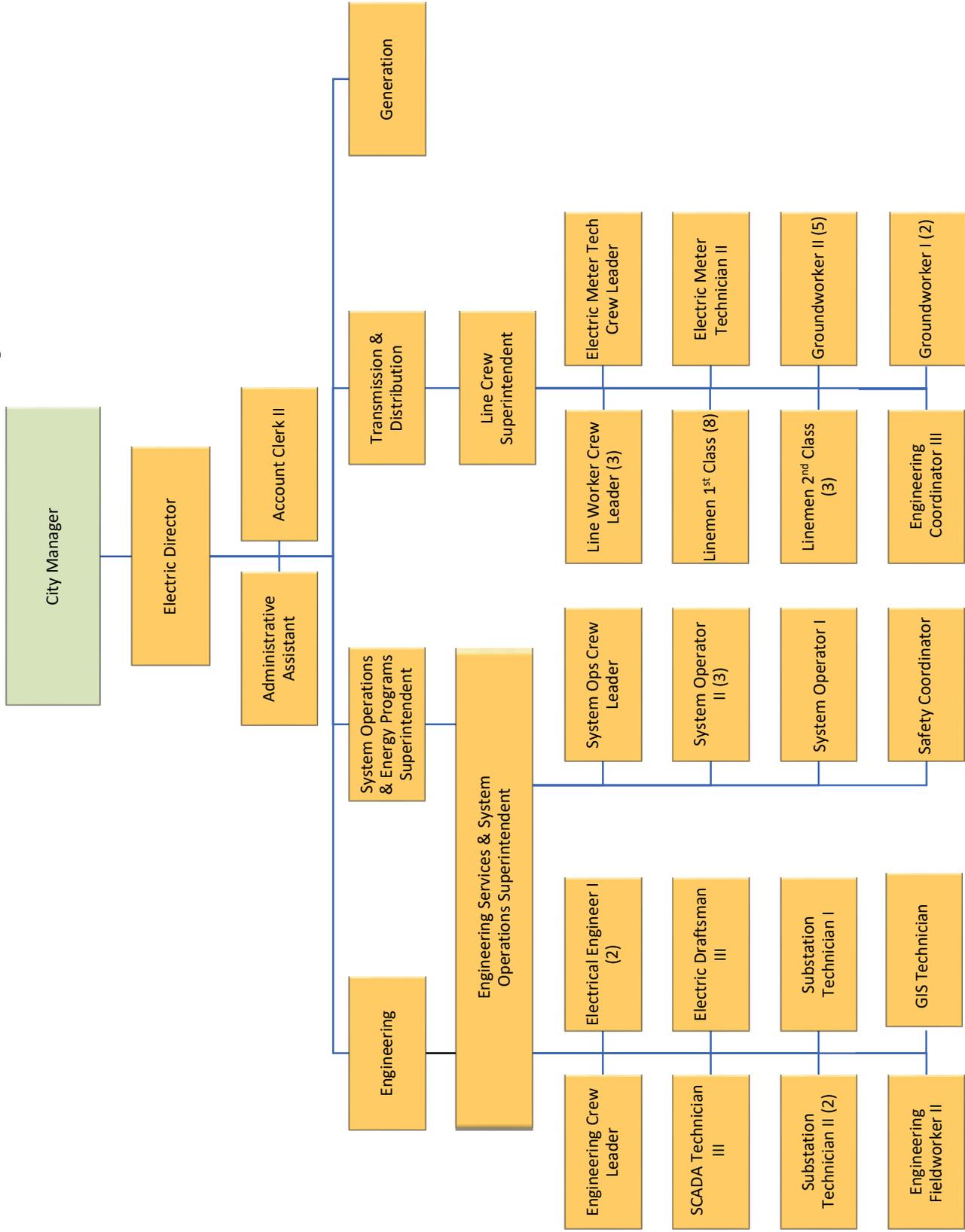
Operating Department & Division Summaries

- June 2021 – Budget Review
Hearing



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Electric Utility



Electric Admin

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	352,000	302,100	302,100	-14%
MATERIALS & SUPPLIES	210,900	212,800	212,800	1%
ADMINISTRATIVE EXPENDITURES	144,500	394,500	394,500	173%
OPERATING EXPENDITURES	707,400	909,400	909,400	29%
CAPITAL OUTLAY	360,000	1,843,200	1,843,200	412%
TOTAL EXPENDITURES	\$ 1,067,400	\$ 2,752,600	\$ 2,752,600	158%

Highlights:

- Increase in Administrative expenditures is for implementation of MUNIS utility billing
- Capital Outlay is for improvements to Weyandt Hall HVAC and other building improvements
- Major goal
 - Contract with TEA expires at the end of the year and an RFP for services will need to be developed and conducted

ELECTRIC ADMINISTRATION
410-42-84-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 145,559	\$ 248,900	\$ 207,000	\$ 207,000	-17%
51012	OVERTIME	781	-	-	-	0%
51014	FICA TAXES	10,863	19,000	15,800	15,800	-17%
51015	HEALTH INSURANCE	14,296	25,800	17,300	17,300	-33%
51016	L I D INSURANCE	694	1,200	1,200	1,200	0%
51017	WORKERS COMPENSATION	473	800	700	700	-13%
51019	PENSION	14,483	48,200	53,300	53,300	11%
51020	OPEB	4,605	8,100	6,800	6,800	-16%
	PERSONNEL COSTS	191,754	352,000	302,100	302,100	-14%
52022	OFFICE SUPPLIES	824	1,000	1,000	1,000	0%
52023	PRINTING AND DUPLICATING	5,823	9,000	9,000	9,000	0%
52028	MEDICAL SUP & PHYSICALS	-	100	100	100	0%
52038	COMPUTER HARDWARE	627	-	1,900	1,900	100%
52046	CITY BLDG MAINT SUPPLIES	137,701	200,000	200,000	200,000	0%
52058	WATER/SEWER	469	800	800	800	0%
	MATERIALS & SUPPLIES	145,444	210,900	212,800	212,800	1%
53021	TELEPHONE/FAX	4,315	5,000	4,000	4,000	-20%
53022	POSTAGE	-	-	-	-	0%
53023	ELECTRICITY	14,502	15,000	15,000	15,000	0%
53024	HEATING OIL/GAS	-	-	-	-	0%
53025	ADVERTISEMENT	-	-	-	-	0%
53027	SUBSCRIPTIONS AND DUES	74,403	40,800	75,800	75,800	86%
53028	TRAINING/CONF/FOOD/TRAVEL	2,578	3,000	3,000	3,000	0%
53029	CONSULTING FEES	-	-	-	-	0%
53031	CONTRACTUAL SERVICES	74,432	75,000	291,000	291,000	288%
53032	LEGAL EXPENSES	-	-	-	-	0%
53035	COMMUNITY RELATIONS EXP	2,250	5,000	5,000	5,000	0%
53037	OTHER EXPENSES	-	-	-	-	0%
53044	AGENCY BILLING-TEMP HELP	-	-	-	-	0%
53061	OFF EQUIP/REPAIRS & MAINT	-	-	-	-	0%
53062	GASOLINE	-	300	300	300	0%
53064	TRUCK REPAIRS/MAINTENANCE	-	-	-	-	0%
53067	RADIO REPAIRS/MAINTENANCE	-	400	400	400	0%
	ADMINISTRATIVE EXPENDITURES	172,480	144,500	394,500	394,500	173%
	OPERATING EXPENDITURES	509,678	707,400	909,400	909,400	29%
54025	OTHER EQUIP - PURCHASE	-	20,000	-	-	-100%
54031	CONSTRUCTION - PURCHASE	72,140	340,000	1,843,200	1,843,200	442%
	CAPITAL OUTLAY	72,140	360,000	1,843,200	1,843,200	412%
	TOTAL EXPENDITURES	\$ 581,818	\$ 1,067,400	\$ 2,752,600	\$ 2,752,600	158%
	REVENUES					
	ELECTRIC FUND	\$ 509,678	\$ 707,400	\$ 909,400	\$ 909,400	
	ELECTRIC I & E FUND	\$ 72,140	\$ 360,000	\$ 1,843,200	\$ 1,843,200	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	3.0	3.0	3.0	3.0	

Electric Engineering

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	1,058,600	1,068,700	1,068,700	1%
MATERIALS & SUPPLIES	73,600	78,400	88,100	20%
ADMINISTRATIVE EXPENDITURES	264,200	262,800	262,800	-1%
OPERATING EXPENDITURES	1,396,400	1,409,900	1,419,600	2%
CAPITAL OUTLAY	2,968,900	8,952,300	8,952,300	202%
TOTAL EXPENDITURES	\$ 4,365,300	\$ 10,362,200	\$ 10,371,900	138%

Highlights:

- Capital outlays include \$7,000,000 for a new substation in the Garrison Oak Technical Park which will allow full build out of the shovel-ready industrial park

ELECTRIC ENGINEERING
410-42-26-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 675,521	\$ 724,400	\$ 727,000	\$ 727,000	0%
51012	OVERTIME	16,824	6,300	12,700	12,700	102%
51013	TEMPORARY HELP	-	12,100	12,300	12,300	2%
51014	FICA TAXES	50,790	56,800	57,500	57,500	1%
51015	HEALTH INSURANCE	98,730	124,800	120,800	120,800	-3%
51016	L I D INSURANCE	2,682	3,000	2,800	2,800	-7%
51017	WORKERS COMPENSATION	26,126	34,100	34,300	34,300	1%
51019	PENSION	74,856	75,400	79,600	79,600	6%
51020	OPEB	21,406	21,700	21,700	21,700	0%
	PERSONNEL COSTS	966,935	1,058,600	1,068,700	1,068,700	1%
52021	FURNITURE/FIXTURES		4,000	-	-	-100%
52029	UNIFORMS/UNIFORM ALLOW	7,894	7,700	7,700	7,700	0%
52031	BOOKS	-	400	500	500	25%
52032	SECURITY/SAFETY MATERIALS	2,076	4,700	8,200	8,200	74%
52033	SMALL TOOLS	1,086	1,500	3,000	3,000	100%
52037	COMPUTER SOFTWARE	4,292	28,000	26,800	36,500	30%
52038	COMPUTER HARDWARE	3,164	2,300	7,200	7,200	213%
52061	ELEC MATERIALS/SUPPLIES	23,861	25,000	25,000	25,000	0%
	MATERIALS & SUPPLIES	42,373	73,600	78,400	88,100	20%
53021	TELEPHONE/FAX	13,489	20,000	20,000	20,000	0%
53023	ELECTRICITY	1,691	1,700	1,700	1,700	0%
53027	SUBSCRIPTIONS AND DUES	100	400	300	300	-25%
53028	TRAINING/CONF/FOOD/TRAVEL	20,231	24,200	22,300	22,300	-8%
53031	CONTRACTUAL SERVICES	122,779	133,600	135,000	135,000	1%
53043	ENVIRONMENTAL EXPENSES	55,868	60,000	60,000	60,000	0%
53062	GASOLINE	6,167	8,000	7,000	7,000	-13%
53066	OTHER EQUIP REPAIRS/MAINT	6,910	7,500	10,000	10,000	33%
53067	RADIO REPAIRS/MAINTENANCE	3,278	8,800	6,500	6,500	-26%
	ADMINISTRATIVE EXPENDITURES	230,513	264,200	262,800	262,800	-1%
	OPERATING EXPENDITURES	1,239,820	1,396,400	1,409,900	1,419,600	2%
54022	AUTOMOBILES - PURCHASE	-	30,000	28,500	28,500	-5%
54025	OTHER EQUIP - PURCHASE	56,938	592,900	571,800	571,800	-4%
54031	CONSTRUCTION - PURCHASE	-	-	130,000	130,000	100%
55076	LIGHTING IMPROVEMENTS	340,097	1,025,000	175,000	175,000	-83%
57035	TRANSMISSION/SWITCHES	114,204	160,000	50,000	50,000	-69%
57060	GARRISON SUBSTATION	-	750,000	7,000,000	7,000,000	833%
59025	DISTRIBUTION UPGRADES	147,712	411,000	997,000	997,000	143%
	CAPITAL OUTLAY	658,951	2,968,900	8,952,300	8,952,300	202%
	TOTAL EXPENDITURES	\$ 1,898,771	\$ 4,365,300	\$ 10,362,200	\$ 10,371,900	138%
	REVENUES					
	ELECTRIC FUND	\$ 1,239,820	\$ 1,396,400	\$ 1,409,900	\$ 1,419,600	
	ELECTRIC I & E FUND	\$ 658,951	\$ 2,968,900	\$ 8,952,300	\$ 8,952,300	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	10.0	10.0	13.0	13.0	

Electric T&D

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	2,877,200	2,978,500	2,978,500	4%
MATERIALS & SUPPLIES	415,000	428,700	428,700	3%
ADMINISTRATIVE EXPENDITURES	703,400	719,500	719,500	2%
OPERATING EXPENDITURES	3,995,600	4,126,700	4,126,700	3%
CAPITAL OUTLAY	1,100,000	1,320,800	1,320,800	20%
TOTAL EXPENDITURES	\$ 5,095,600	\$ 5,447,500	\$ 5,447,500	7%

Highlights:

- Added personnel (3.0 FTE) are re-instating unfilled positions
- Capital outlays include the purchase of a new backhoe
- Major goals include
 - Replacement of high-pressure sodium streetlight fixtures with LED

ELECTRIC TRANSMISSION & DISTRIBUTION
410-42-82-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 1,445,499	\$ 1,741,100	\$ 1,865,100	\$ 1,865,100	7%
51012	OVERTIME	136,155	152,300	130,500	130,500	-14%
51013	TEMPORARY HELP	-	-	-	-	0%
51014	FICA TAXES	117,113	144,800	152,600	152,600	5%
51015	HEALTH INSURANCE	203,908	266,300	242,400	242,400	-9%
51016	L I D INSURANCE	5,779	6,400	7,200	7,200	13%
51017	WORKERS COMPENSATION	87,624	104,900	110,600	110,600	5%
51018	EDUCATIONAL ASSISTANCE	-	-	-	-	0%
51019	PENSION	351,256	407,600	411,500	411,500	1%
51020	OPEB	47,457	53,800	58,600	58,600	9%
	PERSONNEL COSTS	2,394,791	2,877,200	2,978,500	2,978,500	4%
52026	PROGRAM EXPENSES/SUPPLIES	-	-	-	-	0%
52029	UNIFORMS/UNIFORM ALLOW	15,971	23,000	23,000	23,000	0%
52032	SECURITY/SAFETY MATERIALS	19,746	20,000	35,000	35,000	75%
52033	SMALL TOOLS	25,803	25,000	25,000	25,000	0%
52037	COMPUTER SOFTWARE	-	-	-	-	0%
52038	COMPUTER HARDWARE	796	2,400	1,100	1,100	-54%
52053	METERS/METER SUPPLIES	36,757	38,000	38,000	38,000	0%
52058	WATER/SEWER	203	500	500	500	0%
52061	ELEC MATERIALS/SUPPLIES	318,262	306,100	306,100	306,100	0%
	MATERIALS & SUPPLIES	417,538	415,000	428,700	428,700	3%
53021	TELEPHONE/FAX	4,939	4,400	4,400	4,400	0%
53023	ELECTRICITY	1,436	500	500	500	0%
53024	HEATING OIL/GAS	486	6,000	6,000	6,000	0%
53025	ADVERTISEMENT	-	-	-	-	0%
53026	INSURANCE	-	20,000	20,000	20,000	0%
53027	SUBSCRIPTIONS AND DUES	-	-	-	-	0%
53028	TRAINING/CONF/FOOD/TRAVEL	12,450	23,200	39,300	39,300	69%
53029	CONSULTING FEES	-	-	-	-	0%
53031	CONTRACTUAL SERVICES	509,965	541,500	541,500	541,500	0%
53039	IN-HOUSE TRAINING	-	-	-	-	0%
53043	ENVIRONMENTAL EXPENSES	3,285	28,000	28,000	28,000	0%
53044	AGENCY BILLING-TEMP HELP	-	-	-	-	0%
53051	RIGHT OF WAY	5,955	6,000	6,000	6,000	0%
53062	GASOLINE	22,750	30,000	30,000	30,000	0%
53064	TRUCK REPAIRS/MAINTENANCE	27,757	20,000	20,000	20,000	0%
53066	OTHER EQUIP REPAIRS/MAINT	17,671	13,500	13,500	13,500	0%
53067	RADIO REPAIRS/MAINTENANCE	7,871	10,300	10,300	10,300	0%
53131	TREE TRIMMING - ASPLUNDH	-	-	-	-	0%
	ADMINISTRATIVE EXPENDITURES	614,566.54	703,400	719,500	719,500	2%
	OPERATING EXPENDITURES	3,426,896	3,995,600	4,126,700	4,126,700	3%
54022	AUTOMOBILES - PURCHASE	199,948	-	28,200	28,200	100%
54023	TRUCKS - PURCHASE	345,933	250,000	-	-	-100%
54025	OTHER EQUIP - PURCHASE	59,959	-	192,600	192,600	100%
54031	CONSTRUCTION - PURCHASE	-	-	360,000	360,000	100%
56031	UG TRANSFORMERS	95,563	285,000	-	-	-100%
56034	UG CONDUCTORS/DEVICES	261,075	513,000	580,000	580,000	13%
56046	METERS	26,794	52,000	160,000	160,000	208%
	CAPITAL OUTLAY	989,272	1,100,000	1,320,800	1,320,800	20%
	TOTAL EXPENDITURES	\$ 4,416,168	\$ 5,095,600	\$ 5,447,500	\$ 5,447,500	7%
	REVENUES					
	ELECTRIC FUND	\$ 3,426,896	\$ 3,995,600	\$ 4,126,700	\$ 4,126,700	
	ELECTRIC I & E FUND	\$ 989,272	\$ 1,100,000	\$ 1,320,800	\$ 1,320,800	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	23.0	23.0	25.0	25.0	

Power Plant Operations

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	2,329,200	-	-	-100%
MATERIALS & SUPPLIES	111,300	-	-	-100%
ADMINISTRATIVE EXPENDITURES	2,265,600	2,219,500	2,219,500	-2%
OPERATING EXPENDITURES	4,706,100	2,219,500	2,219,500	-53%
CAPITAL OUTLAY	1,267,000	9,070,000	9,070,000	616%
TOTAL EXPENDITURES	\$ 5,973,100	\$ 11,289,500	\$ 11,289,500	89%

Highlights:

- \$9 million is budgeted for the first year of the two-year decommissioning of the McKee Power Plant
- Personnel costs are eliminated in FY22, but there will be Contractual Services to operate the Van Sant turbine. An RFP for that contract is underway as write write the budget

POWER PLANT OPERATIONS
410-42-80-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES & WAGES	\$ 2,003,000	\$ 1,534,200	\$ -	\$ -	-100%
51012	OVERTIME	216,444	245,000	-	-	-100%
51018	EDUCATIONAL ASSISTANCE	-	-	-	-	0%
51024	BURDEN @ 40%	716,347	550,000	-	-	-100%
	PERSONNEL COSTS	2,935,791	2,329,200	-	-	-100%
52022	OFFICE SUPPLIES/SUBSCRIPT	2,923	4,000	-	-	-100%
52023	PRINTING & DUPLICATING	2,230	2,000	-	-	-100%
52025	JANITORIAL SERV/SUPPLIES	14,613	18,000	-	-	-100%
52028	MEDICAL SUPPLIES	-	2,400	-	-	-100%
52029	UNIFORMS/UNIFORM ALLOW	11,383	9,600	-	-	-100%
52032	SECURITY/SAFETY MATERIALS	9,461	8,200	-	-	-100%
52033	SMALL TOOLS	99	500	-	-	-100%
52035	WATER TREATMENT CHEMICALS	20,841	20,000	-	-	-100%
52037	COMPUTER SOFTWARE	14,932	12,500	-	-	-100%
52038	COMPUTER HARDWARE	3,892	-	-	-	0%
52046	CITY BUILDING MAINTENANCE	28,943	19,100	-	-	-100%
52058	WATER/SEWER	15,972	15,000	-	-	-100%
	MATERIALS & SUPPLIES	125,287	111,300	-	-	-100%
53019	OPERATOR INSURANCE	472,363	475,000	433,000	433,000	-9%
53021	TELEPHONE	5,061	5,500	-	-	-100%
53022	POSTAGE	6,802	7,500	-	-	-100%
53023	ELECTRICITY	519,999	450,000	-	-	-100%
53024	HEATING OIL/GAS	55,615	50,000	-	-	-100%
53028	TRAINING/CONF/FOOD/TRAVEL	46,918	25,300	-	-	-100%
53031	CONTRACTUAL SERVICES	90,857	29,400	1,786,500	1,786,500	5977%
53032	LEGAL FEES	-	-	-	-	0%
53043	ENVIRONMENT EXPENSES	249,866	250,000	-	-	-100%
53045	OPERATOR MANAGEMENT FEE	838,631	761,200	-	-	-100%
53046	OPERATOR INCENTIVE	-	-	-	-	0%
53047	HOME OFFICE LABOR	23,677	18,000	-	-	-100%
53051	RIGHT OF WAY/PERMITS	39,073	40,000	-	-	-100%
53062	GASOLINE	2,250	3,600	-	-	-100%
53066	OTHER EQUIPT/MAINTENANCE	19,214	24,000	-	-	-100%
53067	RADIO REPAIRS/MAINTENANCE	2,387	500	-	-	-100%
53080	AUXILLARY SYSTEMS	35,941	29,600	-	-	-100%
53081	BOILER SYSTEMS	40,698	40,000	-	-	-100%
53082	CONTINUOUS EMISSIONS MONI	3,708	4,000	-	-	-100%
53083	DCS CONTROL SYSTEM	-	-	-	-	0%
53084	FIRE PROTECTION SYSTEM	9,208	13,000	-	-	-100%
53085	COOLING TOWER	2,920	2,000	-	-	-100%
53086	FUEL OIL/GAS SYSTEMS	675	3,000	-	-	-100%
53087	COMBUSTION TURBINE MAINT	27,904	24,000	-	-	-100%
53088	POWER DISTRIBUTION SYSTEM	22,965	10,000	-	-	-100%
53089	TURBINE GENERATOR SYSTEMS	4,920	-	-	-	0%
	ADMINISTRATIVE EXPENDITURES	2,521,649.79	2,265,600	2,219,500	2,219,500	-2%
	OPERATING EXPENDITURES	5,582,727	4,706,100	2,219,500	2,219,500	-53%
54031	CONSTRUCTION-PURCHASE	255,298	1,267,000	9,070,000	9,070,000	616%
	CAPITAL OUTLAY	255,298	1,267,000	9,070,000	9,070,000	616%
	TOTAL EXPENDITURES	\$ 5,838,025	\$ 5,973,100	\$ 11,289,500	\$ 11,289,500	89%
	REVENUES					
	ELECTRIC FUND - OPERATING	\$ 5,582,727	\$ 4,706,100	\$ 2,219,500	\$ 2,219,500	
	ELECTRIC I & E FUND - CIP	\$ 255,298	\$ 1,267,000	\$ 9,070,000	\$ 9,070,000	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	24.0	24.0			

Power Supply

	2020-2021	2021-2022	2021-2022	%
DESCRIPTION	BUDGET	REQUESTED	RECOMMENDED	CHANGE
65 SERIES TOTAL	734,800	744,800	744,800	1%
95 SERIES TOTAL	40,154,800	44,492,800	44,492,800	11%
98 SERIES TOTAL	488,400	300,200	300,200	-39%
OPERATING EXPENDITURES	41,378,000	45,537,800	45,537,800	10%

Highlights:

POWER SUPPLY
410-42-81-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
53031	CONTRACTUAL SERVICES	\$ 105,028	\$ -	\$ 60,000	\$ 60,000	100%
53032	LEGAL EXPENSES	65,746	100,000	50,000	50,000	-50%
56531	CONTRACTUAL SERVICES	-	-	-	-	0%
56544	OPERATOR/SUPPLY MGMT FEE	634,800	634,800	634,800	634,800	0%
	65 SERIES TOTAL	805,574	734,800	744,800	744,800	1%
59548	3RD PARTY HEDGE PURCHASES	21,967,340	19,715,300	19,773,200	19,773,200	0%
59549	CAPACITY CHARGES	10,796,427	15,048,100	13,322,900	13,322,900	-11%
59550	CAPACITY CREDITS	(8,421,958)	(12,191,700)	(5,411,200)	(5,411,200)	-56%
59558	SOLAR POWER SUPPLY	2,637,035	3,401,100	3,237,300	3,237,300	-5%
59559	SOLAR RENEWAL ENERGY CREDIT	290,927	384,100	409,600	409,600	7%
59560	RENEWABLE ENERGY CREDITS	785,167	614,600	1,300,000	1,300,000	112%
59561	REGIONAL GREENHOUSE GAS	-	12,300	33,700	33,700	174%
59590	PJM CHARGES - TRANS. & FEES	6,664,703	8,476,800	6,772,100	6,772,100	-20%
59591	PJM CHARGES - ENERGY	(435,824)	5,871,900	5,508,400	5,508,400	-6%
59592	PJM CREDITS	(324,034)	(369,400)	(87,000)	(87,000)	-76%
59593	PJM SPOT MARKET ENERGY	(153,978)	(808,300)	(366,200)	(366,200)	-55%
	95 SERIES TOTAL	33,805,805	40,154,800	44,492,800	44,492,800	11%
59890	RENEWABLE ENERGY CHARGES	-	-	-	-	0%
59891	GAS FUEL	241,283	488,400	300,200	300,200	-39%
59892	FUEL OIL PURCH FOR INVENT	-	-	-	-	0%
59893	NO. 2 FUEL OIL	89,411	-	-	-	0%
	98 SERIES TOTAL	330,694	488,400	300,200	300,200	-39%
	OPERATING EXPENDITURES	34,942,073	41,378,000	45,537,800	45,537,800	10%
	TOTAL EXPENDITURES	\$ 34,942,073	\$ 41,378,000	\$ 45,537,800	\$ 45,537,800	10%
	REVENUES					
	ELECTRIC FUND	\$ 34,942,073	\$ 41,378,000	\$ 45,537,800	\$ 45,537,800	

Meter Reading

DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	340,000	352,600	352,600	4%
MATERIALS & SUPPLIES	15,100	15,100	15,100	0%
ADMINISTRATIVE EXPENDITURES	20,200	20,200	21,700	7%
OPERATING EXPENDITURES	375,300	387,900	389,400	4%
TOTAL EXPENDITURES	\$ 375,300	\$ 387,900	\$ 389,400	4%

Highlights:

- No major changes in budget for FY22
- Department reports to Customer Service but is budgeted in Electric

METER READING
410-42-85-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 211,175	\$ 187,300	\$ 194,300	\$ 194,300	4%
51012	OVERTIME	13,447	19,200	19,200	19,200	0%
51014	FICA TAXES	16,458	15,800	16,300	16,300	3%
51015	HEALTH INSURANCE	49,916	52,000	52,000	52,000	0%
51016	L I D INSURANCE	783	900	1,000	1,000	11%
51017	WORKERS COMPENSATION	12,395	9,300	9,600	9,600	3%
51019	PENSION	72,744	49,800	54,200	54,200	9%
51020	OPEB	6,684	5,700	6,000	6,000	5%
	PERSONNEL COSTS	383,602	340,000	352,600	352,600	4%
52029	UNIFORMS/UNIFORM ALLOW	4,673	5,200	5,200	5,200	0%
52032	SECURITY/SAFETY MATERIALS	87	100	100	100	0%
52033	SMALL TOOLS	-	4,400	4,400	4,400	0%
52038	COMPUTER HARDWARE	-	1,000	1,000	1,000	0%
52055	METER READING SUPPLIES	3,411	4,400	4,400	4,400	0%
	MATERIALS & SUPPLIES	8,171	15,100	15,100	15,100	0%
53021	TELEPHONE/FAX	1,806	2,300	2,300	3,300	43%
53028	TRAINING/CONF/FOOD/TRAVEL	-	500	500	1,000	100%
53062	GASOLINE	4,436	7,500	7,500	7,500	0%
53066	OTHER EQUIP REPAIRS/MAINT	7,000	7,500	7,500	7,500	0%
53067	RADIO REPAIRS/MAINTENANCE	1,482	2,400	2,400	2,400	0%
	ADMINISTRATIVE EXPENDITURES	14,723.54	20,200	20,200	21,700	7%
	OPERATING EXPENDITURES	406,497	375,300	387,900	389,400	4%
	TOTAL EXPENDITURES	\$ 406,497	\$ 375,300	\$ 387,900	\$ 389,400	4%
	REVENUES					
	ELECTRIC FUND	\$ 406,497	\$ 375,300	\$ 387,900	\$ 389,400	
	ELECTRIC I & E FUND	\$ -	\$ -	\$ -	\$ -	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	4.0	4.0	4.0	4.0	

System Operations

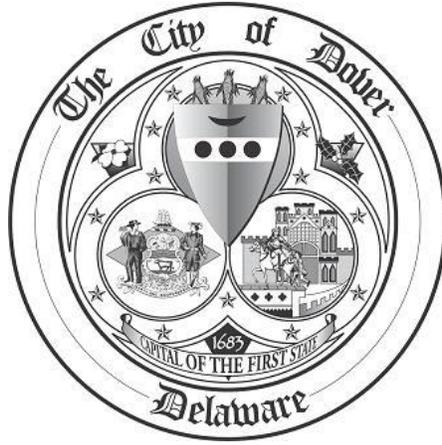
DESCRIPTION	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
PERSONNEL COSTS	871,100	941,700	941,700	8%
TOTAL EXPENDITURES	\$ 871,100	\$ 941,700	\$ 941,700	8%

Highlights:

- No major budget changes in FY22

SYSTEM OPERATIONS
410-42-86-99-000

ACCT	DESCRIPTION	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 REQUESTED	2021-2022 RECOMMENDED	% CHANGE
51011	SALARIES	\$ 392,244	\$ 533,200	\$ 563,200	\$ 563,200	6%
51012	OVERTIME	99,375	85,100	101,000	101,000	19%
51014	FICA TAXES	36,250	47,300	50,800	50,800	7%
51015	HEALTH INSURANCE	69,642	82,100	95,200	95,200	16%
51016	L I D INSURANCE	1,478	2,200	2,400	2,400	9%
51017	WORKERS COMPENSATION	16,904	28,000	30,000	30,000	7%
51019	PENSION	64,892	76,300	81,300	81,300	7%
51020	OPEB	12,667	16,900	17,800	17,800	5%
	PERSONNEL COSTS	693,451	871,100	941,700	941,700	8%
	TOTAL EXPENDITURES	693,451.33	\$ 871,100	\$ 941,700	\$ 941,700	8%
	REVENUES					
	ELECTRIC FUND	\$ 693,451	\$ 871,100	\$ 941,700	\$ 941,700	
	PERSONNEL					
	BUDGETED FULL-TIME POSITIONS	5.0	5.0	4.0	4.0	



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OTHER FUNDS

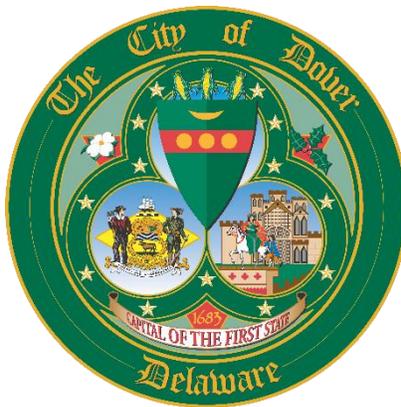
THE FOLLOWING SUBSECTIONS ARE INCLUDED:

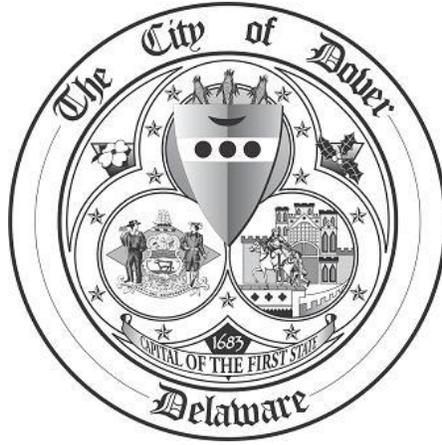
MUNICIPAL STREET AID FUND

WORKERS COMPENSATION FUND

COMMUNITY TRANSPORTATION IMPROVEMENT FUND

OPEB (POST-RETIREMENT BENEFITS) RESERVE





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SPECIAL REVENUE FUNDS

Special Revenue Funds include the group of funds classified as grant funds and a Realty Transfer Tax Fund. The proceeds from specific revenue sources are restricted to specified expenditure purposes. The City adopts budgets for selected Special Revenue Funds. Combining and individual statements appear in this section.

POLICE GRANTS

The City of Dover Police Department receives various grants from the State of Delaware for public and highway safety and the U.S. Department of Justice for local law enforcement. All grant transactions are recorded in this fund.

LIBRARY GRANTS

The City of Dover Public Library receives various grants from the State of Delaware, Kent County, and the Federal Government. Activities associated with these grants are recorded in this fund.

MUNICIPAL STREET AID

The State of Delaware has passed legislation to share a portion of Delaware's motor fuel tax revenue with local municipalities through grants. The amount of the grant the City receives depends on its population and miles of streets maintained. The grant is used for street light expense within the City.

CDBG HOUSING GRANTS & NEIGHBORHOOD STABILIZATION PROGRAM

The City receives a U.S. Department of Housing and Urban Development Entitlement Grant for the Community Development Block Grant Program. This is to provide decent housing, a suitable living environment and expand economic opportunities primarily for people of low and moderate incomes. Combined with the CDBG Fund is the Neighborhood Stabilization Program (NSP) that provides assistance in the redevelopment of residential properties that have been abandoned and foreclosed upon to stabilize residential communities.

SPECIAL REVENUE FUNDS

(continued)

STATE OF DELAWARE DEPARTMENT OF TRANSPORTATION GRANTS

The State of Delaware Department of Transportation grants provide funds for specific street projects in the City. State law provides funds to the State's elected officials for suburban street aid, which officials can then provide to their respective districts. The City receives these funds for designated street projects and records all transactions for this fund.

SUBSTANCE ABUSE PREVENTION GRANT

The State of Delaware General Assembly Grant-In-Aid Program provides funds to implement an after-school program for at-risk and/or disadvantaged youths in the City of Dover. The City runs this program out of the Parks & Recreation Department.

ELECTRONIC RED-LIGHT SAFETY PROGRAM (ERLSP)

The State of Delaware Department of Transportation provides a grant to municipalities that implement the Electronic Red- Light Safety Program. Under this program, the City is granted a portion of the fines collected from drivers who are ticketed for running red lights installed with electronic photo identification equipment within the Citylimits.

REALTY TRANSFER TAX

Delaware Code states that realty transfer tax realized by the City shall be segregated from the general fund and the funds shall be expended solely for the capital and operating costs of public safety services, economic development programs, public works services, capital projects and improvements, infrastructure projects and improvements and debt reduction.

LODGING TAX

In 2019 the Delaware General Assembly authorized Kent County and the City of Dover to charge up to 3% of the cost of a room rental at a hotel, motel or other overnight lodging business as provided in 30 Del C. §6101. On September 30, 2019 the Dover City Council approved Ordinance #2019-16 adopting a phased-in lodging tax for the City of Dover. On July 1, 2020 a tax of 0.5% will be implemented. On July 1, 2021 the rate will be 1.0% and a year later the lodging tax will be increased to 1.5% and remain at that level unless changed by the City Council.

203 - COMMUNITY TRANSPORTATION IMPROVEMENT FUND

OPERATING REVENUES

	2018/2019	2019/20	2020/21	2021/22	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	PROJECTED	RECOMMENDED	FY21 BUDGET	FY22 VS % CHANGE
PRIOR YEAR BALANCE	70,913	70,900	334,000	662,352	591,452	834.2%
GRANTS REVENUE	273,636	500,000	500,000	400,000	(100,000)	-20.0%
INTEREST INCOME	7,322	-	-	-	-	0.0%
TOTALS	351,871	570,900	834,000	1,062,352	491,452	86.1%

OPERATING EXPENSES

	2018/2019	2019/20	2020/21	2021/22	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	PROJECTED	RECOMMENDED	FY21 BUDGET	FY22 VS % CHANGE
PROGRAM EXP. GRANT RELATED	236,937	500,000	834,000	750,000	250,000	50.0%
CURRENT YEAR BALANCE	114,934	70,900	-	312,352	241,452	340.6%
TOTALS	351,871	570,900	834,000	1,062,352	491,452	86.1%

205 - LIBRARY GRANT

OPERATING REVENUES

	2018/19	2019/20	2019/20 PROJECTED	2021/22 RECOMMENDED	\$ DIFFERENCE	
	ACTUAL	ORIGINAL APPROVED			FY22 VS FY21 BUDGET	\$ CHANGE
PRIOR YEAR BALANCE		1,000	18,900	-	(1,000)	-100.0%
STATE GRANT	293,431	287,900	280,800	275,000	(12,900)	-4.5%
FEDERAL GRANT	2,340	2,500	1,800	2,700	200	8.0%
TOTALS	295,771	291,400	301,500	277,700	(13,700)	-4.7%

OPERATING EXPENSES

	2018/19	2019/20	2019/20 PROJECTED	2021/22 RECOMMENDED	691,600	\$
	ACTUAL	ORIGINAL APPROVED			(250,000)	
STATE GRANTS						
FURNITURE/FIXTURES	5,500	1,500	5,500	5,000	3,500	233.3%
OFFICE SUPPLIES	25,667	30,000	28,000	23,100	(6,900)	-23.0%
PRINTING AND DUPLICATING	13,500	13,000	13,700	15,000	2,000	15.4%
PROGRAM EXPENSES/SUPPLIES	30,352	23,500	25,500	28,200	4,700	20.0%
BOOKS	124,024	126,400	128,800	125,000	(1,400)	-1.1%
COMPUTER SOFTWARE	1,869	2,100	2,500	3,000	900	42.9%
COMPUTER HARDWARE	386	1,000	5,300	500	(500)	-50.0%
AUDIO VISUAL SUPPLIES	76,693	74,700	79,000	67,700	(7,000)	-9.4%
POSTAGE	31	100	200	100	-	0.0%
TRAINING/CONF/FOOD/TRAV	4,422	2,500	4,200	3,000	(2,500)	0.0%
CONSULTING FEES	-	-	-	-	-	0.0%
CONTRACTUAL SERVICES	-	-	-	-	-	0.0%
OFF EQP/REPAIRS & MAINT	4,562	4,900	4,000	1,900	(3,000)	-61.2%
OTHER EQUIP - PURCHASE	-	-	-	-	-	0.0%
OTHER EQUIP - LEASE	2,158	2,000	2,100	2,500	500	25.0%
SUBTOTAL EXPENSES STATE GRANTS	289,163	281,700	298,800	275,000	(6,700)	-2.4%
FEDERAL GRANTS						
PROGRAM EXPENSES/SUPPLIES	1,600	2,500	2,700	2,700	200	8.0%
SUBTOTAL EXPENSES FEDERAL GRAN1	1,600	2,500	2,700	2,700	200	8.0%
GRAND TOTAL EXPENSES	290,763	284,200	301,500	277,700	(6,500)	-2.3%
CURRENT YEAR BALANCE	5,008	7,200	-	(0)	(7,200)	-100.0%
TOTALS	295,771	291,400	301,500	277,700	(13,700)	-4.7%

POLICE GRANTS

OPERATING REVENUES

	2019/20 ACTUAL	2020/21		2021/22 RECOMMENDED	\$ DIFFERENCE	
		ORIGINAL APPROVED	2020/21 PROJECTED		FY22 VS FY21 BUDGET	\$ CHANGE
PRIOR YEAR BALANCE	121,559	50,000	129,000	50,000	-	0.0%
GRANTS RECEIVED	517,826	390,000	635,000	780,000	390,000	100.0%
INTEREST INCOME	2,949	-	-	-	-	0.0%
TOTALS	642,334	440,000	764,000	830,000	390,000	88.6%

OPERATING EXPENSES

	2019/20 ACTUAL	2020/21		2020/21 RECOMMENDED	\$ DIFFERENCE	
		ORIGINAL APPROVED	2020/21 PROJECTED		FY21 VS FY20 BUDGET	\$ CHANGE
EXPENDITURES						
PERSONNEL EXPENDITURES						
CADET PROGRAM SALARIES	11,856			-	-	0.0%
CADET PROGRAM FICA	907			-	-	0.0%
CADET PROGRAM W/COMP	732			-	-	0.0%
MATERIALS AND SUPPLIES						
POLICE EQUIPT & PROG SUPP	217,560	585,000	643,600	235,000	(350,000)	-59.8%
TECHNOLOGY EQUIPMENT	-	-	-	210,000	210,000	0.0%
ADMINISTRATIVE EXPENDITURES						
CELL PHONE CHARGES	18,603	20,000	20,000	15,000	(5,000)	-25.0%
TRAINING	15,500	75,000	19,700	10,000	(65,000)	-86.7%
AUDIT FEES	-	-	1,000	-	-	0.0%
CONTRACTUAL SERVICES	9,443	-	-	-	-	0.0%
TOTAL EXPENDITURES	274,600	680,000	684,300	470,000	(210,000)	-30.9%
OTHER FINANCING USES						
OPERATING TRANSFERS-OUT	123,140	105,000	4,300	310,000	205,000	195.2%
TOTAL FINANCING USES	123,140	105,000	4,300	310,000	205,000	195.2%
CURRENT YEAR BALANCE	244,593	-	75,400	50,000	50,000	0.0%
TOTALS	642,334	835,000	764,000	830,000	(5,000)	-0.6%

THE ABOVE BUDGET INCLUDES THE POLICE GRANTS FUND, USDOJ BYRNE GRANTS FUND AS WELL AS THE OTHER FEDERAL POLICE GRANTS FUND.

POLICE GRANTS

OPERATING REVENUES

	2019/20	2020/21		2021/22 RECOMMENDED	\$ DIFFERENCE	
	ACTUAL	ORIGINAL APPROVED	2020/21 PROJECTED		FY22 VS FY21 BUDGET	\$ CHANGE
PRIOR YEAR BALANCE	-	-	-	-	-	0.0%
GRANTS RECEIVED	-	395,000	212,400	330,000	(65,000)	-16.5%
INTEREST INCOME	-	-	-	-	-	0.0%
TOTALS	-	835,000	212,400	330,000	(505,000)	-60.5%

OPERATING EXPENSES

	2018/19	2019/20		2020/21 RECOMMENDED	\$ DIFFERENCE	
	ACTUAL	ORIGINAL APPROVED	2019/20 PROJECTED		FY21 VS FY20 BUDGET	\$ CHANGE
EXPENDITURES						
PERSONNEL EXPENDITURES						
CADET PROGRAM SALARIES	-	-	-	-	-	0.0%
CADET PROGRAM FICA	-	-	-	-	-	0.0%
CADET PROGRAM W/COMP	-	-	-	-	-	0.0%
MATERIALS AND SUPPLIES						
POLICE EQUIPT & PROG SUPP	-	240,000	118,000	265,000	25,000	10.4%
TECHNOLOGY EQUIPMENT	-	-	63,500	-	-	0.0%
ADMINISTRATIVE EXPENDITURES						
TRAINING	-	-	-	15,000	15,000	0.0%
AUDIT FEES	-	-	-	-	-	0.0%
CONTRACTUAL SERVICES	-	-	-	-	-	0.0%
TOTAL EXPENDITURES	-	240,000	181,500	280,000	40,000	16.7%
OTHER FINANCING USES						
OPERATING TRANSFERS-OUT	-	155,000	30,900	50,000	(105,000)	-67.7%
TOTAL FINANCING USES	-	155,000	30,900	50,000	(105,000)	-67.7%
CURRENT YEAR BALANCE	-	-	-	-	-	0.0%
TOTALS	-	835,000	212,400	330,000	(505,000)	-60.5%

THE ABOVE BUDGET INCLUDES THE POLICE GRANTS FUND, USDOJ BYRNE GRANTS FUND AS WELL AS THE OTHER FEDERAL POLICE GRANTS FUND.

208 - LODGING TAX

CASH RECEIPTS

	2019/20 ACTUAL	2020/21 ORIGINAL BUDGET	2020/2021 PROJECTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
BEGINNING BALANCE	-	-	-	-	-	0.0%
LODGING TAXES	-	110,000	87,100	300,000	190,000	0.0%
INTEREST EARNED	-	-	-	-	-	0.0%
TOTALS	-	110,000	87,100	300,000	190,000	0.0%

BUDGET SUMMARY

	2019/20 ACTUAL	2020/21 ORIGINAL BUDGET	2020/2021 PROJECTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
PROGRAM EXPENDITURES	-	-	-	-	-	0.0%
TRF TO GOV'T CAPITAL PRJCTS (101)	-	110,000	87,100	300,000	190,000	0.0%
CURRENT YEAR BALANCE	-	-	-	-	-	0.0%
TOTALS	-	110,000	87,100	300,000	190,000	0.0%

206 - COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

OPERATING REVENUES

	2018/2019	2020/21		2021/22 RECOMMENDED	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	2020/21 PROJECTED		FY21 BUDGET	FY22 VS BUDGET
PRIOR YEAR BALANCE CDBG	-	2,500	2,500	2,500	-	0.0%
PRIOR YEAR BALANCE NSP	-	-	-	-	-	0.0%
CDBG GRANTS RECEIVED	217,691	282,400	632,077	332,443	50,043	17.7%
REVENUE FROM NSP	-	-	-	-	-	0.0%
TOTALS	217,691	284,900	634,577	334,943	50,043	17.6%

OPERATING EXPENSES

	2018/2019	2020/21		2021/22 RECOMMENDED	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	2020/21 PROJECTED		FY21 BUDGET	FY22 VS BUDGET
Prior year Closing cost/down payment program	1,793	-	1,855	-	-	0.0%
Prior year Dover Interfaith Ministry	1,353	-	-	-	-	0.0%
Prior year Ncall Research Inc.	-	-	-	-	-	0.0%
Prior year Connection Supp Program	551	-	-	-	-	0.0%
Prior year MHDC emergency home repair	7,667	-	35,385	-	-	0.0%
Prior year Habitat for Humanity	-	-	-	-	-	0.0%
Prior year Milford housing H/O rehab	9,478	-	55,522	-	-	0.0%
Prior year Central Delaware Housing Collab	-	-	-	-	-	0.0%
Prior year Cares Act COVID-19	-	-	-	-	-	0.0%
Current year closing cost/down payment program	103,145	97,900	97,845	100,000	2,100	2.1%
Current year Connection Comm Supp program	486	-	-	-	-	0.0%
Current year Dover Interfaith Ministry	22,000	30,000	30,000	61,016	31,016	103.4%
Current year Ncall Research Inc.	-	-	-	30,000	30,000	0.0%
Current year MHDC emergency home repair	4,334	33,000	33,000	40,000	7,000	21.2%
Current year Habitat for Humanity	13,846	-	-	-	-	0.0%
Current year MHDC homeowner rehab.	17,890	25,000	25,000	25,827	827	3.3%
Current year Peoples Place	-	-	-	-	-	0.0%
Current year DIMH & Central DE Housing Collaborative	-	40,000	75,284	20,600	(19,400)	-48.5%
Current year Cares Act COVID-19	-	-	163,211	-	-	0.0%
Current year admin expense	35,147	56,500	114,976	55,000	(1,500)	-2.7%
NSP program expenditures	-	-	-	-	-	0.0%
CURRENT YEAR BALANCE CDBG	-	2,500	2,500	2,500	-	0.0%
CURRENT YEAR BALANCE NSP	-	-	-	-	-	0.0%
TOTALS	217,691	284,900	634,577.36	334,943	50,043	17.6%

200 - MUNICIPAL STREET AID FUND

CASH RECEIPTS

	2018/2019	2019/20	2020/21	2021/22	\$ DIFFERENCE	% CHG
	ACTUAL	ORIGINAL	PROJECTED	RECOMMENDED	FY22 VS	FY22 VS
		BUDGET			FY21 BUDGET	FY21 VS
BEGINNING BALANCE	100	100	100	100	-	0.0%
STATE GRANT	665,325	665,300	796,000	750,000	84,700	12.7%
INTEREST EARNED	2,791	-	-	-	-	0.0%
TOTALS	668,216	665,400	796,100	750,100	84,700	12.7%

BUDGET SUMMARY

	2018/2019	2019/20	2020/21	2021/22	\$ DIFFERENCE	% CHG
	ACTUAL	ORIGINAL	PROJECTED	RECOMMENDED	FY22 VS	FY22 VS
		BUDGET			FY21 BUDGET	FY21 VS
TRANSFER TO GENERAL FUND	666,079	665,300	673,100	750,000	84,700	12.7%
CURRENT YEAR BALANCE	2,137	100	123,000	100	-	0.0%
TOTALS	668,216	665,400	796,100	750,100	84,700	12.7%

202 - REALTY TRANSFER TAX

CASH RECEIPTS

	2018/2019 ACTUAL	2019/20 ORIGINAL BUDGET	2020/21 PROJECTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
BEGINNING BALANCE	-	-	-	-	-	0.0%
REALTY TRANSFER TAXES	1,637,194	1,433,500	1,525,000	1,400,000	(33,500)	-2.3%
INTEREST EARNED	1,349	-	-	-	-	0.0%
TOTALS	1,638,543	1,433,500	1,525,000	1,400,000	(33,500)	-2.3%

BUDGET SUMMARY

	2018/2019 ACTUAL	2019/20 ORIGINAL BUDGET	2020/21 PROJECTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
PROGRAM EXPENDITURES	-	-	-	-	-	0.0%
TRANSFER TO GENERAL FUND	1,638,543	1,433,500	1,525,000	1,400,000	(33,500)	-2.3%
CURRENT YEAR BALANCE	-	-	-	-	-	0.0%
TOTALS	1,638,543	1,433,500	1,525,000	1,400,000	(33,500)	-2.3%

ELECTRIC RED LIGHT PROGRAM

CASH RECEIPTS

	2018/2019 ACTUAL	2020/21 ORIGINAL BUDGET	2020/21 PROJECTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
BEGINNING BALANCE	100	100	100	100	-	0.0%
POLICE FINES	449,412	445,000	532,900	400,000	(45,000)	-10.1%
TOTALS	449,512	445,100	533,000	400,100	(45,000)	-10.1%

BUDGET SUMMARY

	2018/2019 ACTUAL	2020/21 ORIGINAL BUDGET	2020/21 PROJECTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHG FY22 VS FY21 VS
TRANSFER TO GENERAL FUND	449,412	445,000	532,900	400,000	(45,000)	-10.1%
CURRENT YEAR BALANCE	100	100	100	100	-	0.0%
TOTALS	449,512	445,100	533,000	400,100	(45,000)	0.0%

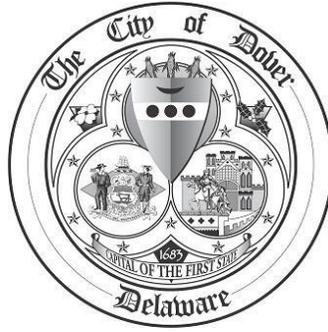
204 - SUBSTANCE ABUSE PREVENTION PROGRAM

OPERATING REVENUES

	2018/2019	2020/21	2020/21	2021/22	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	PROJECTED	RECOMMENDED	FY21 BUDGET	FY22 VS % CHANGE
PRIOR YEAR BALANCE	93,700	52,000	52,000	83,700	31,700	61.0%
GRANTS REVENUE	28,030	28,000	28,000	28,000	-	0.0%
RECREATION REVENUE	61,147	33,000	33,000	33,000	-	0.0%
TOTALS	182,877	113,000	113,000	144,700	31,700	28.1%

OPERATING EXPENSES

	2018/2019	2020/21	2020/21	2021/22	\$ DIFFERENCE	
	ACTUAL	ORIGINAL BUDGET	PROJECTED	RECOMMENDED	FY21 BUDGET	FY22 VS % CHANGE
TEMPORARY HELP/BENEFITS	66,272	68,500	68,500	68,500	-	0.0%
PROGRAM EXPENSES/SUPPLIES	35,512	35,000	35,000	35,000	-	0.0%
CURRENT YEAR BALANCE	81,092	9,500	9,500	41,200	31,700	333.7%
TOTALS	182,877	113,000	113,000	144,700	31,700	28.1%



FINANCIAL SCHEDULES PROPRIETARY FUND TYPES INTERNAL SERVICE FUNDS

WORKERS' COMPENSATION INSURANCE FUND

The City has created this fund to account for the revenues and expenses related to a self-insured Workers' Compensation Fund. The revenues are received from the City's various funds. These funds contribute to the Workers' Compensation Fund an amount based on salaries at a pre-determined assessment rate. Claims paid, reinsurance cost and third-party administrator's fees are charged to this fund.

Budgetary schedule is included for public review of budgetary compliance.

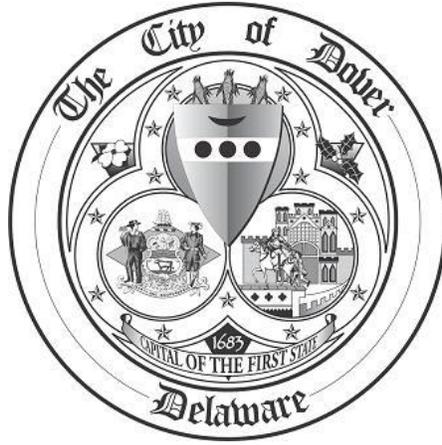
600 - WORKER'S COMPENSATION FUND

OPERATING REVENUES

	2019/2020 ACTUAL	2020/2021 ORIGINAL BUDGET	2020/21 PROJECTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHANGE
BEGINNING BALANCE	1,801,810	1,540,000	2,450,486	1,803,600	263,600	17.1%
INTEREST INCOME	42,320	22,500	31,450	28,500	6,000	26.7%
PREMIUM FROM CITY	963,295	968,700	880,130	993,500	24,800	2.6%
MISCELLANEOUS REVENUE	3,530	-	-	-	-	0.0%
TOTALS	2,810,955	2,531,200	3,362,066	2,825,600	294,400	11.6%

OPERATING EXPENSES

	2019/2020 ACTUAL	2020/2021 ORIGINAL BUDGET	2020/21 PROJECTED	2021/22 RECOMMENDED	\$ DIFFERENCE FY22 VS FY21 BUDGET	% CHANGE
PROGRAM EXPENSE - CLAIMS	184,374	560,000	393,970	480,000	(80,000)	-14.3%
INSURANCE	127,940	130,000	110,800	145,000	15,000	11.5%
STATE OF DEL - SELF INSURANCE TAX	34,707	39,000	33,520	39,000	-	0.0%
CONTRACTUAL SERVICES	13,448	20,000	22,100	25,000	5,000	25.0%
TOTAL EXPENSES	360,469	749,000	560,390	689,000	188,610	-8.0%
CURRENT YEAR BALANCE	2,450,486	1,782,200	2,801,676	2,136,600	354,400	19.9%
TOTALS	2,810,955	2,531,200	3,362,066	2,825,600	294,400	11.6%



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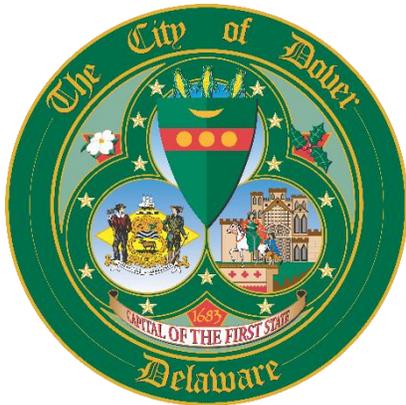
APPENDICES

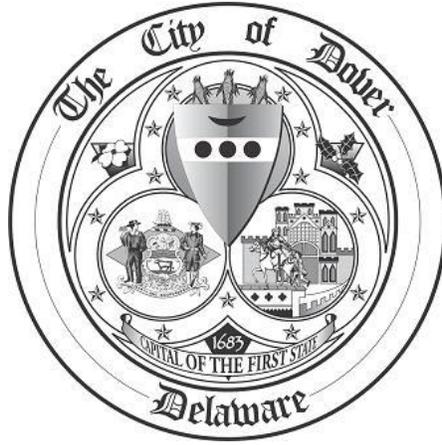
THE FOLLOWING SUBSECTIONS ARE INCLUDED:

APPENDIX A – BUDGET MEETING POWERPOINTS

APPENDIX B – BUDGET ORDINANCE

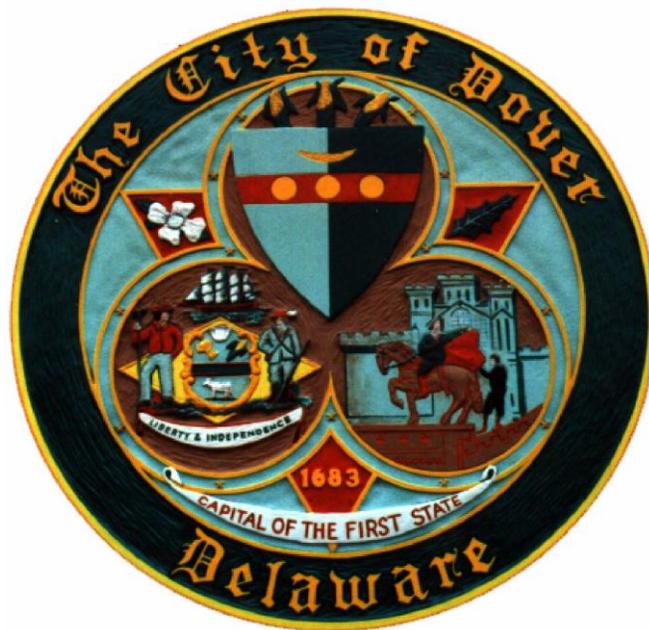
APPENDIX C – FINANCIAL POLICIES





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CITY OF DOVER FINANCIAL POLICIES



Amended June 24, 2019

CITY OF DOVER, DELAWARE

FINANCIAL POLICIES

The purpose of these policies is to present a standardized set of principles that the City follows in managing its financial and budgetary affairs. These are general statements of policies, which represent long-standing principles, traditions, and practices that will be used to guide the City in maintaining financial stability. It will be the responsibility of the Finance Department to ensure the financial objectives of these policies are maintained.

Revenue Policy

1. The City will strive to maintain a broad and diversified revenue base that will equitably distribute the burden of supporting City services and will protect the City from short-term fluctuations in any one revenue source.
2. The City will actively support economic and industrial development recruitment and retention efforts to provide for a solid revenue base.
3. The City will maintain timely collection systems and implement necessary enforcement strategies to collect revenues from available sources.
4. The City will establish user fees and charges for services, when feasible, at levels related to the cost of providing the services. The City will review the fees and charges every three to five years to determine modifications needed to keep pace with the cost of providing the services. Property Tax Rates are set annually
5. The City will establish, when feasible, self-supporting enterprise funds and intergovernmental service funds in which a relationship between revenues and expenditures clearly exists.
6. The City will project current revenues on a conservative basis so the actual revenues will consistently meet or exceed budgeted revenues. Revenues greater or less than the original budget will flow through to the audited Ending Budget Balance.
7. The City will maintain a budgetary control system and will prepare reports, which compare actual revenues to budgeted amounts.
8. The City will limit the designation of General Fund revenues for specified purposes to maximize flexibility in budgeting and revenue utilization.
9. The City will review annually and revise, where necessary, its cost allocation formulas, i.e. internal service departments.
10. Upon satisfying all rate covenants the City will provide operating transfers to the General Fund. From the Water/Wastewater Utility no greater than \$1,000,000 and from the Electric Utility no greater than \$10,000,000.

Expenditure Policy

1. Basic and essential services provided by the City will receive priority for funding, i.e. Public Safety & Health, Utilities, Streets, & Sanitation.
2. A report of the expenses of the Public Safety categories that have been identified will be presented to City Council two (2) times; once upon delivery of the proposed budget in May and the other upon the adoption of the budget in July. The report will map the revenues that have been identified to support the expenses, how much of a gap there is, and what the trend is for closing the gap over a 20-year period. The revenues will be the direct revenues of those programs and the Property Tax Revenue, excluding BID taxes.
3. The City will adopt a balanced budget, by fund, for all funds maintained by the City, in which total anticipated revenues must equal or exceed the budgeted expenditures, less capital transfers, for each fund. The Beginning Budget Balance will not be considered a revenue source.
4. The City will maintain a budgetary control system to ensure adherence to the original adopted budget and will prepare reports, which compare actual expenditures to budgeted amounts. Expenditures greater or less than the original adopted budget will flow through the audited Ending Budget Balance.
5. The City will restrict the use of appropriations as follows:
 - Funds appropriated for personnel expenses shall be restricted to use as personnel expenses. Any personnel savings at the end of each fiscal year will be re-appropriated in the next fiscal year to be transferred to the City's capital funds or unfunded retirement liabilities as approved by City Council;
 - Funds appropriated as capital expenses shall be restricted to use as capital expenses;
 - Funds appropriated as operating expenses shall be restricted to use as operating expenses;
 - All requests for additional personnel shall be accompanied with a five-year estimate on the costs of such position(s), including salaries and other employment costs (OEC's);
6. The City will refrain from budgeting revenues derived from infrequent and unanticipated transactions for ongoing expenses. These revenues will be set aside for asset replacement or as otherwise directed by Council.
7. The City will provide access to medical, dental, vision, life, AD & D, and short-term disability insurance for its employees. The cost for these benefits will be a shared responsibility between the City and its employees as outlined in the City Personnel Handbook or collective bargaining agreements
8. The City will provide access to medical and dental insurance for its retirees and their families. The cost for these benefits will be a shared responsibility between the City and its retirees as outlined in the City Personnel Handbook or collective bargaining agreements.

9. The City will provide access to appropriate retirement plans for its employees. The City will make contributions for eligible employees at the actuarial determined percentage defined for each of the respective retirement plans.
10. The City will establish an Other Post-Employment Benefit Fund (OPEB). The City will make contributions for eligible employees and retirees at the actuarial determined rates or percentages to fund future retiree medical benefits.

Debt Policy

1. The City will maintain a debt management policy and full disclosure on financial reports.
2. The City will maintain communications with bond rating agencies and continue to strive for improvements in the City's bond rating.
3. The City will adhere to its debt covenants.
4. The City will review its debt capacity every three (3) years.
5. The City will pay for all capital projects and capital improvements on a pay-as-you-go basis using current revenues if possible. If a project or improvement cannot be financed with current revenues, long-term debt or use of reserves will be recommended.
6. The City will refrain from issuing long-term debt for a period in excess of the expected useful life of the capital project.
7. The City will use special assessment revenue or other self-supporting bonds instead of general obligation bonds, when practical.
8. The City will seek refinancing of outstanding debt if it is determined that the City will benefit by reduced interest expense over the remaining life of the bonds.

Budget Balance/Reserve Policy – General Fund

1. The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 12% of the current year operating revenues for the General Fund, excluding the carry forward balance. The purpose of the budget balance is to meet temporary fluctuations in cash flows and to provide a cushion for loss of revenues until operating changes can be implemented. If the final Budget Balance exceeds the amount as approved in the budget ordinance, such funds shall be used to provide for capital purchases, unfunded retirement liabilities, or as otherwise designated by City Council. The City may use monies in the Budget Balance only in times of fiscal and economic hardship.
2. Once achieved, at no time should the City's budget balances fall below their specified percentages. If a shortfall occurs in the budget balance and immediately restoring the balances to the specified percentage would cause an extreme burden on the taxpayers, the budget balance may, with the City Council's approval, be restored to the specified percentage within one (1) year, but in any case, no longer than three (3) years.

3. The City will maintain a minimum reserve, in a contingency account, of at least \$700,000. The City may only use monies in the contingency accounts to cover emergencies of a non-recurring nature that are over and above the normal course of operations. Examples are uninsured losses, storms or hurricane damages. The Contingency Reserve will not be used to balance the operating budget.
4. The total of the General Fund budget and contingency balances shall not exceed 17% (~ 2 months) of Budgeted Operating Revenues.
5. The City will create a Capital Asset Replacement account for Governmental Fund asset procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. (Annual Depreciation is approximately \$3.5 million per year). The City will appropriate excess (amounts greater than budgeted) revenues to fund this account, or if the balance is less than the \$500,000 minimum, \$200,000 per annum until such time the minimum balance is replenished.
6. The City will create a General Capital Project Fund to account for all General Government asset procurements and projects. The City will provide operating fund transfers and/or debt proceeds for each fiscal year's Capital Investment Plan. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay as you go basis.

Budget Balance/Reserve Policy – Wastewater Fund

1. The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 17% (two months) of the current year operating revenues for Wastewater Utility Funds, excluding the carry forward balance. The purpose of the budget balance is to meet temporary fluctuations in cash flows and to provide a cushion for loss of revenues until operating changes can be implemented. If the final Budget Balance exceeds the amount as approved in the budget ordinance, such funds shall be used to provide for capital purchases, unfunded retirement liabilities, or as otherwise designated by City Council. The City may use monies in the Budget Balance only in times of fiscal and economic hardship.
2. Once achieved, at no time should the City's budget balances fall below their specified percentages. If a shortfall occurs in the budget balance and immediately restoring the balances to the specified percentage would cause an extreme burden on the ratepayers, the budget balance may, with the City Council's approval, be restored to the specified percentage within one (1) year, but in any case, no longer than three (3) years.
3. The City will maintain a minimum reserve, in a contingency account, of at least \$250,000 for the Wastewater Fund. The City may only use monies in the contingency accounts to cover emergencies of a non-recurring nature that are over and above the normal course of operations. Examples are uninsured losses, storms or hurricane damages. The Contingency Reserve will not be used to balance the operating budget.
4. The total of the Wastewater Fund budget and contingency balances shall not exceed 25% (3 months) of Budgeted Operating Revenues.
5. The City will maintain a Capital Asset Replacement account to cover replacement or procurement of assets of the utility. Optimally, the amount set aside for future asset

replacements should equal the annual depreciation of the current assets. The City will maintain a minimum balance of \$500,000 for Capital Asset Replacements. The City will appropriate excess revenues to fund this account, or if the balance is less than the minimum \$100,000 per annum for each utility until such time the minimum balance is achieved.

6. The City established by ordinance on December 17, 1996 the Wastewater Impact Fee Reserve to provide for future expansion of the City's wastewater system due to increased demand. The ordinance further provides for debt service payments attributed to wastewater expansion projects to be funded by the current year's collection of Impact Fees and the remainder to be deposited into the reserve account. The City shall maintain a minimum of 20% of wastewater revenues in the Impact Fee Reserve account. Amounts used to finance projects shall be replenished by the operating revenues of the Wastewater Fund over the succeeding seven years of any project completion.
7. The Wastewater Improvement & Extension Fund budget balance shall be no less than \$200,000 of the current fiscal year's appropriation for wastewater projects to allow for project variances and change orders; a 10% contingency shall be included in project budgets greater than \$250,000 if the Department Head determines it to be appropriate. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay as you go basis. The City Manager shall make the necessary budget amendments in accordance with the City of Dover Purchasing & Budget Amendment Policies.

Budget Balance/Reserve Policy – Water Fund

1. The City will strive to maintain a minimum Budget Balance, of at least 8% and no greater than 17% (two months) of the current year operating revenues for the Water Utility Fund, excluding the carry forward balance. The purpose of the budget balance is to meet temporary fluctuations in cash flows and to provide a cushion for loss of revenues until operating changes can be implemented. If the final Budget Balance exceeds the amount as approved in the budget ordinance, such funds shall be used to provide for capital purchases, unfunded retirement liabilities, or as otherwise designated by City Council. The City may use monies in the Budget Balance only in times of fiscal and economic hardship.
2. Once achieved, at no time should the City's budget balances fall below their specified percentages. If a shortfall occurs in the budget balance and immediately restoring the balances to the specified percentage would cause an extreme burden on the ratepayers, the budget balance may, with the City Council's approval, be restored to the specified percentage within one (1) year, but in any case, no longer than three (3) years.
3. The City will maintain a minimum reserve, in a contingency account, of at least \$250,000 for each of the Water Funds. The City may only use monies in the contingency accounts to cover emergencies of a non-recurring nature that are over and above the normal course of operations. Examples are uninsured losses, storms or hurricane damages. The Contingency Reserve will not be used to balance the operating budget.
4. The total of the Water Fund budget and contingency balances shall not exceed 25% (3 months) of Budgeted Operating Revenues.

5. The City will maintain a Capital Asset Replacement account to cover replacement or procurement of assets of the utility. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. The City will maintain a minimum balance of \$500,000 for Capital Asset Replacements. The City will appropriate excess revenues to fund this account, or if the balance is less than the minimum \$100,000 per annum for each utility until such time the minimum balance is achieved.
6. The City established by ordinance on February 1, 2008 the Water Impact Fee Reserve to provide for future expansion of the City's water system due to increased demand. The ordinance further provides for debt service payments attributed to water system expansion projects to be funded by the current year's collection of Impact Fees and the remainder to be deposited into the reserve account. The City shall maintain a minimum of \$1.5 million of water revenues in the Impact Fee Reserve account. Amounts used to finance projects shall be replenished by the operating revenues of the Water Fund over the succeeding seven (7) years of any project completion.
7. The Water Improvement & Extension Fund budget balance shall be no less than \$200,000 of the current fiscal year's appropriation for water projects to allow for project variances and change orders; a 10% contingency shall be included in project budgets greater than \$250,000 if the Department Head determines it to be appropriate. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay as you go basis. The City Manager shall make the necessary budget amendments in accordance with the City of Dover Purchasing & Budget Amendment Policies.

Budget Balance/Reserve Policy – Electric Revenue Fund

1. The City will strive to maintain a minimum Budget Balance, of at least 12% (45 days) of the current year operating revenues for the Electric Revenue Fund, excluding the carry forward balance and power cost adjustments. The purpose of the budget balance is to meet temporary fluctuations in cash flows and to provide a cushion for loss of revenues until operating changes can be implemented. If the final Budget Balance exceeds the amount as approved in the budget ordinance, such funds shall be used to provide for capital purchases, unfunded retirement liabilities, or as otherwise designated by City Council. The City may use monies in the Budget Balance only in times of fiscal and economic hardship.
2. Once achieved, at no time should the City's budget balances fall below their specified percentages. If a shortfall occurs in the budget balance and immediately restoring the balances to the specified percentage would cause an extreme burden on the ratepayers, the budget balance may, with the City Council's approval, be restored to the specified percentage within one (1) year, but in any case, no longer than three (3) years.
3. The City will maintain a minimum reserve, in a contingency account, of at least \$750,000 for the Electric Revenue Fund. The City may only use monies in the contingency accounts to cover emergencies of a non-recurring nature that are over and above the normal course of operations. Examples are uninsured losses, storms or hurricane damages. The Contingency Reserve will not be used to balance the operating budget.
4. The total of the combined Electric Revenue Fund budget and contingency balances shall not exceed 25% (3 months) of Budgeted Operating Revenues.

5. The City has established by bond covenant an account to cover insurance deductibles on the electric transmission and distribution system or the generating plants. The City shall maintain a minimum balance of \$750,000 to cover various deductibles.
6. Recognizing price fluctuations in the wholesale power markets the City has established a rate stabilization reserve. The purpose of using such a reserve is to level off the fluctuations in the wholesale power supply market and in turn provide stable rates to our customers. In those instances where the actual cost of power supply and generation are less/more than the budgeted cost of power supply and generation, the City will transfer the difference to/from the Rate Stabilization Reserve. The balance shall be maintained at a minimum of 10% not to exceed 20% of the purchase power cost in any given year. If the reserve balance exceeds the 20% maximum, a credit will be applied to the power cost adjustment over the next three (3) fiscal years.
7. The Electric Improvement & Extension Fund budget balance shall be no less than \$200,000 of the current fiscal year's appropriation for electric system projects to allow for project variances and change orders; a 10% contingency shall be included in project budgets greater than \$250,000 if the Department Head determines it to be appropriate. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay as you go basis. The City Manager shall make the necessary budget amendments in accordance with the City of Dover Purchasing & Budget Amendment Policies.
8. The City has established an account to provide for capital financing of Future Capacity or system expansion. The City shall maintain a balance equivalent to the value of 10% growth in capacity at any given time, or no less than \$10,000,000. Amounts used to finance projects shall be replenished by the operating revenues of the Electric Revenue Fund over the succeeding seven years of any project completion.
9. The City has established an account to provide for replacement or procurement of utility system assets, otherwise known as Depreciation Reserve. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. The City will maintain a minimum balance of \$10,000,000. The primary purpose of this account is to provide partial or all financing of major capital projects and minimize debt service payments. The account is also intended to cover unforeseen capital replacements due to equipment breakdowns, storms or hurricane damages. Amounts used to finance projects shall be replenished by the operating revenues of the Electric Revenue Fund over the succeeding seven (7) years of any project completion
10. The total of the combined Electric Revenue and Electric Improvement & Extension Fund budget and reserve balances shall be benchmarked at 50% Budgeted Operating Revenues. Operating Fund Budget Balance and Reserves shall be adjusted to appropriate levels through adjustments in the operating budget. Improvement & Extension Fund Budget Balance and Reserves shall be adjusted in accordance with the Capital Improvement Plan.

Investment and Cash Management Policy

1. The City will deposit all receipts on a timely basis in interest bearing accounts.

2. The City will strive to maximize the return on its investment portfolio without jeopardizing principal amounts.
3. The City will limit its investments to the types of securities provided for by Delaware statutes.
4. The City will diversify its investments by maturity date to protect against market fluctuations.
5. The City will purchase securities from qualified institutions based on competitive bids in an effort to obtain the highest available rates.
6. The City will maintain an Investment Policy based on prudent investment practices and will monitor all investment managers' compliance with policy objectives.

Capital Improvement Policy

1. The City will prepare and update, as needed a five-year Capital Improvements Program (CIP) which will provide for the orderly maintenance, replacement, and expansion of capital assets.
2. The CIP will identify long-range capital projects and capital improvements of all types, which will be coordinated with the annual operating budget to maintain full utilization of available revenue sources.
3. When preparing the CIP, the City will seek to identify all viable capital projects and capital improvements required during the subsequent five-year period. These projects and improvements will be prioritized by year and by funding source.
4. Every attempt will be made to match projects and improvements with available funding sources. Future operating costs and savings associated with a project or an improvement will also be given consideration in the establishment of priorities.
5. When appropriate, the City will seek Federal, State, and other funding to assist in financing capital projects and capital improvements.
6. The City will incorporate the reasonable findings and recommendations of other cities' Boards, Commissions, Committees, and Citizen Task Forces, as they relate to capital projects and improvements.
7. The City will seek input from the public by holding public hearings in relation to the establishment of projects and project priorities.

Financial Reporting Policy

1. The City's accounting system will maintain records in accordance with accounting standards and principles outlined by the Governmental Accounting Standards Board (GASB), Financial Accounting Standards Board (FASB), and the State of Delaware.
2. The City will employ an independent accounting firm to perform an annual audit of the City's finances and make the annual audit available to all required and interested parties.

3. The City will produce monthly and quarterly financial statements reporting the current periods' activity for all funds maintained by the City.
4. The City will prepare an annual budget document that provides a basic understanding of the City's planned financial operations for the coming fiscal year. Copies of the proposed and final budget will be made available to all interested parties and opportunities will be provided for citizen input prior to final decisions on the budget.
5. The City will place continued emphasis on review and maintenance of an accounting system which provides strong internal budgetary and accounting controls designed to provide reasonable assurance, but not absolute, assurance regarding:
 - (a) the safeguarding of assets against loss from unauthorized use or disposition and,
 - (b) the reliability of financial records for preparing financial statements and reports, and the maintaining accountability for assets.
6. The City will seek annual renewal of the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting.

Adoption:

Approval by City Council: January 28, 2002

Most recent amendments:

1. Amended by City Council on September 8, 2014
2. Amended by City Council on October 12, 2015
3. Amended by City Council on June 24, 2019