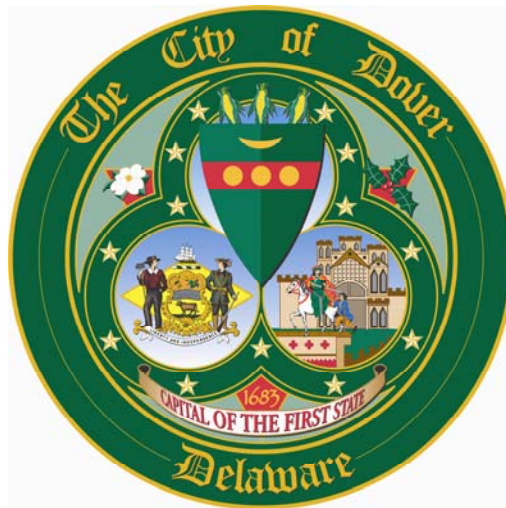


ANNUAL OPERATING BUDGET

FOR FISCAL YEAR

JULY 1, 2009 - JUNE 30, 2010



"Community Excellence Through Quality Service"

Published by:
The City Manager's Office
Teresa A. Tieman, Senior City Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Dover

Delaware

For the Fiscal Year Beginning

July 1, 2008

President

Executive Director

The Government Finance Officers Association of the United States (GFOA) presented a Distinguished Budget Presentation Award to the City of Dover, Delaware for its annual budget for the Fiscal Year beginning July, 2008. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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INTRODUCTION

CONTAINS THE FOLLOWING SUBSECTIONS:

CITY MANAGER'S LETTER

HOW TO USE THIS BUDGET

CITY OFFICIALS

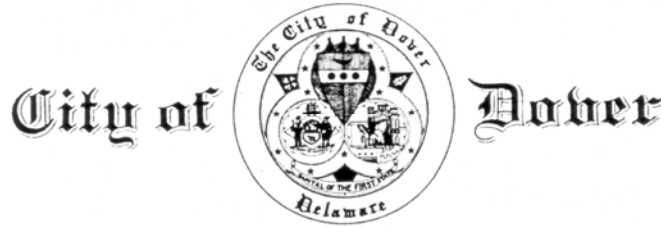
CONTACT INFORMATION

CITY ORGANIZATIONAL CHART

OPERATIONAL STRUCTURE

PERMANENT PERSONNEL

DOVER PROFILE



July 13, 2009

Honorable Mayor and Members of City Council
City of Dover
Dover, DE 19901

Dear Mayor and Members of City Council:

I am presenting the Fiscal Year 2009-2010 City of Dover Final Operating Budget as approved by Council on July 13, 2009. This budget reflects our firm commitment to efficiently deliver basic municipal services and to maintain the quality of life of our citizens in very troubling economic circumstances. It is fair to say that this has been the most difficult budget in a generation. Our mandate for preparing the budget this year was to avoid any unnecessary rate increases and employee layoffs. This budget has accomplished that mandate.

The budget estimates total operating expenditures of \$157.1 million city-wide (excluding intrafund transfers and current year balances) which represents a decrease of \$1 million or -0.62 percent. If the figures were normalized by removing the Library Project grants and the Police Pension grant, expenditures would have decreased by \$10.5 million or 6.65 percent when compared to last year's budget. The largest driving factor in the decreased budget program is the economy resulting in a downturn in revenues. When normalized, the operating budget program has decreased approximately \$2 million from last year.

TOTAL ANNUAL BUDGET PROGRAM			
	Fiscal Year 2008-2009	Fiscal Year 2009-2010	Fiscal Year 2009-2010 Budget Normalized
Operating Budget	\$133,434,571	\$132,031,072	\$131,411,072
<i>Percent Change</i>		-1.05%	-1.52%
Capital Investments	\$ 24,689,929	\$ 25,107,453	\$16,195,020
<i>Percent Change</i>		1.69%	-34.41%
Total Financial Program	\$158,124,500	\$157,138,525	\$147,606,092
<i>Percent Change</i>		-0.62%	-6.65%

In order to balance this budget, drastic measures were taken. All city employees (dispatchers in police, fire and electric are exempt due to the 24/7 nature of their work) will be taking 12 unpaid furlough days. It is estimated that this measure saved approximately \$866,000 city-wide. The hiring freeze, which was put in place in spring 2009, continues. All departments were held to Fiscal Year 2009 budget levels for materials, supplies and administrative expenses with the exception of computer equipment and items deemed strategic or necessary. Capital investments were curtailed as much as possible particularly in the General Fund.

This year the City will not fund the Other Post Employment Benefits (OPEB), a Governmental Accounting Standards Board requirement, due to the current downturn in revenue. These measures were necessary to balance the budget and to avoid layoffs.

In addition to the reductions already mentioned the City accomplished its budgetary goals by taking the following steps:

- Deferring \$1.8 million in capital improvements;
- Deferring funding to the General Fund Capital Asset Reserve (\$200,000);
- No funding of terminal leave for retirees unless their position was deemed mission critical;
- Deferring three new positions (\$87,647);
- Reducing the Street and Concrete Programs (\$475,000);
- Specific operating line items were further reduced (\$121,229); and
- Deferring most vehicular and equipment purchases.

Some of the reductions made are not sustainable and eventually the projects or positions will need to be funded. Next year the City will be in the position of having to increase fees and taxes to maintain existing service levels. If fees are not increased service levels may need to be cut.

Growth demands and the stagnate revenues in the General Fund caused serious discussions regarding increases in fees and taxes during the budget process. Due to the current economic conditions, Council declined to raise any General Fund fees or taxes. However, water fees were raised 10 percent to cover the cost of debt for capital improvements after an analysis showed Dover had some of the least expensive water rates in the tri-state region. Wastewater fees and electric rates were not increased for Fiscal Year 2010. A transfer of \$3 million was made from the Electric Rate Stabilization Fund to cover the increased cost of purchased power.

As stated previously, the City will continue the new regional library project (\$8.9 million), and make improvements to the electric (\$5.6 million) and water (\$9.5 million) infrastructure. As required by the City of Dover Code and Charter, the tax re-assessment began in Fiscal Year 2009 and will continue in Fiscal Year 2010 costing approximately \$400,000.

The IUE and IBEW bargaining units are budgeted for 3.5 percent and 4 percent increases respectively, as per their contracts. All non-bargaining employees are budgeted to receive a 3.5 percent increase. When netted against the 12 furlough days, employees in the IUE and non bargaining units will experience a 1.1 percent reduction in pay and IBEW will experience a 0.6 percent reduction in pay. No increase is budgeted for FOP at this time, as contract negotiations are ongoing.

General Fund

This year work on the new regional library project will continue with funding in the amount of \$8.9 million. In Fiscal Year 2010 the project will be funded by a State Grant (\$4 million), the Library Reserve Fund (\$3 million) and \$1.9 million from other resources.

The architectural firm of Holzman Moss has been selected to design the Dover Public Anchor Library for \$530,750. Holzman Moss was chosen because of their experience with building public libraries. The firm has been involved with the planning and design of more than 6.5 million square feet of library space. Their list of projects includes the Columbia Public Library, the Cleveland Public Library, The United States Military Academy, West Point, the Jefferson Hall Library and Learning Center, and the Frisco City Hall and Public Library. This firm has developed a keen understanding of issues that must be addressed in the programming and design of libraries. The schematic design phase of the project was completed in April 2009 and Based on the schematic, the size of the new library will be 46,000 square feet, and be a LEED Certified building.

Holzman Moss is now working on the Design Development Plan phase of the project. This phase of the project will cost \$548,958 and the Architectural and Engineering Design will be developed. In June 2009, the Dover Historic Commission approved the Architectural Review Certificate for the new Library. The City Council has approved the firm of EDiS to be the construction management firm for the project. They will work with Holzman Moss to insure the design plans are constructible, practical and efficient from the builder's perspective.

The Dover Library Foundation, Inc., a non-profit foundation, was created for the purpose of raising funds for the Library. Council approved funding in the amount of \$329,000 to conduct a fund raising campaign. The Library Foundation hired Horizon Philanthropic Services to conduct additional fund raising to raise \$5.6 million for the new project. Wesley College has donated office space for Horizon Philanthropic Services to use during the fund raising campaign.

The City's annual contribution to Robbins Hose is included in this budget per the Major Fire Apparatus Replacement Plan. This plan ensures loan payments for equipment and replacements according to a schedule, which guarantees the equipment will not be outdated and unserviceable. The plan is based on replacing one of the Company's five engines and one rescue vehicle every three years, which places the average replacement age of the fleet at 18 years. The Fiscal Year 2010 contribution includes payments for capital equipment in the amount of \$229,880.

The Street and Alley Program for Fiscal Year 2010 will rehabilitate a portion of the City's street and alley network at an estimated cost of \$1.3 million. The City's contribution from the General Fund is budgeted at \$350,000 with \$1 million in funding from the Community Transportation Fund.

Water/Wastewater Fund

In the last few years the Water and Wastewater utilities have struggled with, water quality and inflow infiltration issues. There is no one single solution for either of these issues. Addressing these concerns requires capital improvements to the systems. The City plans to borrow money from the State Revolving Loan Fund to complete the major capital improvements planned for the Water/Wastewater system. Over the next five years the City plans to fund projects by borrowing \$16.6 million from the State Revolving Loan Fund and by issuing \$7.8 million in bonds. It is projected that the debt issue will require a rate increase for Water of 10 percent in Fiscal Year 2010 and 8 percent in Fiscal Year 2011. It is also projected that the debt issue will require a rate increase for Wastewater of approximately 10 percent in Fiscal Year 2011. Despite these projected increases Dover's rates for Water and Wastewater are some of the lowest in Delmarva.

Many of the major water capital projects planned relate to the increased growth and expansion of the water system. In February 2008, Council approved the implementation of Water Impact Fees to cover the cost of expansion projects. Water Impact Fees have been implemented over three years, February 2008 – 2010 and the fees for those years are \$700, \$1,400 and \$2,100 respectively. As with the City's Wastewater Impact Fees, the revenue from Water Impact Fees are used to pay debt service related to expansion projects first, and the balance not needed is transferred to a reserve where it is used to pay for extensions of water service. The revenue from the Water impact fees for Fiscal Year 2010 is expected to be \$280,000.

Water

Improving Dover's water quality is recognized by the Public Utilities Department as its highest priority. Although the City's water supply meets all the requirements of the State of Delaware, Division of Public Health's Office of Drinking Water, water quality complaints have eroded consumer confidence in the City's water supply as the water is perceived to be aesthetically unpleasant. Addressing the brown water, and associated water quality concerns of the City's water system, requires capital improvements to the system in addition to operational changes. Some operational changes will result in no net effect to the operating budget, while others will need to be addressed in the development of future operating budgets. This includes staffing changes, as well as, equipment and supplies to improve system sampling, monitoring and system-wide flushing operations.

Starting in Fiscal Year 2010, the Public Utilities Department will perform water system flushing operations twice a year, rather than three times a year, as a critical part of normal system maintenance. Under normal demand conditions, the slow movement of the water can lead to mineral deposits within the water mains. To address this, the Department will flush the system by systematically utilizing fire hydrants, and other outlets, throughout the system to move water through a water main at a high velocity, creating a scouring action. The water is discharged through the outlet, which in turn removes settled particles, such as iron, from the system. Removal of this buildup can help alleviate corrosion, water color problems and inadequate fire flow.

A key project identified to assist with water quality issues was the installation of contact chambers at thirteen (13) deep production well sites. The purpose of these chambers is to assist in stabilizing the chemistry of the water prior to entering the distribution system. Design of each of the chambers, as well as construction of the first chamber, was performed in Fiscal Year 2007. The contact chambers at six additional well sites were constructed and brought on line in Fiscal Year 2008. The remaining six contact chambers were constructed and brought on line in Fiscal Year 2009. Sample data that has been collected and analyzed by Water Production staff indicates that the intended purpose has been met and stabilized water chemistry is entering the system at these locations.

The installation of variable frequency drives (VFDs), at deep well facilities, was also identified to assist with water quality issues. The VFDs provide additional production draw control and reduce water hammer and flow reversals resulting from wells turning on and off which can lead to water quality concerns. The installation of VFDs began in Fiscal Year 2006. In Fiscal Year 2009, this project was completed with VFDs installed at all nine appropriate facilities.

In Fiscal Year 2008, staff established a priority listing of all water mains within the water system to assist in determining which water lines will provide the greatest benefit through rehabilitation. Key criteria considered in evaluating the City's 196 miles of pipe included size, age, material, leaks and complaint data. Implementation of the water main rehabilitation program, based upon the priority listing, began in Fiscal Year 2009. Projects completed in Fiscal Year 2009 included Washington Street and sections of Pennsylvania Avenue and South Street. Aging water mains were replaced with new, larger, eight-inch (8") water main by the Construction Division and outside contractors. The Construction Division also started installing new, larger, sixteen-inch (16") water main on Pear Street and West Street (from Walker Road to Division Street) with completion scheduled for Fiscal Year 2010. New, larger, twelve-inch (12") water main continues to be installed through the State contract, within the South Governors Avenue improvement area. In Fiscal Year 2010 the Construction Division will install new, larger, eight-inch (8") water main in the area near Bayard Avenue and the North State Street area, while a contractor will be utilized to install new, larger, twelve-inch (12") water main along Route 13 (from North State Street to White Oak Road).

Since 2003, the City has spent approximately \$5.1 million improving water quality. Since that time water quality complaints have dropped from an all time high in Fiscal Year 2005 of 906 to 221 complaints in Fiscal Year 2009. Over the next five (5) years the Water Division has budgeted over \$11.3 million for projects to address water quality improvements. In the Fiscal Year 2010, the City will be spending nearly \$2.6 million on water quality improvement projects.

Planning, design and site procurement for a new 1.0 MG Elevated Water Storage Tank and a new Piney Point Well will continue in Fiscal Year 2010. The Elevated Storage Tank project was determined necessary by the 2004 Water Master Plan Update. This project will meet future storage volume requirements based upon demands, aid in reducing low pressure areas and enhance fire suppression capability. The Piney Point Well project was identified by staff, and confirmed by the 2004 Water Master Plan Update, to increase production capacity to our current permitted allocation, increase system pressure and stabilize chlorine residuals. Construction for both projects is planned for Fiscal Year 2011.

Wastewater

Inflow/infiltration, has resulted in higher volumes of wastewater being transported to Kent County for treatment. Wet weather in 2003 highlighted the fact that the City's wastewater system is aging and requires increased rehabilitation efforts as well as monitoring of illicit connections to the system such as sump pumps and roof drains. All customers are impacted by inflow/infiltration since these are costs that are not assigned to an individual customer. This higher volume is unmetered and, therefore, the City cannot recover the costs through direct billing to customers.

In 2006, the City contracted with a video pipe inspection company to clean, video inspect, smoke test, and provide digital reports of any problems detected within a predetermined section of the sanitary sewer system. Testing began in the Fairview area of Dover and included Division Street, Loockerman Street, and the St. Jones River interceptor. An action plan based upon the results of the investigation was developed by staff. The pipes identified in this plan will be relined in Fiscal Years 2010 and 2011. In addition, sewer mains continue to be relined and replaced through the State contract within the South Governors Avenue improvement area.

Moving forward, the continued inspection of the sanitary sewer system will be performed by the Water/Wastewater Division. Staff have received their Pipeline Assessment Certifications and have been provided with a reliable, up to date camera truck to video inspect the system. Sanitary sewer mains will be inspected in conjunction with proposed water main rehabilitation areas. This is to ensure that necessary repairs to both utilities are completed systematically and in the most cost efficient manner. Over the next five (5) years over \$6.5 million has been budgeted to address inflow/infiltration through pipe line rehabilitation. In Fiscal Year 2010, the City will be spending \$1.8 million on inflow/infiltration projects.

Inflow/Infiltration had resulted in several years of deficits in Kent County Sewer Adjustment charges. The efforts made to date to remedy inflow/infiltration, as well as drier weather, have resulted in a projected positive balance for the Fiscal Year 2010 Kent County Sewer Adjustment charges. It is projected that for Fiscal Year 2009, the year end deficit will be eliminated and the fund balance will be approximately \$100,194. By the end of Fiscal Year 2010 the fund balance is projected to be of \$100,154.

In Fiscal Year 2010, construction is scheduled to begin on the US Route 13 East Sanitary Sewer Interceptor. This project will construct approximately 6,500 linear feet of various diameter gravity sewer from the entrance road to Dover Downs, Inc. to the west end of West Rustic Lane. The proposed gravity sewer interceptor will allow the City to abandon the existing Schwartz Pumping Station immediately adjacent to US Route 13 and allow for the rerouting of flow to the County's Central Transmission Bypass Line. This project is estimated to cost \$3.2 million. Other projects planned for construction this year include replacement of the Delaware State University and Acorn Lane Pump Stations, both stations have exceeded their life expectancy of twenty to twenty-five (20-25) years. These projects are each estimated at \$336,400. In addition, the force main from the Fox Hall Pump Station is to be rerouted from the Walker Road basin to the McKee Road basin at an estimated cost of \$107,200.

Planning and design will also be performed this year on various projects which include those that follow. The Delaware State University Force Main Rerouting project will reroute approximately 2,750 linear feet of eight-inch (8") force main from County Pump Station #2 to the new US Route 13 Interceptor. The Fox Hall Pump Station Rehabilitation project will replace this station that has exceeded its life expectancy of twenty to twenty-five (20-25) years. The Heatherfield Pump Station Upgrade project will increase the force main size, and adjust impeller size, to increase the capacity of the existing station. The Tar Ditch Interceptor Project will replace 515 feet of undersized pipe to improve the capacity of the sewer line.

Electric

Electric rates are projected to remain unchanged for Fiscal Year 2010. This is the first time since Fiscal Year 2005 electric rates have not increased due to the cost of purchasing power. This was accomplished by containing costs and transferring \$3 million from the Electric Rate Stabilization Reserve.

Power supply and generation costs are expected to increase 2.7 percent over Fiscal Year 2010 costs, not including the rate stabilization transfer. With the rate stabilization transfer included these costs are projected to decrease 1.2 percent.

We believe the Electric Utility's capital investment program is manageable and responsible. The program projects spending \$20 million over the next five years, with \$5.6 million planned to be spent in Fiscal Year 2010. Fiscal Year 2010 Improvements are planned in Electric Engineering (\$3.5 million), Transmission and Distribution (\$800,000), and Power Plant Operations (\$1.3 million).

The Mid City Substation project will allow the Utility to provide an oil containment area for the transformer, upgrade the 69 Kv line/transformer protection to a three-breaker scheme, update the distribution breakers as they have reached the end of their useful life, and rehabilitate the switchgear to extend its life. The transformer does not have a containment pit to protect the environment in case of a catastrophic failure as required by standard operating procedures and mandated by the Environmental Protection Agency (EPA). Additionally, the transmission line serving this substation is protected at Dover Air Force Base and North Street switching yards, which means that five substations (Lebanon, Danner Farm, Mid City, Mayfair, and VanSant) will lose power when a line fault occurs. The placement of the 3-breaker scheme at this location will help minimize substation outages during line faults and will ensure that Mid City Substation does not lose service under normal line fault situations. It accomplishes this by determining which line section is faulted and opens only the line that is affected; whereby, the station will receive power from the other side of the loop. Lastly, the switchgear will be repaired/repainted and major moveable components will be replaced as they have reached the end of their useful life. The project is estimated to cost \$1.6 million and will be funded with bond proceeds.

Distribution upgrade projects involve the systemic replacement of overhead lines with underground lines whenever services are being moved, wire is damaged, trees cause a high number of outages, or development is in progress and it is beneficial to the Utility to convert to underground lines. This can involve a single line section or an entire residential neighborhood. Annual outage records are reviewed and selected areas are scheduled for upgrade to underground service including Buchanan Acres (\$406,000) and Crossgates (\$396,904). Additionally, this program funds the replacement of existing underground conductors and equipment that have reached the end of their useful life, have started failing and require replacement (\$351,096). The total estimated expense for Fiscal Year 2010 is \$1.2 million. The Buchanan Acres and Crossgates projects are funded through bond proceeds while remaining projects will be funded from the operating revenues.

It is becoming difficult to locate spare parts to repair the existing Mark IV control system at the VanSant Station. The recommendation is to replace the existing Mark IV control system in Fiscal Year 2010. This replacement is necessary to ensure the reliability of the combustion turbine operation for years to come. The project is estimated to cost \$700,000 and is funded by bond proceeds.

The Substation PT & CT Replacement project will be replacing aging metering and system protection equipment in the older substations. The equipment to be replaced measures the line voltage and current, which is then interpreted by the relays for system protection. Additionally, the lightning arrestors will also be replaced; the arrestors protect the equipment during lightning strikes. This project is a three year project with a total cost of \$784,813. The Fiscal Year 2010 expense is projected to be \$260,880.

The City of Dover and Delmarva Power are presently finalizing agreements for the construction of a 10 megawatt solar plant at the City's Garrison Oak Technology Park to be called Dover SUN Park. Dover, Delmarva Power, Delaware Municipal Electric Cooperative (DEMEC), the Sustainable Energy Utility and LS Power with support from the State, developed the project over the last six months. This park will be the first utility-scale solar power plant in the region and would be owned by White Oak Solar Energy, LLC, an affiliate of LS Power. The project will be of no capital cost to the city. It will supply enough clean power for more than 1,700 homes and create about 150 local jobs during construction.

This project is a step toward Dover's commitment toward renewable energy programs. The Dover Sun Park resulted from a request for proposals initiated by the City in March 2008 seeking reliable power-generating sources that were cost competitive and environmentally prudent. In December 2008, Dover selected LS Power as its partner in planning and constructing the 90-acre solar project, the largest planned for the region to date. The Dover Sun Park will be the first tenant within the 389 acre; city owned Garrison Oak Technology Park.

Summary

This budget was created during the worst recession since the Great Depression, however it provides sufficient revenues to pay for expenses, adequate fund balances, maintenance and improvements to our infrastructure, increases to our reserve accounts, core customer services to our citizens, competitive compensation and benefit packages to employees, and advancement of Council's strategic priorities.

However, the goal was accomplished by taking drastic measures. It was necessary to furlough employees and to reduce departmental expense requests in all funds. As stated above there were several approved and requested positions that were not funded, as well as, deferment of all non-mission critical capital projects. Some of the projects and reductions to the General Fund divisions are one time reductions that cannot be sustained in the future such as vehicle deferment and some of the deferred positions. This means that the future will most likely require fee and tax increases or a reduction of the core services the City provides today. The property tax rate of \$.33 per \$100 of assessed value is unchanged and fees in the General Fund were not increased.

For Fiscal Year 2010, City Water rates increased by 10 percent, while Wastewater rates remained unchanged. We anticipate rate increases for the next fiscal year in order to maintain infrastructure, cover debt requirements and provide a reliable, quality service.

Transfers from the utility funds are maintained at approximately 4.5 percent for the Water/Wastewater fund and 6.5 percent for the Electric Fund. Electric rates remain unchanged from Fiscal Year 2009.

The fund summaries on pages 75 through 128 provide a complete overview of expenses and revenues including any rate increases for the various funds that make up our budget. They also highlight the major capital projects and operating programs.

Lastly, I want to acknowledge the sacrifices made by Dover's employees this year for the good of Dover. Our employees have stepped up during this difficult economy. They have accepted the reality of our economic situation and they are doing more with less to provide Dover citizens with the outstanding services we have all come to expect. Our employees have come up with cost savings and their can do spirit is admirable, without them our current situation would certainly not be as hopeful.

Respectfully submitted,



ANTHONY J. DEPRIMA, AICP, ICMA-CM
City Manager

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 2010.

At the beginning of this 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 14 major sections: Introduction, Strategic Initiatives, Budget Summary, Fund Summaries, Personnel Information, Capital Investments Plan, Debt Service, General, Public Services, Public Utilities, Other Funds, Appendix, Glossary of Key Terms and Concepts, and Index. Highlights of each section are as follows:

INTRODUCTION

The City Manager's letter to Council contains an overview of the budget. It discusses goals of the budget and highlights important issues by fund. 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; a summary of the City's permanent personnel; and the City operational structure. Readers can also find a profile on Dover's history, location, form of government, and demographic statistics in the Introduction section.

STRATEGIC INITIATIVES

This section contains the City's vision, mission, and critical success factors as well as a listing of all the fiscal year's strategic objectives by department.

BUDGET SUMMARY

In this section, all the funds are discussed in summary form. The Budget Summary begins by reviewing the budget process. An explanation of the financial structure of the City is provided 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.

FUND SUMMARIES

These explain and discuss, in more detail, the City's major funds and their contingencies. Funds presented in this section include: General Fund, Water/Wastewater Fund, Water/Wastewater Improvement and Extension Fund, Electric Revenue Fund, and Electric Improvement and Extension Fund. Each fund's origin and purpose is explained, and major highlights of the fund are provided. An explanation of revenue estimates by fund is also presented here.

PERSONNEL INFORMATION

In this section, the City's payment plan for non-bargaining employees is discussed. This includes market increase recommendations; a chart of the pay plans; explanation of Pay-For-Performance to include performance scoring; proposed promotions and grade recommendations; and new position recommendations.

CAPITAL INVESTMENTS PLAN (CIP)

Readers can find information regarding the criteria, guidelines, 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 2010 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.

OTHER FUNDS

Readers can find information on the City's other funds. These funds are usually 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).

APPENDIX

Miscellaneous statistics about the City are included in the Appendix. A reader can find out the number of business licenses issued or who the major employers are in the City. Also included are the City's Financial Policies and Investment Policy.

GLOSSARY OF KEY TERMS AND CONCEPTS

The Glossary of Key Terms and Concepts will be helpful to a reader not familiar with governmental terms such as "enterprise fund."

Readers are encouraged to contact the City with any comments or questions they might have regarding the budget. Inquiries may be addressed to the Senior City Administrator, P.O. Box 475, Dover, DE 19903-0475 or by telephone at (302) 736-7164.

DESCRIPTION

PERFORMANCE BUDGET PAGE

DEPARTMENT NAME

DEPARTMENTAL VISION

The vision statement for each department describes the service goals that the department wants to achieve through the programs it offers. You should see a link between the overall department goal and the program objectives in the next section.

MAJOR PROGRAMS, OBJECTIVES, MEASURES

Programs: Programs are collections of activities, operations, or organizational units that are directed to the attainment of specific objectives. For example, police patrol is a program that comprises many different kinds of law enforcement activities that are directed toward crime prevention and timely response to requests for service. The number of programs a department identifies is the result of the scope of their responsibilities. The number of programs listed, in itself, is not meaningful.

Objective: Each program will have a service objective that identifies the customer for that service and what outcome the service aims to achieve for the customer. Many times the customer is the citizen, but some programs, like financial services, serve citizens indirectly by supporting other City programs. Service objectives rarely change over time, but performance toward achieving those objectives may change.

Measures: Program managers collect and monitor scores of performance measures. Only the measures that capture the outcomes revealed in the program objectives appear in the budget document. Additionally, the measures should be meaningful to citizens. Program managers have selected the best indicators of their service performance for this section and will track their performance by these measures over time.

Results: These are the results of the Major Program Measures from the previous fiscal year with the current year's actual results and a projection for the upcoming year.

STRATEGIC ACCOMPLISHMENTS FOR FISCAL YEAR 2008-2009

Strategic objectives for Fiscal Year 2008-2009 are listed individually. Each objective must state whether each measure was met (i.e., Goal Met, Goal Partially Met, Goal Not Met) along with a brief explanation.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

Strategic objectives are different from service objectives in that while service objectives remain constant, strategic objectives change from one budget year to the next. Managers identify their strategic objectives based on problems that can or should be solved, efficiencies that might be realized, or by looking forward to what they want their program to achieve in future years and laying the foundation for that success in the current budget year. Strategic objectives are not dreams or ideas, however. They must meet very restrictive criteria.

First, strategic objectives must support one of the six critical success factors identified in the City's strategic planning process. Those factors are Customer Satisfaction, Employee Satisfaction, Cost and Revenue Efficiency, Downtown and Neighborhood Development, Citywide Safety, and Economic Development and Job Growth. You will see one or more of these factors in every strategic objective. (See Page 41 for more on these critical success factors.)

Second, the manager must be able to identify an indicator of progress toward the program objective that would be realized if the strategic objective were achieved. Not every problem can be solved in one budget cycle, and forward-thinking managers often plan for future improvements by putting one element in place at a time. Therefore, an outcome indicator for a strategic objective may be an interim outcome rather than a final outcome.

Finally, and of special interest to citizens and elected officials, all requests for substantial changes in budget requests will be tied to strategic objectives (explained more fully in the "budget recommendation" section). That is, every request that is not maintenance-of-service will be clearly linked to a strategic objective. Not every strategic objective has a budget impact, but all budget impacts must be tied to strategic objectives. This presentation format is designed to focus department heads' attention on achieving Citywide goals through their program priorities and to focus citizen and Council attention on the ways that program priorities may affect the budget.

Budget: *(if appropriate)* This section contains the line-item budget request in the same format as presented in previous years. There is only one difference: any change in last year's request that is not a maintenance-of-service adjustment is tied directly to a strategic objective. The number of the strategic objective, as it appears on the page, is located next to the summary line for the request.

For example, if a manager identified hiring a new employee as the means to achieving his/her second strategic objective, you would see the number "2" on the subtotal "10" line for Personnel. No attempt is made to subdivide the request associated with the strategic objective over multiple budget lines for clarity of presentation. That is, the number "2" does not appear next to "10-14 FICA Taxes" or "10-15 Health Insurance" even though a new employee would certainly have budgetary implications in these subsections of the Personnel cost budget.

Notes: *(optional)* Sometimes the link between the strategic objective and the Citywide goal is not readily apparent, or perhaps the manager can identify more than one means to achieve the strategic objective. This section is included to provide necessary supporting information surrounding any strategic objective if the impact is not readily apparent.

SAMPLE - PERFORMANCE BUDGET PAGE

Title

Indicates the department.

Departmental Vision

Developed by the department, this is a statement that identifies the particular purpose for the department.

Major Programs

A listing of the fundamental services and the public service levels for the department. The number of programs will vary by department.

Fiscal Year 2008-2009 Strategic Accomplishments

Results of prior year's Strategic Objective measures.

Fiscal Year 2009-2010 Strategic Objectives

Fiscal year business plan initiatives for the department. The number of strategic objectives will vary by department.

Budget Recommendations

(if appropriate)

The recommended course of action for one of the Strategic Objectives for the department

Notes (optional)

Optional information referring to one of the department's Strategic Objectives

CUSTOMER SERVICES

DEPARTMENTAL VISION

Customer Services is a department where customers enjoy transacting their business. Through the team effort of our employees, Customer Services will endeavor to maintain our reputation for being a professional, courteous, friendly, efficient, accurate, safe, fair, and consistent department in the City of Dover. Customer Services will also endeavor to continue to efficiently budget, bill, and receive monies for services provided by the City so that the City is ensured of the necessary revenue to carry out its functions in a timely manner.

MAJOR PROGRAMS

CUSTOMER SERVICE

Objective: The objective of this program is to provide professional, fair, courteous, friendly, efficient, and accurate service so this will be a place where customers are comfortable conducting their business.

Measure: Obtain a 98 percent or better satisfaction rating from customers completing our survey and/or comment card.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	98 percent	98.5 percent	≥98 percent

BILLING

Objective: The objective of this program is to provide accurate, timely, and understandable bills to our customers in order to facilitate the orderly and timely collection of revenue.

Measure: Bills should be prepared with a 98 percent or better accuracy rate.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Maintained an accuracy rate of 98 percent.	Maintained an accuracy rate of 98 percent.	Maintain an accuracy rate of ≥98 percent.
Results	Not measured this fiscal year.	Not measured this fiscal year.	95 percent

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Re-sequence and reroute meter routes.** Goal Partially Met – This project is part of the continuous development and growth of the City of Dover.
2. **With the assistance of the Central Services, Information Technology, and Human Resources directors, develop an internal customer satisfaction survey; survey internal users.** Goal Met.
3. **Work with the City Manager's Office to restructure Administrative Services to Customer Services.** Goal Met – This objective was completed before October 2009.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Hire an Account Clerk III to supervise the billing and collections efforts.** This position will also assist all areas of our department in order to meet work requirements and allow staff to continue to provide our customers with quality service as stated in our vision. This objective is part of the Billing program and advances the critical success factors of Customer Satisfaction and Employee Satisfaction.

Measure: Hire an Account Clerk III by June 30, 2010.

Budget: \$52,023.24 – Acct. No. 110-2900-529.10.xx, Personnel Costs; \$2,355.00 – Acct. No. 110-2900-529.20-xx, Materials and Supplies

Notes: This individual will work primarily in the following areas: provide supervision to the Billing Clerk and assume her duties during her absence; monitor large utility accounts; supervise with the collection of delinquent utilities and tax accounts; perform the Department's payroll function; assist the Customer Service Manager with projects; perform Department audits; provide coverage in customer service area;

ELECTED OFFICIALS

MAYOR

Honorable Carleton E. Carey, Sr. (5/10)

CITY COUNCIL

AT-LARGE

Councilman Thomas J. Leary (5/11)

FIRST DISTRICT

Councilman Kenneth L. Hogan (5/11)

Councilwoman Beverly C. Williams (5/10)

SECOND DISTRICT

Councilman Eugene B. Ruane (5/11)

Councilman William P. McGlumphy (5/10)

THIRD DISTRICT

Councilman James G. McGiffin, Jr. (5/11)

Councilman Timothy A. Slavin (5/10)

FOURTH DISTRICT

Councilman Reuben Salters (5/11)

Councilman Sophia R. Russell (5/10)

APPOINTED OFFICIALS

JULY 1, 2009

Council President	Beverly Williams
City Chaplain	Elder Wallace Dixon
City Manager	Anthony J. DePrima
City Solicitor	Nicholas H. Rodriguez
Deputy City Solicitor	William Pepper
Fire Marshal	David J. Truax
Police Chief	Jeffrey Horvath
City Clerk	Traci A. McDowell
Deputy City Clerk	Amber L. Clendaniel
City Assessor	Cheryl A. Russell
Assistant City Assessor	Vacant
Controller/Treasurer	Donna S. Mitchell
Assistant Treasurer	Traci A. McDowell
Director Planning/Inspections	Ann Marie Townshend
Building and Health Inspector	Ann Marie Townshend
Fire Chief	Sean Christiansen

DETAILED LISTING OF COMMITTEES, COMMISSIONS AND BOARDS

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE (1- Year Term)

Councilman William P. McGlumphy, Chairman
Councilman Thomas J. Leary
Councilman Reuben Salters
Daniel Shevock, (Civilian Member)
Bobby C. Jones, (Civilian Member)

PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE (1- Year Term)

Councilwoman Sophia R. Russell, Chairperson
Councilman Kenneth L. Hogan
Councilman Eugene B. Ruane
David A. Lewis, Jr. (Civilian Member)
Ann Horsey (Civilian Member)

SAFETY ADVISORY AND TRANSPORTATION COMMITTEE (1- Year Term)

Councilman Timothy A. Slavin, Chairman
Councilwoman Sophia R. Russell
Councilman Kenneth L. Hogan
John J. Davis (Civilian Member)
Mark Harmon (Civilian Member)

UTILITY COMMITTEE (1- Year Term)

Councilman Eugene B. Ruane, Chairman
Councilman Kenneth L. Hogan
Councilman James G. McGiffin, Jr.
Richard Snaman (Civilian Member)
Richard Kosior (Civilian Member)

BOARD OF ADJUSTMENTS (3-Year Terms)

K.C. Sheth, Chairperson (7/10)
William Hufnal (7/10)
Dr. Edward Goate' (7/12)
Richard Senato (7/12)
Arthur G. Ericson (7/11)

CONSTRUCTION CODE BOARD OF APPEALS

Councilman James G. McGiffin, Jr.
Councilman Timothy A. Slavin
City Manager, Anthony J. DePrima

DOVER 4TH OF JULY CELEBRATION COMMITTEE (Annual)

Greg Patterson, President (5/10)
Vacant, Vice-President
Donna Mitchell, Treasurer/Secretary (5/10)
Dave Bonar (5/10)
Elaine Brenchley (5/10)
Brad Holden (5/10)
Karen Nickerson (5/10)
Carleton E. Carey, Sr., Chairman (ex-officio member)

DOVER HOUSING AUTHORITY (6-Year Terms)

Mayor's Appointments:

C. Terry Jackson (8/09)

Beverly C. Williams (8/11)

Governor's Appointments:

Audrey Daniels (8/10)

George Records (7/10)

Kathleen Williams (1/13)

Ami Sebastian-Hauer, Executive Director

DOWNTOWN DOVER PARTNERSHIP (3-Year Terms)

Gary Patterson, Chairman - Private Citizen (4/09)

Arden M. Bardol - Private Citizen (4/11)

Robert Berglund - Business Representative (4/09)

Thomas Smith - DPA Representative (4/09)

Michael Harrington - Commercial Real Estate Rep. (4/10)

Joseph McDaniel - Finance Representative (4/10)

Ed Perez - Business Representative (4/11)

James D. McGinnis - Private Citizen (4/11)

Mayor Carleton E. Carey, Sr. (Ex-Officio Member)

Gerald Street - Legal Representative (4/10)

Anthony J. DePrima - City Manager

Ann Marie Townshend - City Planner

Councilwoman Sophia R. Russell - Council Representative

Councilman Reuben Salters - Council Representative

Councilman Timothy A. Slavin - Council Representative

David L. Bonar - Governor's Appointment

ELECTION BOARD (3-Year Terms)

Vacant - First District

Gerald P. Foss - Second District (5/12)

Goldie Legates - Third District (5/10)

Lillie M. Johnson - Fourth District (5/10)

William Garfinkel - At-Large (5/11)

Traci A. McDowell, City Clerk (Liaison Member)

ETHICS COMMISSION (5-Year Terms)

Thomas C. Jackson, Chairman (7/13)

Robert Bunnell (7/10)

Robin Case (7/11)

Dennis K. Jones (7/12)

Nancy J. Shevock (7/14)

Traci A. McDowell, City Clerk (Liaison Member)

Nicholas H. Rodriguez, City Solicitor (Liaison Member)

GREATER DOVER ARTS COUNCIL (2-Year Terms)

Fred Kaltreider, Chairman (6/09)

Elaine Brenchley (6/10)

N. Taylor Collins (6/10)

Joanne Freed (6/10)

Paul Janiga (6/10)

Brian Miller (6/09)

Sandra Connor (6/09)

Sylvia Cowell (6/10)

Tim O'Connor (6/10)

Susan Johnston (6/10)

Caroline Greene (6/10)

Rosemary Twilley (6/09)

HISTORIC DISTRICT COMMISSION (3-Year Terms)

C. Terry Jackson - Resident (7/11)
 Joseph McDaniel, Business Representative (7/11)
 James D. McNair, II - Profession (7/11)
 Charles Salkin - Resident (7/10)
 Richard Scrafford - Profession (7/10)

HUMAN RELATIONS COMMISSION (3-Year Terms)

Mayor Appointments:
 Brian E. Lewis (2/10)
 Roy Sudler, Jr. (2/11)
 Ivan F. Finney (2/12)
 Anlee Baccio-Walker (2/12)
 Mark S. Monroe (2/12)
 Council President Appointments:
 Dr. Samuel B. Hoff, Chairman (2/10)
 Gregory J. Bunkley (2/10)
 Katrina Brumble (2/10)
 Dr. Phyllis Edamatsu (2/10)
 Paul Fleming (2/10)
 Catherine M. Gregory (2/10)
 Dawn Allen-Pyne (2/11)
 Sandra Sutton (2/11)
 Nauleen A. Perry (2/12)
 Ellen O. Wasfi (2/12)

DOVER PUBLIC LIBRARY ADVISORY COMMISSION (5-Year Terms)

Lois J. Dunning (6/10)
 Beth Petit de Mange (6/14)
 Gertrude Jackson (6/13)
 David Lewis (6/12)
 Dorothy Snyder (6/11)
 Councilman Eugene B. Ruane (Council Liaison Member)

PARKING AUTHORITY (5-Year Terms)

Thomas G. Smith, Chairman (7/11)
 Michael J. Ambruso (7/09)
 Rebecca M. Cooper (7/10)
 Laura G. Simmons (7/12)
 Ronald G. Poliquin (7/13)

PENSION COMMITTEE – CIVILIAN (3-Year Terms)

Councilman Thomas J. Leary
 Councilman William P. McGlumphy
 City Manager, Anthony J. DePrima
 Controller/Treasurer, Donna S. Mitchell
 Elected Members:
 Kenneth Clendaniel (6/12)
 Chappy Lucas (6/10)
 Judy Rigby (6/11)

PENSION COMMITTEE – POLICE (3-Year Terms)

Councilman Thomas J. Leary
 Councilman James G. McGiffin, Jr.
 City Manager, Anthony J. DePrima
 Chief of Police, Jeffrey Horvath
 Elected Members:

(Ret. Lt.) Timothy Mullaney, Chairman (1/11)
 (Ret. Cpl.) Martin Stallings (1/12)
 (Ret. Lt.) William Knotts (1/10)

PLANNING COMMISSION (3-Year Terms)

First District: Francis C. Nichols (6/11)
 Col. Robert D. Welsh (6/11)
 Second District: William J. DiMondi (6/12)
 Thomas Holt (6/12)
 Third District: John Friedman, Chairman (6/12)
 Frederick Tolbert (6/11)
 Fourth District: John H. Balldwin, Jr. (6/10)
 Ron Shomo (6/10)
 At-Large: Michael von Reider (6/10)

ST. JONES GREENWAY COMMISSION (3-Year Terms)

Robert Gorkin (12/09)
 Michael P. Mercer (12/09)
 Zachery Carter (Ex-Officio Member - City Staff)

SILVER LAKE COMMISSION (Annual)

James Burcham (5/10)
 Cheryl Biddle (5/10)
 Zachery Carter (5/10)
 David Edgell (5/10)
 Robert Gorkin (5/10)
 Dean Holden (5/10)
 Nancy Wagner (5/10)

CONTACT INFORMATION

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DEPARTMENTS

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Library

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ZACHERY CARTER

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RON LUNT
Public Utilities
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E-mail: taxassessor@cityofdover.com

PHONE NUMBERS

CITY OFFICES

Accounts Payable.....	736-7152
Central Services	736-7046
City Clerk.....	736-7008
City Manager	736-7005
Customer Services	736-7058
Electric/Water/Sewer Billing.....	736-7035
Electric/Water Collection.....	736-7190
Electric Utility	
New and Transferred Accounts	736-7035
Emergencies/Trouble Calls -	
24 hours	736-7086
Public Utilities	
Administration	736-7070
Electric Engineering	736-7091
Electric Transmission	
and Distribution.....	736-7091
Finance.....	736-7018
Fire (non-emergency)	736-7168
Grounds (Public Services)	736-7194
Housing and Community Dev.	736-7010
Human Resources	736-7073
Information.....	736-7000
Inspections (Public Services).....	736-7010
Library	736-7030
Mayor	736-7005
Parks and Recreation	736-7050
Planning (Public Services)	736-7010

Police Department - Queen Street

Administration	736-7100
Complaints and Services.....	736-7111
Criminal Investigation Unit.....	736-7130
Public Services.....	736-7025
Engineering.....	736-7025
24-Hour Service/Complaints for	
Water, Sewer, Streets, Trash	736-7060
Public Utilities.....	736-7070
Streets (Public Services)	736-7025
Tax Assessor	736-7022
Trash/Brush/Bulk Pick-Up	736-7025
Water/Sewer Utility	
Repair Service and After Hours,	
Weekends, Holidays	736-7060

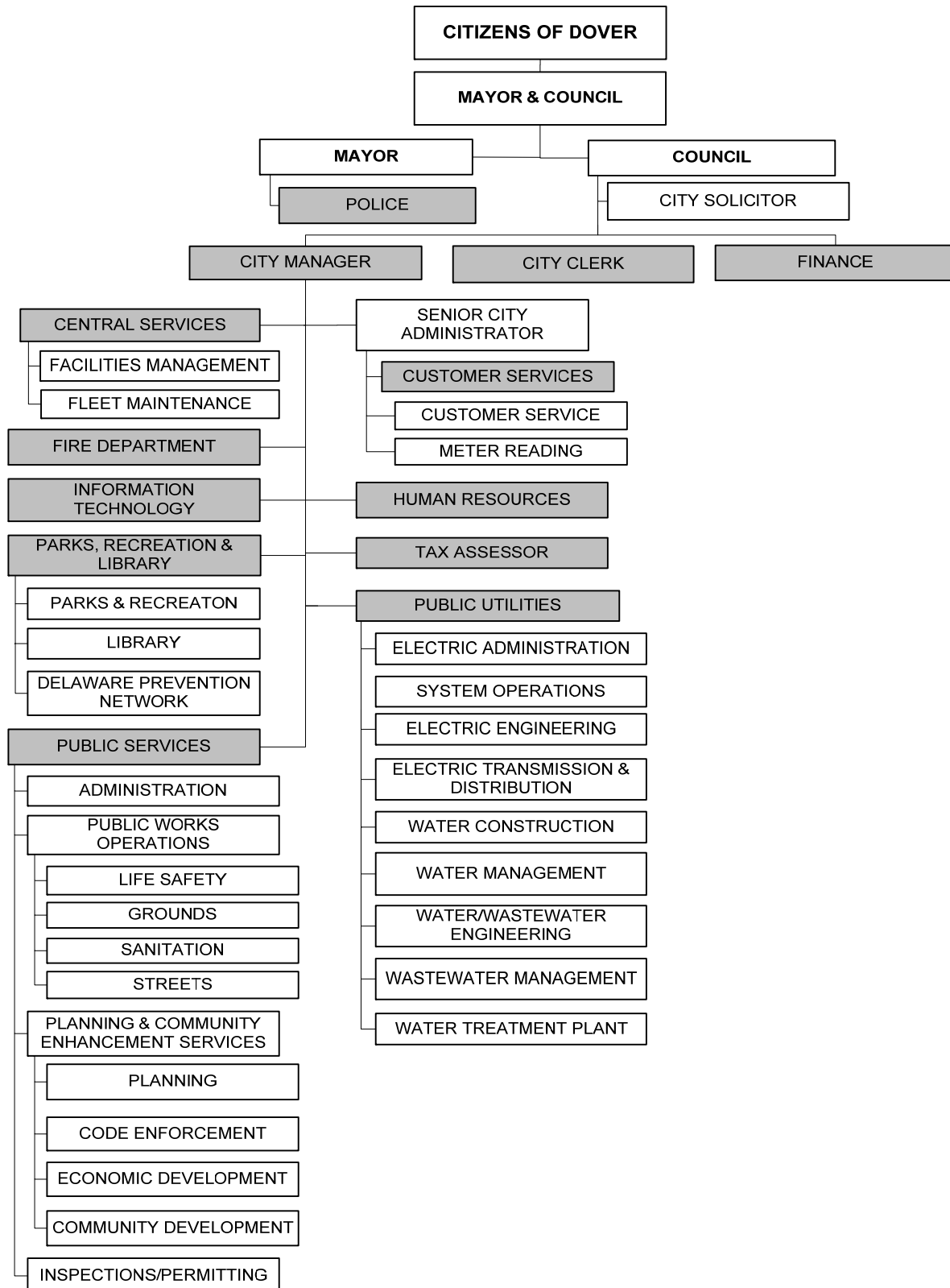
FAX NUMBERS

Central Services.....	736-7178
City Clerk	736-7177
City Manager	736-7002
Customer Services.....	736-7193
Electric Dispatchers	736-5001
Finance	736-7177
Fire	736-7166
Human Resources	736-7093
Information Technology.....	672-1847
Library	736-5087
Parks and Recreation	736-7154
Planning and Inspections	736-4217
Police	736-7142
Power Plant	672-6330
Public Services.....	736-7177
Public Utilities.....	736-7081
Tax Assessor	736-4450

CITY OF DOVER

ORGANIZATION CHART

JULY 1, 2010



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	Mayor	Economic Development Community Development Efficient Operations
	City Council	Legislative, Policy, and Administration Fiduciary Community Interaction
	City Manager	Budget Preparation Department Management Project Development
	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	Parks and Recreation	Parks and Park Management Recreation
	Library	Youth Intervention Program Circulation Reference Services Programming
	Police	Core Law Enforcement Operational Support Services Administrative Support Services
	Public Services/Planning and Inspections	Planning and Planning Services Property Maintenance Construction, Inspection, and Permit Administration Fire Marshal Community Development
	Public Services/Public Works	Administration Engineering and Inspection Grounds - Grounds and Beautification Sanitation - Solid Waste Streets - Streets and Stormwater
	Tax Assessor	Appraisal and Assessment Administration
WATER/WASTEWATER	Public Utilities-Water/Wastewater	Wastewater – Sewer Utility Water Construction Water - Water Utility Water Treatment Plant
ELECTRIC	Public Utilities-Electric	Administration Design and Engineering Construction, Maintenance, Repair, and Metering Operations and Control

The budget includes other special funds which can be found in the Appendix.

FULL-TIME EQUIVALENT PERMANENT PERSONNEL BY DIVISION

DIVISION	2007-2008 BUDGET	2008-2009 BUDGET	2008-2009 REVISED	2009-2010 BUDGET
MAYOR	1.0	1.0	1.0	1.0
CITY MANAGER	5.0	5.0	5.0	5.0
CENTRAL SERVICES	8.0	8.0	8.0	8.0
FACILITIES MANAGEMENT	13.0	13.0	13.0	13.0
FLEET MAINTENANCE	6.0	6.0	6.0	6.0
CITY CLERK	4.0	4.0	4.0	4.0
CUSTOMER SERVICES	16.0	16.0	16.0	16.0
FINANCE	8.0	8.0	8.0	8.0
FIRE	6.0	6.0	6.0	6.0
HUMAN RESOURCES	4.0	4.0	4.0	4.0
INFORMATION TECHNOLOGY	8.0	8.0	8.0	8.0
PARKS AND RECREATION	8.0	8.0	8.0	8.0
LIBRARY	18.0	18.0	18.0	18.0
POLICE – TOTAL *	122.0	122.0	122.0	119.0*
TAX ASSESSOR	6.0	4.5	4.5	4.5
PUBLIC SERVICES, ADMINISTRATION	5.0	4.0	4.0	4.0
PUBLIC SERVICES, PLANNING	5.0	6.0	6.0	6.0
PUBLIC SERVICES, COMMUNITY DEVELOPMENT	1.0	1.0	1.0	1.0
PUBLIC SERVICES, LIFE SAFETY	0	4.0	4.0	4.0
PUBLIC SERVICES, CODE ENFORCEMENT	0	5.0	5.0	5.0
PUBLIC SERVICES, INSPECTIONS	16.0	7.0	7.0	7.0
PUBLIC SERVICES,ECONOMIC DEVELOPMENT	0	3.0	3.0	3.0
PUBLIC SERVICES, GROUNDS MAINTENANCE	16.0	16.0	16.0	16.0
PUBLIC SERVICES, SANITATION	13.0	13.0	13.0	13.0
PUBLIC SERVICES, STREETS	11.0	11.0	11.0	11.0
GENERAL FUND TOTAL	300.0	301.5	301.5	301.5
PUBLIC UTILITIES, ELETRIC ADMINISTRATION	4.0	4.0	4.0	4.0
PUBLIC UTILITIES, ELECTRIC SYSTEM OPS	5.0	5.0	5.0	5.0
PUBLIC UTILITIES, ELECTRIC ENGINEERING	12.5	12.5	12.5	12.5
PUBLIC UTILITIES, ELECTRIC T & D	28.0	28.0	28.0	28.0
ELECTRIC METER READING	5.0	4.0	4.0	4.0
ELECTRIC FUND TOTAL	54.5	53.5	53.5	53.5
PUBLIC UTILITIES, WATER/WASTEWATER ENGINEERING	8.0	8.0	8.0	8.0
PUBLIC UTILITIES, WATER CONSTRUCTION	7.0	7.0	7.0	7.0
PUBLIC UTILITIES, WASTEWATER T & D	11.0	11.0	11.0	11.0
PUBLIC UTILITIES, WATER T & D	5.0	5.0	5.0	5.0
PUBLIC UTILITIES, WATER TREATMENT PLANT	10.0	10.0	10.0	10.0
WATER METER READING	1.0	1.0	1.0	1.0
WATER/WASTEWATER FUND TOTAL	42.0	42.0	42.0	42.0
TOTAL FULL-TIME PERSONNEL	396.5	397.0	397.0	397.0

* 29 – Civilian; 90- Law Enforcement. Due to current economic conditions total number of authorized law enforcement positions has been temporarily reduced to 90. Staffing levels will be restored upon improving economic conditions.

DOVER PROFILE

The City of Dover is located 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 34,288 and a total land area of approximately 40.63 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. Dover 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 sufficient 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 26,954 customers inside and outside City limits. North American Energy Services (NAES) manages the generation plant, and power is now purchased utilizing services from Pace Global Asset Management. Customer sales are approximately \$98.5 million annually.

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/Alderman, City Treasurer, City Solicitor, City Planner, Fire Marshal, Building Inspector, and Tax Assessor who all report directly to Council. The Mayor continues to appoint the Chief of Police. An organizational chart is included in the Introduction section.

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 two-year terms. One member of Council and the Mayor are elected at-large and also serve two-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 13 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, Recreation, and Library; Planning; Police; Public Services; Tax Assessor; and Public Utilities.

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 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 to establish goals 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's office is the management leader for all City Manager departments (Central Services; Customer Services; Electric; Human Resources; Information Technology; Parks, Recreation, and Library; and Public Services/Public Works) and provides administrative 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.

CENTRAL SERVICES

The Central Services Department consists of the Central Services, 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 oversees 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 bills customers for utility services and 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 four paid dispatchers, one administrative assistant, and 100 volunteer firemen.

HUMAN RESOURCES

The Human Resources Department leads and supports the City in maintaining a competent, capable work force and in creating a work environment that reflects respect for employees 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, 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 Department is responsible for the City's Safety Program and conducts safety meetings and site inspections; develops safety procedures; and coordinates the purchase and distribution of safety supplies and equipment. The Human Resources Director acts as chief spokesperson for all City of Dover 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.

PARKS, RECREATION, AND LIBRARY

The Parks and Recreation Department provides a comprehensive recreational program and manages 329 acres of parks at 25 different locations. The Parks and Recreation Director oversees the Library. The Library provides a wide variety of information and materials which help to fulfill the educational, informational, recreational, and cultural needs of its customers. Delaware Prevention Network (DPN), a program offered by the Department, is designed to educate Delaware's youth about the benefits of wellness and the negative consequences of substance abuse and violence. In addition, DPN further educates youth to reshape their leisure time, sharpen their drug/alcohol resistance and conflict resolution skills, and strengthen family relationships.

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.

Emergency Preparedness became a function of the Police Department in Fiscal Year 2003. Emergency Preparedness provides for emergency planning and preparation 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.

PUBLIC SERVICES – PLANNING & COMMUNITY ENHANCEMENT, ECONOMIC DEVELOPMENT, CODE ENFORCEMENT AND INSPECTIONS & PERMITTING

Planning insures orderly growth within the City, today and in the future through Dover's Zoning Code, Subdivision Regulations, and Comprehensive Plan. The Code Enforcement area conducts property maintenance inspections and Community Development facilitates the rehabilitation of existing structures. This division also contains the Inspections and Permitting division which monitors business activities through licensing businesses, trailers, mobile homes, multiple occupancy dwellings, charitable solicitors, peddling, handbills, food handling, and construction projects.

PUBLIC SERVICES - PUBLIC WORKS

The Public Services/Public Works Department consists of five operating divisions: Administration, Life Safety, Grounds, Sanitation and Streets. The Administration division functions as the coordinating arm of the Public Works Department. The Life Safety division consists of the Emergency Planning Coordinator and the functions of the Fire Marshal's Office. The Grounds division maintains the grounds of all City-owned properties and rights-of-way by providing turf maintenance, tree care, flower beds throughout the City, yard repair assistance to other departments, and special holiday lighting of the downtown area. 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.

PUBLIC UTILITIES - WATER/WASTEWATER

The Water/Wastewater Department has four divisions: Wastewater Management, Water Construction, Water Management, and Water Treatment Plant. The Wastewater Management division operates and maintains the City's wastewater collection and transmission system which includes 34 sanitary sewer pumping stations and more than 150 miles of underground pipe. The Water Construction division has the responsibility of constructing a majority of the water, sewer, and storm sewer capital investment projects. The Water Management division operates and maintains a water distribution system which includes six elevated storage tanks and more than 160 miles of varying diameter water mains. The Water Treatment Plant division operates and maintains the Long Point Road Water Treatment Plant along with 15 micro-treatment plants located at each of the deep well sites.

PUBLIC UTILITIES-ELECTRIC

The Electric Department has three divisions: Administration, Engineering, and Transmission and Distribution. 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 also designs, operates, and maintains 15 substations with a combined capacity of 196 mw. The Department provides electric service to approximately 22,342 electric customers in a 68 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 68 miles of 69 kV transmission lines, and 393.55 miles of electric 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 many nationally known companies such as Energizer/Playtex Products; Aetna; Kraft Foods; Dover Wipes Company; Reichold, Inc.; and many others. Dover Air Force Base, home to a fleet of C17 Globemaster III aircraft and C-5 Galaxy transport airplanes, constitutes the largest aerial military port facility on the east coast. The base employs approximately 6,257 military and civilian personnel and is a major contributor to Dover and the Kent County economy.

The Central Delaware Economic Development Council (CDEDC) is Dover's and Kent County's official agency for economic development. The Council's director can assist interested companies in site search, demographics, surveys, and project support.

For assistance write to:

Central Delaware Economic Development Council (CDEDC)

435 N. Dupont Highway, P.O. Box 576,

Dover, DE 19903-0576.

Phone: (302) 678-3028

Toll-free: (800) 624-2522

Internet: <http://www.cdcdc.org>

DOVER AIR FORCE BASE

Located approximately five miles south of the capital city of Delaware, Dover Air Force Base is the home of the 436th and the 512th Airlift Wings – “The Dover Team.” Viewed from almost any angle, the impact the air base and the Air Force have on the landscape and economy of the Delmarva Peninsula is like the huge C-5 Galaxy and the C-17 Globemaster III aircraft – far-reaching and impressive.

The base also operates the largest aerial port mortuary on the east coast, and serves as a focal point for military cargo movement to Europe and the Middle East. The facility features a mechanized-computerized cargo handling arrangement, which is one of only two that exist in the United States 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. A fine and mutually-beneficial relationship has always existed between air base personnel and the citizens of the peninsula, and prospects for an equally-bright future light the horizon as the First State continues to prosper in the future.

KRAFT 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 900 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 facility. The finished products are shipped to all 50 states, Canada, and the Middle East. Baker's Coconut and Dream Whip are not only sold in grocery stores, but are also used as ingredients by other major food manufacturers and bakeries.

ENERGIZER/PLAYTEX PRODUCTS, INC.

The origins of Playtex Products can be traced to the 1932 founding of the International Laytex Company, which later became known as International Playtex Inc. Today Energizer's Personal Care Division, Playtex Products Inc., is a leading manufacturer of such items as infant care products, feminine hygiene products, household gloves, Banana Boat, Wet-Ones, Diaper Genie, and various other personal care products.

DOVER WIPES COMPANY

The Dover Wipes Company, a unit of consumer products giant Procter & Gamble (P&G), makes Pampers- and LUVS-branded baby wipes, including their tubs and refill packaging. The site boasts manufacturing operations with paper machines to make sanitary wet paper products, converting and packing operations, raw material storage, a warehouse, and shipping department. The facility, in west Dover, encompasses approximately 500,000 square feet of operating and office space and is situated on approximately 80 acres. The plant has been part of the Dover community since 1973 and employs 200 people.

AETNA

Aetna provides health care, dental, pharmacy, group life, and disability insurance, and employee benefits all across the United States. Dedicated to helping people achieve health and financial security, Aetna puts information and helpful resources to work for its members to help them make better-informed decisions about their health care. Located at the Blue Hen Mall complex, Aetna employs approximately 169 employees who process claims and service national accounts. Claims and other services have been provided from this location for more than 15 years.

ECONOMIC CONDITION AND FUTURE GROWTH

The City of Dover is distinguished as the dominant center of employment, commerce, educational opportunity, and cultural activity in central Delaware. Development activity in the Capital City slowed during Fiscal Year 2009; the City saw a decline in growth and construction with the economic downturn seen across the nation.

Residential growth continues to occur but at a slower pace, and major institutions and government agencies continue to expand to meet the demands of a growing regional population and economy. Commercial corridor areas of U.S. Routes 13/113 and DE Route 8 have continued to attract medium- and large-scale commercial development with added interest in U.S. Route 113 during the period but at a slower pace. Efforts to revitalize the traditional urban core of downtown Dover have gained momentum with the creation of the Economic Development Office due to the merging of the major groups responsible for encouraging downtown redevelopment and the several recent redevelopment and construction projects that reflect renewed interest and confidence in downtown Dover as a viable central business district. The population of Dover also continues to increase at a manageable rate of slightly more than one percent per year.

Total value of construction for Fiscal Year 2009 reached more than \$121 million, an increase of more than 13% in value from Fiscal Year 2007. The City of Dover issued 3,415 business licenses in Fiscal Year 2009. Building permits issued during this period totaled more than 2,400. The City of Dover Planning Commission processed 43 major development applications during the reporting period.

Growth and development trends during Fiscal Year 2009 are further discussed and summarized below:

POPULATION GROWTH

The 2000 U.S. Decennial Census, which was conducted in April 2000, found that 32,135 people reside in Dover. As a result of the Count Question Resolution Process, the Census Bureau revised the 2000 population count for the City to 32,043 people. The City of Dover estimates that as of July 1, 2008, the total population had increased to 36,359 people. This population estimate is based upon additional residential development since the 2000 Census was conducted multiplied by the average household occupancy for Dover of 2.35 persons per dwelling unit. This represents an increase of approximately 11.8% since April 2000.

RESIDENTIAL DEVELOPMENT

A total of 115 new residential housing starts were recorded during Fiscal Year 2008. This represents a decline from the 165 during the prior fiscal year. A number of active residential construction projects continue to move forward throughout the City. Construction is underway on houses in Emerald Pointe, Lexington Glen, Patriot Village, Village of Westover, Village of Cannon Mills, Four Seasons, Nottingham Meadows and Clearview Meadows. The residential district of Eden Hill also began to take shape during Fiscal Year 2008, with construction on the first phase of townhomes broke ground during the late summer of 2008.

DOWNTOWN DOVER REDEVELOPMENT

Efforts to revitalize downtown Dover have gained momentum as planning for the consolidation of the Dover Parking Authority, Main Street Dover, and the Downtown Dover Development Corporation into the Downtown Dover Partnership was accomplished. The city also created the Economic development Office. Additionally, a number of key properties are under renovation, with the prospects for new businesses in the fall 2009. The Downtown Dover Development Corporation completed the environmental clean-up of the former Capital Scrap site on West Street, and the City continued work on the concept for the extension of Clarence Street north to Forest Street.

INSTITUTIONAL DEVELOPMENT

Institutional uses are continuing to expand. The Kent County Courthouse completed its final plans and is under construction. Bayhealth Medical Center/Kent General Hospital continued to move forward with implementation of its master plan for improving its campus. Improvements got underway on the Delaware State University Campus on the construction of its Wellness Center.

RETAIL/COMMERCIAL DEVELOPMENT

The retail sector has slowed in Dover during fiscal year 2009. Investment in this sector has corresponded with the national economic slowdown. Dover Downs and Dover International Speedway have continued to improve and expand their facilities, adding additional video lottery machines, restaurants, shopping areas, sports betting area, and items associated with the NASCAR events.

INDUSTRIAL DEVELOPMENT

The Dover economy derives considerable benefits from a variety of large industrial and manufacturing companies including Kraft Foods, Procter and Gamble, Energizer/Playtex Family Products, and Berry Van Lines, as well as numerous small- to mid-sized industrial entities. The City of Dover is actively marketing the 400+/- acre tract of land, known as Garrison Oak, on the east side of the city for future industrial development and is pursuing various infrastructure improvements to enable future development.

OFFICE DEVELOPMENT

Dover's dominance as the place for business office locations downstate has continued; however, the market appears to be saturated with office space at this point in time. The Eden Hill Medical Center completed construction; it opened in the fall of 2008.

SUMMARY

As evidenced by the slower but steady pace of development, Dover's economy remains strong. The City continues to be the economic center of the Kent County region. While the real estate and construction markets have slowed significantly in the past year, the state of our city is strong.

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 located 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 school for grades 1-12. 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. 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

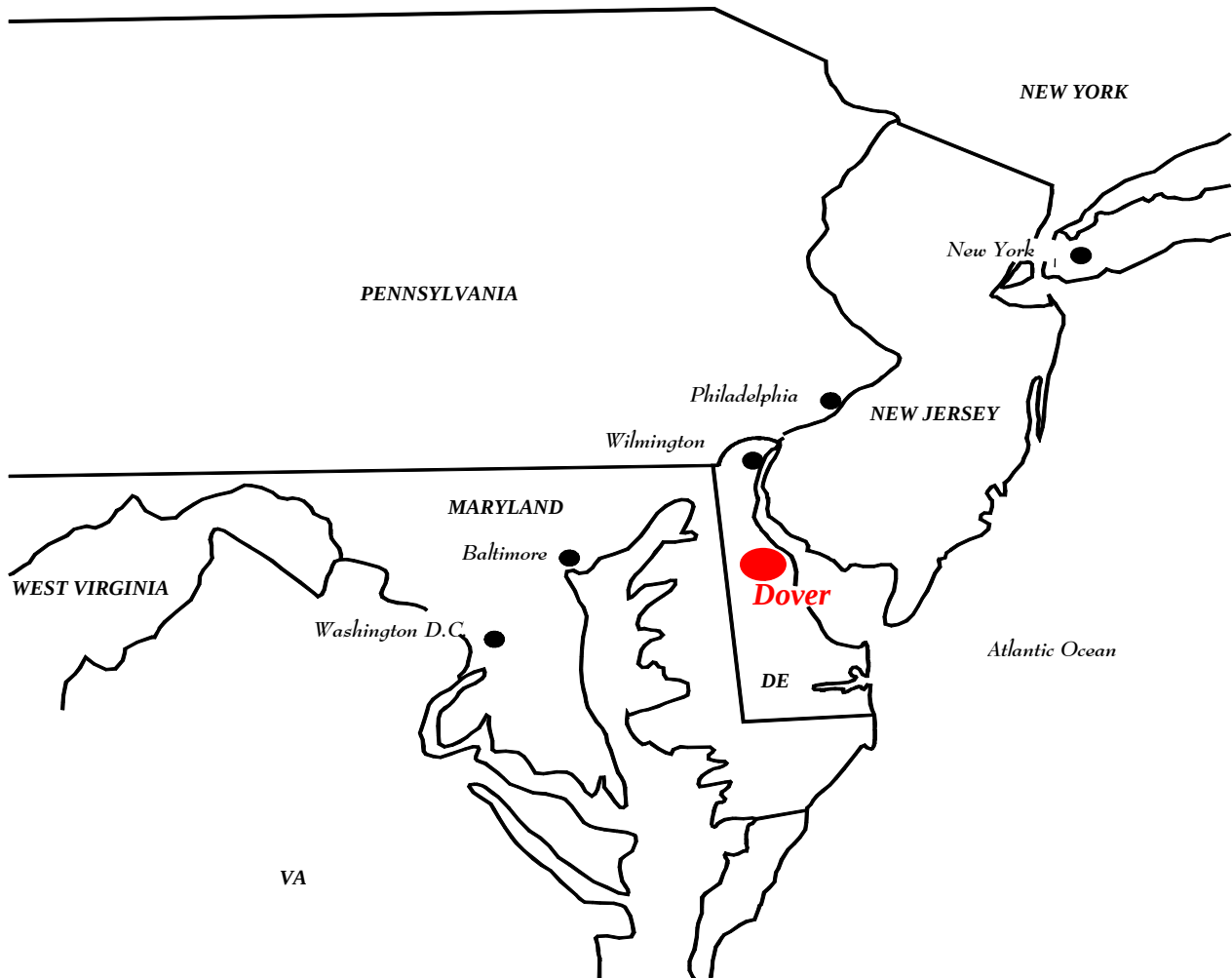
Students who live in Dover can choose to attend Polytech High School for grades 9 through 12. Polytech is a full-time comprehensive vocational-technical high school offering students preparation for college and/or the work place. Polytech students graduate with an academic diploma, technical skills, 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 Delaware State Visitor Center at 739-4266.

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



STRATEGIC INITIATIVES

**CONTAINS THE FOLLOWING
SUBSECTIONS:**

VISION

MISSION

CRITICAL SUCCESS FACTORS

**STRATEGIC OBJECTIVES BY
DEPARTMENT**

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.

MISSION

It shall be the mission of the City of Dover to advance the following policies and projects however and whenever possible:

- *Establish a Regional Library in Dover.*
- *Promote Homeownership and Affordable Housing.*
- *Maintain and Improve the City's Infrastructure and Implement Brown Water Solutions.*
- *Strengthen Property Maintenance and Enforcement.*
- *Develop a Plan to Secure Electric Generation for the next 20 years.*
- *Support the Building of an Inner City Cultural Center.*
- *Create an Economic Development Strategy.*

Critical Success Factors

The following factors are determined to be critical in meeting the overall goals and mission of the City of Dover.

Customer Satisfaction & Effective Community Communication: At the end of the day our customers must be satisfied for our goals and mission to be accomplished. Customer satisfaction is our overall base strategy. Honest and timely communication is a critical factor in keeping our customers satisfied.

Employee Satisfaction & Effective Organizational Communication: It is through our employees that our services are provided to customers. When our employees are satisfied, they will provide services in a manner that accomplishes the vision, mission, and goals. Honest and timely communication with our employees is critical to their satisfaction.

Cost and Revenue Efficiency: Providing our services and accomplishing the vision, mission, and goals in a way that is economical and considered successful by our customers.

Improve Downtown and Surrounding Neighborhoods: The City's vision is for Dover to be a place where people want to live! We will not leave any neighborhoods behind.

Citywide Safety: The vision, mission, and goals cannot be fulfilled if safety is compromised in the process. The safety of citizens and employees is critical.

Economic Development and Job Growth: A strong local economy that offers a wide array of job opportunities with livable wages is critical to the satisfaction of our citizens. The City of Dover will continue to seek economic development opportunities for its citizens.

FISCAL YEAR 2009-2010

STRATEGIC OBJECTIVES BY DEPARTMENT

MAYOR

1. Continue to work closely with the Delaware Economic Development office and the Kent County Economic Development Partnership and the Dover Economic Development to address future job opportunities.
2. Secure funding for the Delaware Civic Center to be built in Dover.
3. Secure the necessary funding for the City's new library project.
4. Work with the merchants in the downtown area to install security camera at designated intersections and sites.
5. Participate as a member of the Veterans Fund Raising Committee to establish a Vietnam Memorial in the City of Dover.

CITY COUNCIL

1. Planning and Funding of Dover Public Anchor Library.
2. Continue the development of the Garrison Tract and the Dover Sun Park Solar Energy Project.
3. Through the "Hiring Freeze and Right Size" review process ensure proper staffing levels by authorizing only those positions deemed critical during a period of reduced revenue
4. Through the "Hiring Freeze and Right Size" review process ensure proper staffing levels by authorizing only those positions deemed critical during a period of reduced revenue
5. Increase cultural activities within the City of Dover.
6. Discuss the feasibility of alternative employee staff options in an effort to reduce costs.
7. Increase availability of affordable, safe, clean rental housing program.

CITY MANAGER

1. Continue to advance the initiatives of the Dover Anchor Library Project.
2. Complete negotiation of IUE & IBEW labor contracts.
3. Continue management of the power contracts with PACE and NAES to ensure system reliability and competitive rates.
4. Develop an Energy Management Request for Proposal in preparation of the expiring PACE contract.
5. Continue the development of the Garrison Tract and the Dover Sun Park Solar Energy Project.

CENTRAL SERVICES

1. Continue with Space Needs Projects.

CITY CLERK

1. Review and revise internal and external policies and procedures to provide information in a more user-friendly format.
2. Post prior years Committee Minutes to the City's website.
3. In cooperation with all city departments, promote and utilize the City's paperless document storage system (FORTIS).

CUSTOMER SERVICES

1. Provide customers with the ability to view utility bill and account history on the City of Dover web site.
2. Improve the design of the utility and tax bill form and bill content.
3. Review the Sarbanes Oxley (SOX) audit requirements. Evaluate current internal control operating procedures; make recommendations for distribution of duties, tests of controls and reporting to ensure compliance.
4. Review revenue resources and policies by benchmarking other utilities and municipalities.
5. Set up administration authorization to ensure compliance with Federal FACT Act.

FIRE

1. Increase recruitment of new fire fighters.
2. Maintain the Special Operations Rescue Team.

FINANCE

1. Coordinate audit program with the Legislative, Finance, & Administrative Committee and meet all deadlines as established in the audit program.
2. Ensure each staff member takes three (3) in-house Sungard training sessions.
3. Fortis training and implementation for Payroll and Accounts Payable

HUMAN RESOURCES

1. Update the 2004 City of Dover Personnel Policy Handbook by June 2010.
2. Enhance the Human Resources link on the City of Dover's website by providing more in depth details about the benefits the City offers.
3. Organize a Benefit Fair in which all vendors of current employee benefits are invited to attend.
4. Implement the PFP evaluation system for bargaining unit employees.

INFORMATION TECHNOLOGY

1. Implement revised e-Government presence on the Internet.

PARKS, RECREATION, and LIBRARY

1. Increase the web presence of the John W. Pitts Recreation Center.
2. Secure the necessary funding to complete the funding plan for the new Dover Public "Anchor" Library.
3. Finalize building design and site construction plans for the new Dover Public "Anchor" Library.
4. Hire a construction company and begin construction of the new Dover Public "Anchor" Library.
5. Replace the Adult Services Librarian II position to oversee the work of the reference and circulation departments and supervise staff in those departments.
6. Ensure a clean and sanitary public Library facility during busy weekend hours.
7. Expand the availability of online reference and research resources.

POLICE

1. Obtain grant funding from the COPS Hiring Recovery Program to replace one police officer position vacated through attrition.
2. Obtain grant funding from the Edward Byrne Memorial Competitive Grant Program to hire an additional dispatcher position.
3. Obtain grant funding from the Edward Byrne Memorial Justice Assistance Grant Program.
4. Complete actions necessary to purchase the New Crisis Negotiation Team (CNT) vehicle.

TAX ASSESSOR

1. City-Wide Revaluation.
2. Annual Appeal Process Ordinance.
3. Complete changes to City Charter and City Code.
4. Implement 3rd party software for GIS System.
5. Development land split for five subdivisions.

PUBLIC SERVICES, PLANNING & COMMUNITY ENHANCEMENT

1. Complete a site development master plan for the Garrison Tract.
2. Complete the Comprehensive Rezoning process in accordance with the Planning Office work plan.
3. Rewrite the environmental protections within the zoning ordinance.
4. Draft an Affordable Housing Ordinance that will offer incentives for affordable home-ownership in new subdivisions.
5. Prepare an update to the sign regulations.
6. Improve the annexation process within the City of Dover.
7. Streamline text amendments to allow for an additional extension of site plan approvals and to create a zoning review for change of use where new site disturbance is not proposed.
8. Complete at least four miscellaneous zoning text amendments, including a rewrite of the Board of Adjustment provisions to bring them into line with State statutes and case law.

PUBLIC SERVICES, CODE ENFORCEMENT

1. Code Enforcement Customer Relations Improvements.
2. Complete at least 30 vacant building inspections.

PUBLIC SERVICES, ECONOMIC DEVELOPMENT

1. Select an engineering firm and complete a site development master plan for the Garrison tract.
2. Promote City-wide economic development initiatives.
3. Advance initiatives of the Downtown Dover Partnership.

PUBLIC SERVICES, COMMUNITY DEVELOPMENT

1. Complete implementation of the Neighborhood Preservation Program.
2. Compliance with all HUD requirements associated with grant funding.

The Strategic Initiatives for the following divisions of Public Services were not submitted in a timely fashion for inclusion in this publication. For additional information please contact Public Services Director, Scott Koenig at (302) 736-7026.

PUBLIC SERVICES, LIFE SAFETY

1. Complete revisions and rewrite the City's All Hazard/Emergency Operations Plan.
2. Seek all available grants funds to purchase an email based Public Alert System.
3. Develop conceptual plan for obtaining the powers of law enforcement for the Fire Marshals

PUBLIC SERVICES, INSPECTIONS & PERMITTING

1. Implement operational improvements to the licensing and permitting processes.

PUBLIC SERVICES, GROUNDS/STREETS/SANITATION

1. Advance the Natural Area Creation project by increasing natural acreage owned by the City of Dover and decreasing gasoline usage, carbon emissions and labor costs associated with the mowing of lawn areas.
2. Prepare a Request for Proposal for a recycling contract.
3. Ensure the City's storm water system obtains NPDES (National Pollutant Discharge Elimination System) Permit Compliance.
4. Complete all Homeowner notifications for inflow/infiltration repairs as identified by the Inflow/Infiltration Report.

PUBLIC UTILITIES, ELECTRIC

1. Dover Energy 2030 Committee.
2. Public Education on Energy Conservation.
3. Complete CIP Projects on Time and Under Budget..

PUBLIC UTILITIES, WATER/WASTEWATER

1. Inflow/Infiltration Removal.
2. Water/Wastewater Assets Management Plan.
3. Complete Wastewater CIP Projects on Time and Under Budget
4. Complete Water CIP Projects on Time and Under Budget.

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BUDGET SUMMARY

**CONTAINS THE FOLLOWING
SUBSECTIONS:**

BUDGET PROCESS

CALENDARS

BUDGET PROCEDURES

**SOURCE AND USE OF OPERATING
FUNDS**

COMBINED STATEMENTS

SUMMARIES

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 in 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 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 June 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, a comprehensive budget instruction packet is distributed to department heads.

The City of Dover's method of budgeting has evolved from the concepts of many budgeting methods. A line item form of budgeting 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 January 2009, budget line items were reviewed for the current budget and adjusted due to a projected revenue shortfall of \$1.4 million in the General Fund. In order to balance the budget, departmental operating expenses were reduced by approximately \$500,000. Vehicular and capital expenses were also reduced by \$840,313. In addition, \$236,093 in savings and \$40,000 from the Parkland Reserve was also utilized. The City implemented a hiring freeze to assist in cost-saving efforts.

In March 2009, line items for the proposed budget were reviewed with department heads to determine if service levels were to be maintained, improved, or reduced. Revenues were projected as accurately as possible in order to set priorities for proposed expenditures.

City Council reviewed the proposed budget on May 19, 2009, and set the date for the Electric Public Hearing to take place on June 8, 2009. Public comments on the budget were also sought on this date. On June 22, 2009, City Council voted to approve to the budget; however in a letter to the City Clerk on June 23, 2009 the Mayor vetoed the budget. During the meeting on July 13, 2009, Council voted again and overrode the Mayor's veto. This action provided the final approval of the Fiscal Year 2009-2010 budget. Copies of the City's Annual Operating Budget are made available at the Dover Public Library and at City Hall.

According to the City of Dover Charter, the proposed budget ordinances must go through two readings before they are approved. After the budget's adoption, monthly financial reports are issued to monitor and control the budget during the fiscal year. Revised revenue projections are presented to Council for review on a quarterly basis.

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 (20 and 30 series) as long as the total budgeted for that department is not exceeded. Department heads are not authorized to re-appropriate salary or capital items.

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

Any reallocating of available fund balances must have the approval of the City Council.

CITY OF DOVER

2009-2010 INTEGRATED CALENDAR

	JULY				AUGUST				SEPTEMBER			
S t r a t e g i c	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week
	IT Technology Plan update						Dept. submissions for IT Plan due to TAC		Dept. heads training on Goals and objectives/ CIP formulation	Dept. heads develop new Strategic Objectives, changes to Vision, Major Programs		
									Review Citizen Survey results	Tech. Planning mtg. to review, rank	Dept. heads Strategic Planning meeting with	
C i p												
B u d g e t	Budget goes into effect 7/1											
P f p	Employees eligible for increase 7/1									Optional quarterly review to adjust employees' planned goals		
	OCTOBER				NOVEMBER				DECEMBER			
S t r a t e g i c	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week
	New Strategic Perf. Obj.; changes to Vision, Major Prog. to Admin. Svcs.	Budget team review revised Strategic Plan and IT Plan					Final review of Strategic Performance Objectives by budget team		Budget team begin to assemble Strategic plans from departments			
		Departments CIP development					Draft CIP prepared for review		Budget team review CIP			Dept. heads place final CIP into budget
C i p	Instruction packet to dept. heads					CIP information due to Admin. Services					Draft CIP final review	
B u d g e t						Departments' budget preparation						
					Kick-off meeting		New position proposals/ revised classifications requests due to HR by 11/30		HR returns position requests to depts.; mtg. w/Tony, Terry, Frank re: requests		Salary budget packets distributed	
P f p	Quarterly review due to HR by 10/1				Employees and Supervisor individually review job descriptions				Optional quarterly review to adjust employees' planned goals			
						PEP training						Quarterly review due to HR by 12/30

CITY OF DOVER

2009-2010 INTEGRATED CALENDAR

JANUARY				FEBRUARY				MARCH			
First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week
		Council workshop - set Council priority; affirm Vision, Strategic Obj./ Critical Success Factors; affirm direction of staff		Strategic Plan adjusted as per Council workshop							
				CIP adjusted as per Council workshop							
Departments' budgets prepared			Entry lockout ALL years; review Council workshop revisions with departments	Draft budget adjusted as per Council workshop		Review draft with depts.; assemble final draft				Budget team balances budget, makes adjustments with dept. heads as needed	
Salary budgets returned to Admin. Svcs. with revised classifications, new positions							Present mid-year review to Council				
Estimated PFP scores to AS		Revenue review		Work on mid-year review							
								Optional quarterly review to adjust employees' planned goals			
											Quarterly review due to HR by 3/31
									PFP training		
APRIL				MAY				JUNE			
First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week	First Week	Second Week	Third Week	Fourth Week
City Manager submit Citizen Survey to National Research Center			New Council members' orientation on Strategic Planning, CIP, Budget, PFP								
Budget team balances budget; makes adjustments w/dept. heads as needed	Draft budget printing		Final draft to Council	Budget review meetings as needed			Electric public hearing; final reading	Budget post-mortem	Second reading; final adoption		
			Budget CD to Council								
			News conference								
				PFP annual evaluations							
							Annual review due to HR by 5/31				
					PFP training						

FISCAL 2009-2010

BUDGET CALENDAR

11/03/08	Budget kick-off meeting
11/04/08 – 01/30/09	Departments' budget preparation
11/28/08	New position proposals/revised classification requests due to HR
12/01/08 – 12/05/08	Human Resources returns position requests to depts.; meeting with Tony, Terry, and Kim to discuss and review all requests
12/15/08 – 12/19/08	Salary budget packets distributed
01/05/09	– Salary budgets returned to City Manager's Office, including revised classifications and new positions – Estimated PFP scores for non-bargaining employees due to City Manager's Office
01/19/09 – 01/23/09	Revenue review by Revenue Committee
01/19/09 – 02/20/09	Work on mid-year review (Terry, Donna)
01/23/09	Council Retreat/Budget Goals
01/30/09	Entry lockout on ALL years
02/10/09	Review Council Retreat budget revisions with departments
01/26/09 – 02/06/09	Draft budget adjusted as per Council Retreat
02/09/09 – 03/30/09	Review draft budget with departments; assemble final draft budget
03/09/09	Present mid-year review, revenue forecasts, Retreat and budget input review to Council and LF&A.
03/10/09 – 04/03/09	Budget team balances budget; makes adjustments w/dept. heads as needed
04/06/09 – 04/27/09	Printing of draft budget
04/28/09 – 05/01/09	Final draft budget and CD to Council; news conference
05/04/09 – 06/01/09	Budget review meetings as needed (members of LF&A Committee invited).
06/08/09	Electric public hearing; first reading of draft budget
06/22/09	Second reading of draft budget
07/01/09	Fiscal Year 2009-2010 budget goes into effect
09/01/09	Budget Post Mortem meeting

FISCAL 2009-2010 CIP CALENDAR

10/10/08	CIP instruction packet to department heads
10/13/08 - 11/28/08	Departments' CIP development
12/05/08	Departments' CIP information due to City Manager's Office
12/08/08 – 01/02/09	Draft CIP prepared for review
01/05/09 – 01/16/09	Budget team reviews CIP
01/19/09 – 01/23/09	Draft CIP final review
01/26/09 – 01/30/09	Department heads place final CIP into budget
02/16/09 - 02/20/09	CIP adjusted as per Council Retreat

FISCAL 2009-2010 STRATEGIC PLANNING CALENDAR

07/08/09 – 07/11/08	I/T Technology Plan Update
08/11/08 – 08/15/08	Dept. submissions for I/T Plan due to TAC
09/01/08 – 09/05/08	Department heads training on objectives/CIP formulation
09/01/08 – 09/05/08	Review of 2008 Citizen Survey results
09/08/08 – 09/12/08	Tech. Planning meeting to review, rank
09/08/08 – 09/26/08	– Department heads develop new strategic objectives
	– Make changes to department Vision, Major Programs if needed
09/15/08 – 10/06/08	Department heads strategic planning meeting with Terry
10/30/08	New strategic performance objectives and changes to Vision, Major Programs due to City Manager's Office
11/1/08 – 11/17/08	Budget Team reviews revised strategic plan and I/T plan
11/17/08 – 11/28/08	Final review of strategic performance objectives by Budget Team
12/01/08 – 12/12/08	Budget Team assembles strategic plans from departments
01/23/09	Council Retreat
02/02/09 – 02/06/09	Strategic plan adjusted as per Council Retreat
04/20/09 – 04/29/09	New Council members orientation (strategic planning, CIP, budget, PFP)

FISCAL 2009-2010

PERFORMANCE REVIEW CALENDAR

09/08/08 – 09/26/08	Optional quarterly review to adjust employees' planned goals
10/01/08	Quarterly review due to Human Resources
11/06/08 – 11/17/08	Employees and supervisor individually review job descriptions
11/28/08	New position proposals, revised classification requests due to Human Resources
12/01/08 – 12/5/08	Human Resources returns position requests to department heads.; meeting with Tony, Terry, and Kim re: requests
12/08/08 – 12/23/08	Optional quarterly review to adjust employees' planned goals
12/29/08	Quarterly review due to Human Resources
01/05/09	Estimated scores due to City Manager's Office, including revised classifications and new positions
03/02/09 – 03/20/09	Optional quarterly review to adjust employees' planned goals
03/10/09 – 03/20/09	Performance Review Training
03/27/09	Quarterly review due to Human Resources
04/27/09 – 05/15/09	Departments conduct annual evaluations
05/29/09	Performance reviews due to Human Resources

FINANCIAL POLICIES as of JULY 1, 2009

The purposes of these policies are 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.

REVENUE POLICY

- 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.
- The City will actively support economic and industrial development recruitment and retention efforts to provide for a solid revenue base.
- The City will maintain timely collection systems and implement necessary enforcement strategies to collect revenues from available sources.
- 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 years to determine modifications needed to keep pace with the cost of providing the services.
- The City will establish, when feasible, self-supporting enterprise funds and intergovernmental service funds in which a relationship between revenues and expenditures clearly exists.
- The City will project current revenues on a conservative basis so the actual revenues will consistently meet or exceed budgeted revenues.
- The City will maintain a budgetary control system and will prepare reports, which compare actual revenues to budgeted amounts.
- The City will limit the designation of General Fund revenues for specified purposes to maximize flexibility in budgeting and revenue utilization.
- The City will review annually and revise, where necessary, its cost allocation formulas, i.e., internal service funds, and right-of-way fees.
- Upon satisfying all rate covenants, the City will provide operating transfers to the General Fund from the Water/Wastewater & Electric Utilities no greater than eight percent of the utility operating revenues; excluding the carryforward budget balance, County Sewer Fees, and State Utility Tax.

EXPENDITURE POLICY

1. Basic and essential services provided by the City will receive first priority for funding, i.e., Public Safety & Health, Utilities, Streets, and Sanitation. The City will establish performance measurements for all program areas, when feasible. These measures will reflect the demand, workload capability, and projected outcomes for the program to accomplish its objectives.

2. 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 for each fund. Please note that the City's Financial Policy changed in July 2008, after the approval of the budget, and budget balances are no longer considered a revenue source.
3. The City will maintain a budgetary control system to ensure adherence to the adopted budget and will prepare reports, which compare actual expenditures to budgeted amounts.
4. The City will refrain from budgeting non-recurring or one-time revenue for ongoing expenses. These revenues will be set aside for asset replacement or as otherwise directed by Mayor and Council.
5. 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.
6. 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.
7. The City will establish an Other Post-Employment Benefit Fund (OPEB) and provide available funding for early implementation of a new accounting standard promulgated by the Government Accounting Standards Board. When the standard officially takes effect, the City will make contributions for eligible employees and retirees at the actuarial determined rates or percentages to fund future retiree medical benefits.
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.

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 years.
5. The City will pay for all capital projects and capital improvements on a pay-as-you-go basis using current revenues whenever possible. If a project or improvement cannot be financed with current revenues, long-term debt 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 feasible.

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.

RESERVE POLICY

1. The City will strive to maintain a minimum Budget Balance, of at least eight percent and no greater than 12 percent 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 existing Budget Balance exceeds the required level, such funds may be used to provide for non-recurring expenditures when the purchases cannot be accommodated through current year savings. 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 Mayor's and City Council's approval, be restored to the specified percentage within one year, but in any case, no longer than three years.
3. The City will maintain a minimum reserve, in a contingency account, of at least two percent of the current year operating revenues for the General Fund. The City may only use monies in the contingency accounts to cover emergencies of a nonrecurring 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 percent (two months) of Budgeted Operating Revenues.
5. The City will create a Capital Project Fund for Governmental Fund asset procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. The City will provide operating fund transfers and/or debt proceeds for each fiscal year's Capital Investment Plan. The City will also appropriate nonrecurring revenues, project savings, and project reimbursements 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. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay-as-you-go basis.

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. 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 POLICIES

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, but not absolute assurance, regarding:
 - (a) the safeguarding of assets against loss from unauthorized use or disposition,
 - (b) the reliability of financial records for preparing financial statements and reports, and maintaining the 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 and the Distinguished Budget Presentation Award.

LEGEND

1. Approval by City Council: January 28, 2002
2. Approved by City Council: November 25, 2002
3. Amended by City Council: May 10, 2004
4. Amended by City Council: February 26, 2007

BUDGET PROCEDURES

Budgets are prepared for the General Fund, Governmental Capital Projects Fund, Water/Wastewater Fund, Water/Wastewater Improvement and Extension Fund, Electric Revenue Fund, Electric Improvement and Extension Fund, Municipal Street Aid Fund, Housing Grant Funds, Workers Compensation Fund, Community Transportation Improvement, and DPN.

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 Electric Capital Projects Fund and the Water/Wastewater 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.

It should be noted that the City's Financial Policy was revised after July 1, 2008, and budget balances are no longer considered revenue sources. While this is the policy, economic conditions have made the policy impractical to implement at the current time. To avoid rate increases, the City has chosen to use the fund balance as a resource. It is the City's intension to adhere to the policy as soon as it is feasible. The General Fund should maintain a minimum reserve in the budget balance of at least eight percent and no greater than 12 percent of the current year operating revenues for the General Fund, excluding the carry forward balance. Water/Wastewater 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 eight percent and no greater than 12 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 become lapsed at the end of the fiscal year.

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 \$5,601,269 from the Electric Fund and \$565,000 from the Water/Wastewater Fund. A guideline of not more than eight percent of fund revenues is used for these transfers.

Contingency Funds shall be maintained in the General, Water/Wastewater, and Electric Funds. These contingencies should be adequate to handle unexpected expenditures/expenses. The General and Water/Wastewater 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.

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.

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. PACE Global Asset Management group is contracted to manage the City's power procurement, and North American Energy Services (NAES) is contracted to operate and maintain Dover's power plant.

Water/Wastewater Fund: This fund accounts for transactions related to water and wastewater services, including the payment of fees to Kent County for the treatment of sewage. The City also holds lease agreements with cell phone companies for equipment placed on City water towers.

The City reports the following nonmajor 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 sufficient 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., 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, payroll, procurement, contracting and oversight, investing and cash management, and 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, 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 within 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 actually received. Under modified accrual basis, revenues are recorded when they are earned (whether or not 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 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.

COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES - ALL GOVERNMENTAL FUND TYPES

Fiscal Year 2010 Budget with Comparison to Fiscal Year 2009 Estimate
(For Budgetary Purposes Only)

	GOVERNMENTAL FUND TYPES		TOTAL GOVERNMENTAL FUNDS	
	GENERAL FUND	SPECIAL REVENUE	2010 BUDGET	2009 ESTIMATE
REVENUES:				
FINES AND POLICE REVENUE	\$ 1,620,000	\$ -	\$ 1,620,000	\$ 1,458,579
LIBRARY REVENUES	526,508	-	526,508	518,873
BUSINESS LICENSES/PERMITS	2,334,000	-	2,334,000	2,489,500
MISCELLANEOUS CHARGES	2,933,285	-	2,933,285	2,839,801
PROPERTY TAXES	10,237,938	-	10,237,938	10,053,156
TRANSFER TAX	1,400,000	-	1,400,000	1,400,000
INTEREST EARNED	255,700	301,300	557,000	604,550
INTRAFUND SERVICE RECEIPTS	4,475,714	-	4,475,714	4,683,433
GRANTS RECEIVED	7,421,633	2,304,526	9,726,159	3,821,951
TRANSFERS FROM OTHER FUNDS	10,650,922	1,114,822	11,765,744	10,282,320
TOTAL REVENUES	41,855,700	3,720,648	45,576,348	38,152,163
EXPENDITURES:				
GENERAL ADMINISTRATION	6,379,204	-	6,379,204	6,568,866
PARKS, RECREATION & LIBRARY	1,906,183	-	1,906,183	1,993,958
PUBLIC SAFETY	13,739,552	-	13,739,552	14,130,435
PUBLIC WORKS	7,052,746	-	7,052,746	6,976,303
DEBT SERVICE	328,410	-	328,410	442,319
TRANSFER TO CONTINGENCY	-	-	-	-
TRANSFER TO PARKLAND RESERVE	-	-	-	-
TRANSFER TO LIBRARY RESERVE	-	-	-	-
TRANSFER TO OPEB	-	-	-	-
TRANSFER TO PENSION UNFUNDED LIABILITY	-	-	-	-
TRANSFER TO PENSION COLA	-	-	-	-
TRANSFER TO POLICE PENSION FUND	620,000	-	620,000	-
TRANSFER TO CAPITAL FUND	344,802	-	344,802	1,044,184
TRANSFER TO CAPITAL FUND - RESERVE	-	-	-	200,000
TRANSFER TO CDBG FUND	11,000	-	11,000	11,000
DSWA RECYCLING PROGRAM	-	-	-	-
CAPITAL ITEMS	9,635,343	-	9,635,343	3,288,293
RETIREEES HEALTH CARE	1,014,820	-	1,014,820	806,187
RETIREEES PAYMENTS	-	-	-	100,000
UNCOLLECTIBLES	10,000	-	10,000	10,000
PROGRAM EXPENDITURES	-	6,297,426	6,297,426	3,489,093
STREET LIGHTS	985,000	-	985,000	985,000
TOTAL EXPENDITURES	42,027,060	6,297,426	48,324,486	40,045,638
NET INCREASE (DECREASE) IN FUND BALANCE	(171,360)	(2,576,778)	(2,748,138)	(1,893,475)
FUND BALANCE - BEGINNING	3,192,171	9,768,695	12,960,866	14,854,341
FUND BALANCE - ENDING	\$ 3,020,811	\$ 7,191,917	\$ 10,212,728	\$ 12,960,866

The projected fund balance for the General Fund for June 2010 is projected to be \$3,020,811 and is eight percent of General Fund operating revenues excluding the carry forward balance. This amount is in compliance with the established financial policies in effect at the adoption of the budget. We believe these guidelines will assist us in our efforts to be fiscally responsible. The \$171,360 decrease in fund balance can be attributed to declining revenues. Because of the state of the economy, fees and taxes were not raised for the General Fund.

Special Revenue Fund balances are anticipated to decrease by \$2.6 million. This is due to the transfer of funds from the Library reserve to the Governmental Capital Projects Fund and less grant revenues in general, which can be attributed to the current economic climate.

COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES - ALL PROPRIETARY FUND TYPES

Fiscal Year 2010 Budget with Comparison to Fiscal Year 2009 Estimate

(For Budgetary Purposes Only)

	PROPRIETARY FUND TYPE		TOTALS	
	WATER/ WASTEWATER	ELECTRIC REVENUE	2010 BUDGET	2009 ESTIMATE
REVENUES:				
CHARGES FOR SERVICES	\$ 10,979,950	\$ 101,314,542	\$ 112,294,492	\$ 110,861,550
MISCELLANEOUS SERVICES/INCOME	1,637,899	1,649,600	3,287,499	21,540,157
INTRAFUND SERVICE RECEIPTS		270,626	270,626	263,898
BOND ISSUE PROCEEDS		1,958,107	1,958,107	-
STATE LOAN FUND - WATER	2,404,017	-	2,404,017	-
STATE LOAN FUND - WASTEWATER	5,942,481	-	5,942,481	-
TRANS FR WATER/WASTEWATER FOR WATER	500,000	-	500,000	500,000
TRANS FR WATER/WASTEWATER FOR WASTEWATER	200,000	-	200,000	200,000
TRANSFER FROM RESERVE	-	-	-	1,500,000
TRANSFER FROM ELECTRIC	-	2,500,000	2,500,000	1,684,000
INTEREST EARNED	78,600	192,200	270,800	549,037
TOTAL REVENUES	21,742,947	107,885,075	129,628,022	137,098,642
EXPENDITURES:				
WATER/WASTEWATER SERVICES	4,145,105	-	4,145,105	4,209,870
GENERAL ADMINISTRATION	-	1,137,785	1,137,785	649,062
PURCHASED POWER	-	76,272,032	76,272,032	77,186,893
TRANSMISSION/DISTRIBUTION	-	3,318,622	3,318,622	3,631,559
ENGINEERING	-	1,500,012	1,500,012	1,634,201
METERING	-	289,103	289,103	290,176
SYSTEM OPERATIONS	-	624,520	624,520	575,443
UTILITY TAX	-	1,781,500	1,781,500	1,763,500
ALLOWANCE FOR UNCOLLECTIBLES	-	135,000	135,000	135,000
RETIREES HEALTH CARE	134,680	567,430	702,110	639,454
INTERFUND SERVICE FEES	1,262,456	3,483,884	4,746,340	4,947,331
INVENTORY RESERVE	-	175,000	175,000	175,000
PENSION FUND	-	-	-	-
TRANSFER TO CONTINGENCY	-	83,500	83,500	-
TRANSFER TO PENSION UNFUNDED LIABILITY	-	-	-	-
TRANSFER TO PENSION COLA	-	-	-	-
TRANSFER TO GENERAL FUND	548,020	6,758,100	7,306,120	7,322,910
GREEN ENERGY PAYMENT TO DEMEC	-	137,600	137,600	137,600
TRANSFER TO WATER IMP AND EXT	500,000	-	500,000	500,000
TRANSFER TO WASTEWATER IMP AND EXT	200,000	-	200,000	200,000
TRANSFER TO ELECTRIC IMPROVEMENT & EXTENSION	-	2,500,000	2,500,000	1,684,000
CAPITAL ITEMS	9,565,427	5,906,683	15,472,110	23,477,432
IMPACT FEE RESERVE	110,062	-	110,062	264,260
KENT COUNTY SEWER ADJUSTMENT	3,435,430	-	3,435,430	3,435,430
TRANSFER TO CAPITAL ASSET RESERVE	-	-	-	-
FUTURE CAPACITY RESERVE	-	-	-	-
RATE STABILIZATION FUND	-	-	-	2,085,748
INTEREST ON DEPOSITS	-	54,500	54,500	54,500
DEBT SERVICE	832,951	3,956,600	4,789,551	5,184,749
TOTAL EXPENDITURES	20,734,131	108,681,871	129,416,002	140,184,118
NET INCREASE (DECREASE) IN FUND BALANCE	1,008,816	(796,796)	212,020	(3,085,476)
FUND BALANCE - BEGINNING	1,720,160	11,059,154	12,779,314	15,864,790
FUND BALANCE - ENDING	\$ 2,728,976	\$ 10,262,358	\$ 12,991,334	\$ 12,779,314

The projected fund balance in the Water/Wastewater Fund for June 30, 2010, of \$2.7 million, is in compliance with the established financial policies in effect at the adoption of the budget. The increase in fund balance can be attributed to the State Revolving Loan proceeds scheduled for this fiscal year. Because the budget is prepared in a non-GAAP format, debt proceeds are considered revenue and not a liability. There has also been an improvement in the City's inflow/infiltration which is causing a decrease in the negative balance the City has carried for Kent County Sewer.

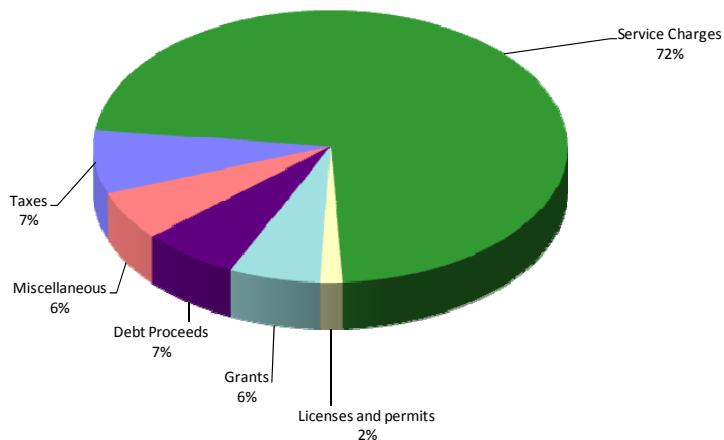
The projected fund balance for the Electric Revenue Fund for June 30, 2009, of \$10.3 million, is in compliance with the established financial policies in effect at the adoption of the budget. The decrease in fund balance can be attributed to the completion of capital projects which used the bond proceeds carried in the fund balance. Because the budget is prepared in a non-GAAP format, bond proceeds are considered revenue and not a liability.

COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES ALL FUND SUMMARY - REVENUES

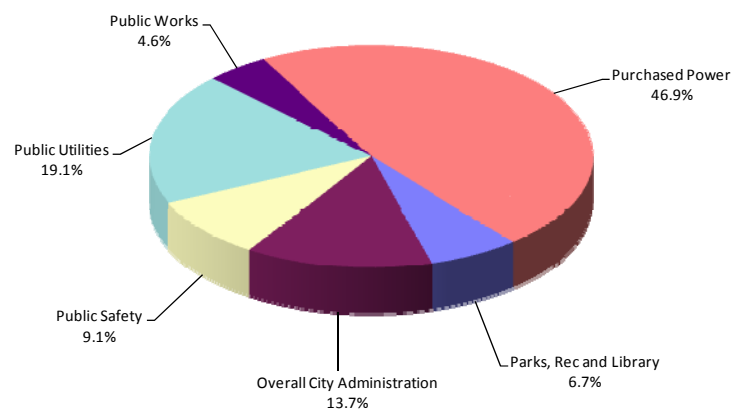
Fiscal Year 2010 Budget with Comparison to Fiscal Year 2009 Estimate
(For Budgetary Purposes Only)

	FUND SUMMARY TYPES		TOTALS	
	GOVERNMENTAL FUND TYPES	PROPRIETARY FUND TYPES	2010 BUDGET	2009 ESTIMATE
REVENUES:				
FINES AND POLICE REVENUE	\$ 1,620,000	\$ -	\$ 1,620,000	\$ 1,458,579
LIBRARY REVENUES	526,508	-	526,508	518,873
BUSINESS LICENSES/PERMITS	2,334,000	-	2,334,000	2,489,500
MISCELLANEOUS CHARGES	2,933,285	3,287,499	6,220,784	24,379,958
PROPERTY TAXES	10,237,938	-	10,237,938	10,053,156
TRANSFER TAX	1,400,000	-	1,400,000	1,400,000
INTEREST EARNED	557,000	270,800	827,800	1,153,587
INTRAFUND SERVICE RECEIPTS	4,475,714	270,626	4,746,340	4,947,331
GRANTS RECEIVED	9,726,159	-	9,726,159	3,821,951
TRANSFERS FROM OTHER FUNDS	11,765,744	-	11,765,744	10,282,320
TRANS FR WATER/WASTEWATER FOR WATER	-	500,000	500,000	500,000
TRANS FR WATER/WASTEWATER FOR WASTEWATER	-	200,000	200,000	200,000
TRANSFER FROM RESERVE	-	-	-	1,500,000
TRANSFER FROM ELECTRIC	-	2,500,000	2,500,000	1,684,000
BOND ISSUE PROCEEDS	-	1,958,107	1,958,107	-
STATE LOAN FUND - WATER	-	2,404,017	2,404,017	-
STATE LOAN FUND - WASTEWATER	-	5,942,481	5,942,481	-
CHARGES FOR SERVICES	-	112,294,492	112,294,492	110,861,550
TOTAL REVENUES	45,576,348	129,628,022	175,204,370	175,250,805

**Distribution of Revenues
All Funds**



**Distribution of Expenditures
All Funds**



COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN UNDESIGNATED FUND BALANCES ALL FUND SUMMARY - EXPENSES

Fiscal Year 2010 Budget with Comparison to Fiscal Year 2009 Estimate
(For Budgetary Purposes Only)

	FUND SUMMARY TYPES		TOTALS	
	GOVERNMENTAL FUND TYPES	PROPRIETARY FUND TYPES	2010 BUDGET	2009 ESTIMATE
EXPENDITURES:				
GENERAL ADMINISTRATION	6,379,204	1,137,785	7,516,989	7,217,928
PARKS, RECREATION & LIBRARY	1,906,183	-	1,906,183	1,993,958
PUBLIC SAFETY	13,739,552	-	13,739,552	14,130,435
PUBLIC WORKS	7,052,746	-	7,052,746	6,976,303
DEBT SERVICE	328,410	4,789,551	5,117,961	5,627,068
TRANSFER TO INVENTORY RESERVE		175,000	175,000	175,000
TRANSFER TO CAPITAL ASSET RESERVE	344,802	-	344,802	1,044,184
TRANSFER TO CONTINGENCY	-	83,500	83,500	-
TRANSFER TO POLICE PENSION FUND	620,000	-	620,000	-
TRANSFER TO CDBG FUND	11,000	-	11,000	11,000
TRANSFER TO WATER IMP AND EXT	-	500,000	500,000	500,000
TRANSFER TO WASTEWATER IMP AND EXT	-	200,000	200,000	200,000
TRANSFER TO ELECTRIC IMPROVEMENT & EXTENSION	-	2,500,000	2,500,000	1,684,000
TRANSFER TO CAPITAL FUND - RESERVE	-	-	-	200,000
RETIREES HEALTH CARE	1,014,820	702,110	1,716,930	1,445,641
RETIREES PAYMENTS	-	-	-	100,000
INTERFUND SERVICE FEES	-	4,746,340	4,746,340	4,947,331
PROGRAM EXPENDITURES	6,297,426	-	6,297,426	3,489,093
STREET LIGHTS	985,000	-	985,000	985,000
WATER/WASTEWATER SERVICES	-	4,145,105	4,145,105	4,209,870
PURCHASED POWER	-	76,272,032	76,272,032	77,186,893
TRANSMISSION AND DISTRIBUTION	-	3,318,622	3,318,622	3,631,559
ENGINEERING	-	1,500,012	1,500,012	1,634,201
METERING	-	289,103	289,103	290,176
SYSTEMS OPERATIONS	-	624,520	624,520	575,443
UTILITY TAX	-	1,781,500	1,781,500	1,763,500
ALLOWANCE FOR UNCOLLECTIBLES	10,000	135,000	145,000	145,000
TRANSFER TO GENERAL FUND	-	7,306,120	7,306,120	7,322,910
TRANSFER TO GREEN ENERGY	-	137,600	137,600	137,600
CAPITAL ITEMS	9,635,343	15,472,110	25,107,453	26,765,725
IMPACT FEE RESERVE	-	110,062	110,062	264,260
KENT COUNTY SEWER ADJUSTMENT	-	3,435,430	3,435,430	3,435,430
FUTURE CAPACITY RESERVE	-	-	-	-
RATE STABILIZATION FUND	-	-	-	2,085,748
STREET LIGHT CONTRIBUTION	-	-	-	-
INTEREST ON DEPOSITS	-	54,500	54,500	54,500
TOTAL EXPENDITURES	48,324,486	129,416,002	177,740,488	180,229,756
NET INCREASE (DECREASE) IN FUND BALANCE	(2,748,138)	212,020	(2,536,118)	(4,978,951)
FUND BALANCE - BEGINNING	12,960,866	12,779,314	25,740,180	30,719,131
FUND BALANCE - ENDING	\$ 10,212,728	\$ 12,991,334	\$ 23,204,062	\$ 25,740,180

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FUND SUMMARIES

**CONTAINS THE FOLLOWING
SUBSECTIONS:**

GENERAL FUND

PROPERTY TAX REVENUES

WATER/WASTEWATER FUND

ELECTRIC FUND

GENERAL FUND

ORIGIN, PURPOSE, AND ISSUES

The General Fund is the operating fund of the City and is used to account for all revenues and expenditures accounted for in the designated funds. This fund contains those City departments that provide traditional municipal services but do not generate sufficient fee-for-service revenues to be self-supporting and are, therefore, financed principally by various tax liens and nonspecific fund transfers. The variety and diversity of the departments included in the fund results in the title – General. The General Fund receives fees under Intrafund Service Receipts. Allocations are based on documented calculations for services rendered.

REVENUE HIGHLIGHTS

General fund revenues, as a whole, are projected to decrease \$1,659,930 from the Fiscal Year 2009 Budget; however, revenues are projected to increase \$117,809 from the Revised Fiscal Year 2009 Budget. This is due to a \$620,000 Police pension grant shown for the first time in Fiscal Year 2010. In the past the accounting for the receipt of State Police Pension Grants was reflected in the pension fund. The City's auditors have requested this receipt be recorded in the General Fund with an offsetting transfer to the Police Pension Fund. In general, revenue is projected to remain at current levels until there is improvement in the current economic situation. After the budget was approved, the City learned of the State's decision not to disburse Municipal Street Aid to municipalities for the services provided to maintain State roads. Municipal Street Aid was budgeted at \$775,200 for Fiscal Year 2010.

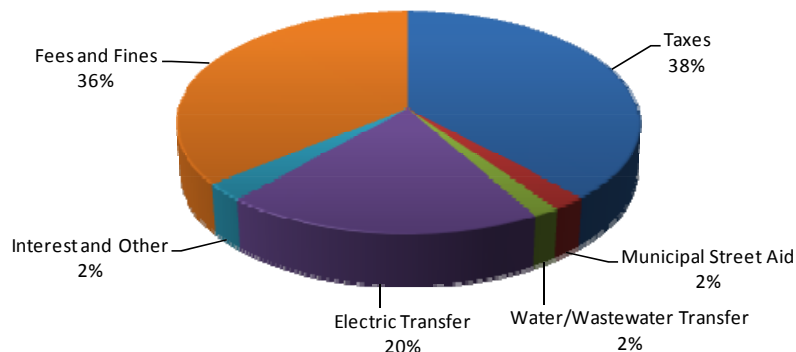
- Property taxes are valued at 100 percent of appraised value. The tax rate used for Fiscal Year 2010 remains at \$.33 for every \$100 of assessed value. Property values were reassessed in Fiscal Year 2005 and City Council set the Fiscal Year 2006 rate at \$.33 per \$100 of assessed value. Assessed value is projected to be \$2.9 billion. Property tax revenues are projected to increase 1.8 percent or \$187,782. This increase is attributed to growth.
- Transfer tax revenues for Fiscal Year 2009 were revised downward during the mid-year review by \$1.25 million. Fiscal Year 2010 revenue has been maintained at the revised Fiscal Year 2009 estimate of \$1.4 million.
- Fines and Police revenue will increase slightly by \$54,000 to \$620,000; however, this is offset by a decrease in 911 Fee revenue of \$19,000 to \$45,000. Police Extra Duty revenue is also projected downward by \$93,169 to \$300,000.
- Business License revenue is projected to increase by 3.2 percent, or \$45,000, to \$1,430,000. Permits and other licenses are projected to decrease 18.2 percent, or \$200,500, to \$904,000.
- Recreation revenue is projected to decrease \$8,500 due to an anticipated decrease in sponsors for league play. Total revenue for Fiscal Year 2010 is projected to be \$141,500.
- Civil Traffic Penalties are tracking as budgeted in Fiscal Year 2009 at \$500,000. Fiscal Year 2010 has been budgeted to increase \$200,000 to \$700,000 due to an additional traffic camera scheduled for installation on Scarborough Road.

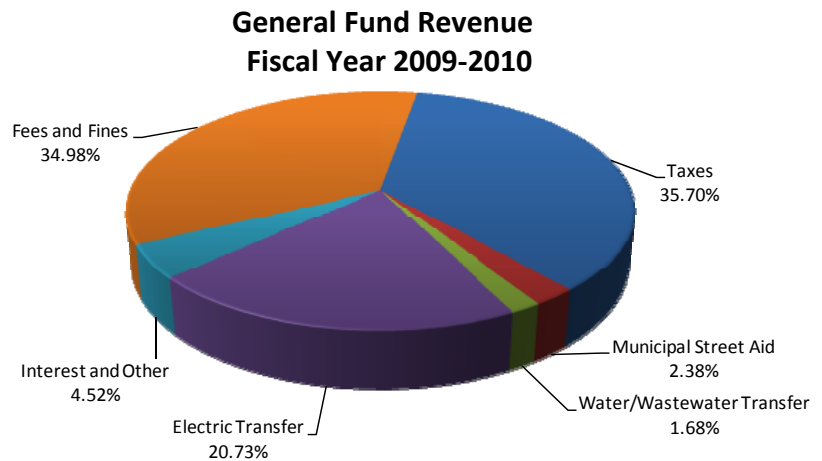
- Transfers from the Water/Wastewater Fund (\$548,020) represent 4.5 percent of Water/Wastewater Fund revenues. Transfers from the Electric Fund (\$6,758,100) represent approximately 6.5 percent of Electric Fund revenues. Financial policies allow transfers of up to eight percent of utility fund revenues. These transfers are viewed as returns on our taxpayers' investment in the utilities and serve to keep taxes low.
- The Fiscal Year 2009 revised carry forward balance exceeds the eight percent minimum balance requirement by \$268,000. In the Fiscal Year 2010 proposed budget, the carry forward balance meets the necessary eight percent fund balance minimum.
- The Contingency Fund balance equals \$645,254 and meets the minimum two percent of operating revenues.

The General Fund is financed principally by various tax liens, franchise taxes, license and permit fees, fines, fund transfers, and miscellaneous revenue sources. Taxes are the largest single source of revenue for the General Fund. Property taxes and transfer taxes are 35.7 percent of the General Fund's revenue. Fees and fines make up 35 percent of the revenue in the General Fund. Fees and fines consist of police fines, business licenses and permits, and the Intrafund Service Fees. Transfers from other funds contribute 24.8 percent of revenue to the General Fund. These transfers are from the Electric Revenue Fund, the Water/Wastewater Fund, Municipal Street Aid, and Civil Traffic Penalties.

Total operating revenues equal \$35.4 million, a 1.9 percent decrease from Fiscal Year 2009 revised estimates. Revenues, excluding prior year balances, are projected to increase 2.4 percent over revised Fiscal Year 2009 revenues. The City will carry \$2.8 million into Fiscal Year 2010 as a beginning balance. The Fiscal Year 2010 Fund Balance exceeds the required eight percent by \$ 462,750. This amount may be needed to settle the FOP contract and to offset any revenue that does not come in as budgeted.

**General Fund Revenue
Fiscal Year 2008-2009**





Personnel Services are 54 percent of the expenditures in the General Fund for Fiscal Year 2010. This is a decrease from Fiscal Year 2009 when Personnel Services were 65 percent of the General Funds expenditures. The decrease can be attributed to the twelve days a year of employee furloughs that are necessary to balance the budget. Materials and Supplies, and Administrative Expenses are down approximately four percent from Fiscal Year 2009. They make up 14 percent of the Fiscal Year 2010 budget. These are expenses for printing, contractual services, legal expenses, etc.

Capital expenses make up ten percent of the Fiscal Year 2010 budget and have increased from Fiscal Year 2009. This is due to the continuation of the Dover Anchor Library project. It should be noted that no operating monies have been used to fund this project. The projected is being funded by reserves and grants received from the State of Delaware.

Other expenses, such as transfer to reserves, debt, street lighting, and retirees' health care make up eight percent of the Fiscal Year 2010 budget. Other expenses have also increased from Fiscal Year 2010, as we are now accounting for the Police Pension Grant in the General Fund.

OPERATING EXPENSE HIGHLIGHTS

- Increased costs have been budgeted Citywide for health care. The base rates for health care rose approximately six percent.
- This year the City will not fund Other Post Retirement Benefits (OPEB) due to the current downturn in revenue. Funding has been deferred one year.
- Pension rates as a percentage of salary are 28.35 percent. The lump sum contribution to the police pension plan remains at \$95,000.
- The IUE and IBEW bargaining units are budgeted for 3.5 percent and four percent increases respectively, as per their contracts. Currently, the FOP contract is being negotiated, and no increase has been budgeted. This budget includes 12 days of furlough per year for all bargaining groups. These measures were necessary to balance the budget and to avoid layoffs.

- A 3.5 percent increase has been budgeted Citywide for non-bargaining employees. The current budget includes 12 days of furlough per year for non-bargaining employees. Again, these measures were necessary to balance the budget and to avoid layoffs.
- There is \$381,500 budgeted to continue the tax reassessment, as mandated by City Code and Charter.
- There is a reclassification/upgrade/promotion for one non-bargaining position in the General Fund. This change is to upgrade the Records Management Coordinator (PAS Grade 111) in the City Clerk's Office to an Administrative Assistant (PAS Grade 112). This classification better fits the position responsibilities and is projected to cost \$1,633.
- Attrition has been budgeted in larger departments. This was accomplished by reducing salaries by one to two percent.
- A hiring freeze remains in effect for noncritical positions.
- A transfer of \$344,802 has been budgeted for transfer to the Governmental Capital Projects Fund for the Streets Program and the annual contribution to the Fire Department.

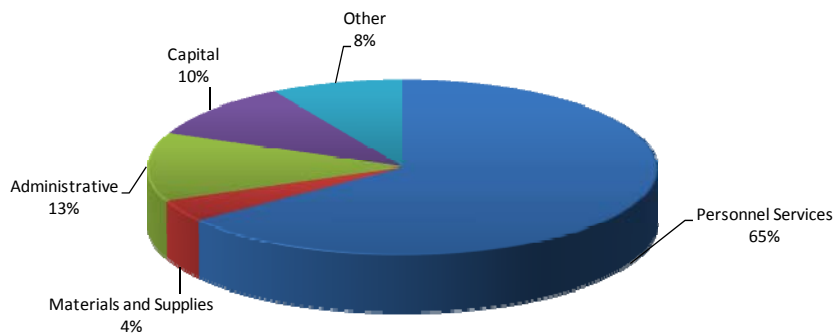
In order to balance this budget, drastic measures were taken. More than \$2.4 million was eliminated in order to balance the General Fund. All departments were held to Fiscal Year 2009 budget levels for materials and supplies and administrative expenses with the exception of computer equipment and items deemed strategic or necessary. The computer hardware replacement schedule was reinstated after being deferred in Fiscal Year 2009.

All budgets were reviewed and the following reductions were made:

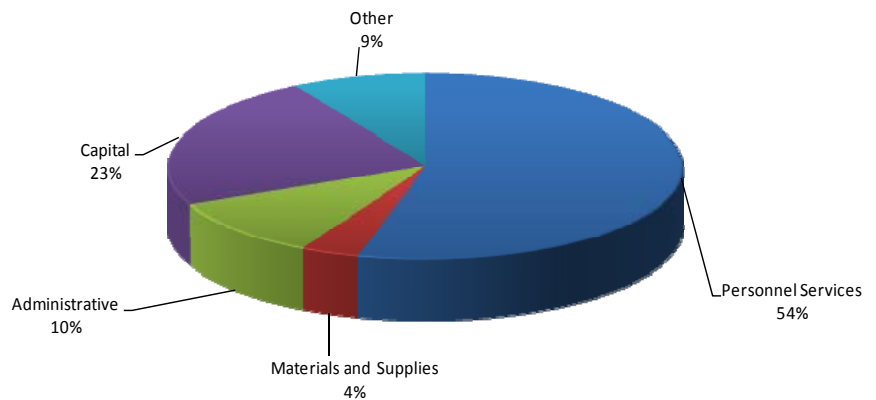
- Over \$1.8 million in capital projects deferred;
- Three new positions deferred (\$87,647);
- Specific operating line items were further reduced (\$121,229);
- Hiring freeze to continue;
- The transfer to the capital asset reserve was not made (\$200,000);
- OPEB contributions deferred one year (\$374,793);
- Terminal leave was not budgeted for retirees unless their position was deemed mission critical (\$155,777);
- All employees except dispatchers and communications officers (work 24/7 and would require overtime expense if implemented) will be required to take the equivalent of 12 days without pay. This equals a 4.6 percent reduction in salary expenses or \$574,549.
- All vehicle purchases have been deferred.
- Street and Concrete program reduced to \$350,000.

The annual contribution to the Fire Department payment and the new Library Project are the only substantial capital projects. Other minor projects that will be funded include replacing server equipment and a copier at the Police Department, in addition to the Information Technology department also replacing a server.

**General Fund Expenses
Fiscal Year 2008 - 2009**



**General Fund Expenses
Fiscal Year 2009 - 2010**



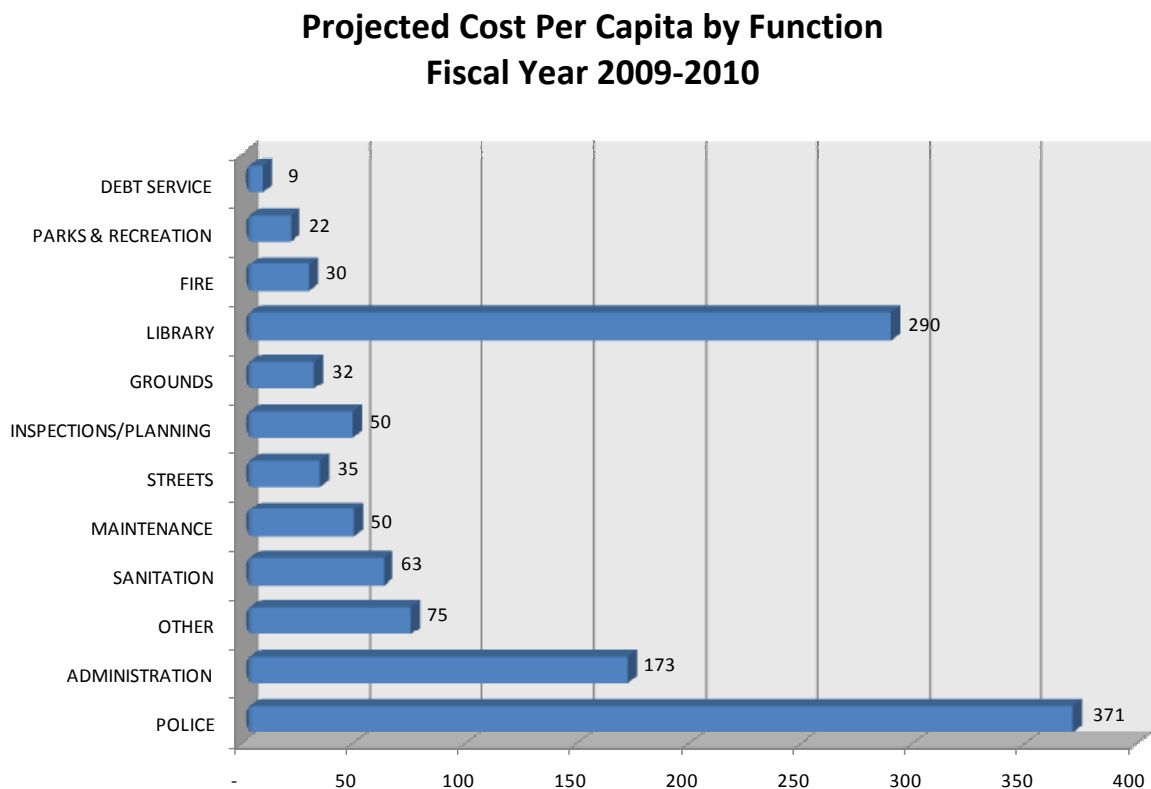
MAJOR GENERAL FUND CAPITAL PROJECTS FOR FISCAL YEAR 2010

In Fiscal Year 2007, Council approved the creation of the Governmental Capital Projects Fund. This fund was established for the purpose of Governmental Fund asset, construction, and procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. All capital projects for the General Fund will be budgeted in this fund.

Appropriations for projects included in this fund are received from the General Fund and/or debt proceeds for each fiscal year's Capital Investment Plan, grants, donations and reserves. The City will also appropriate non-recurring revenues, project savings, and project reimbursements to fund this account, or if the balance is less than the \$500,000 minimum, \$200,000 per annum until such time the minimum is replenished. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay-as-you-go basis. It should be noted that a \$200,000 transfer was not made for Fiscal Year 2010 due to current economic conditions.

- Implementation of the new library project - \$8.9 million includes \$4.0 million from a State Grant and \$4.9 from a Library reserves and contributions. Working design plans are scheduled to be completed in Fiscal Year 2010 and construction is planned to begin in spring 2010.
- The annual contribution to the Robbins Hose Company (Fire department) includes payments for capital equipment in the amounts of \$92,910 and \$136,970 for the purchase of Engine 2.
- The Street and Alley Program for Fiscal Year 2010 will rehabilitate a portion of the City's street and alley network at an estimated cost of \$1.3 million. The City's contribution from the General Fund is budgeted at \$350,000 with \$1 million in funding from the Community Transportation Fund.
- Citywide vehicle and equipment replacements have been deferred for Fiscal Year 2010.
- The following Capital Investment Projects were deferred due to budget constraints:
 - Customer Notification by E-IVR - \$30,000 (Customer Services)
 - Creditron Remittance Processor Upgrade - \$30,000 (Customer Services)
 - Fleet Maintenance System - \$58,000 (Vehicle Maintenance)
 - Space Needs Study Implementation - \$115,000 (Facilities Management)
 - 10K Forklift - \$25,000 (Central Services)
 - GIS Infrastructure and Mobile Solutions - \$18,000 (Public Services Admin)
 - GPS Tracking of City Fleet - \$19,125 (Information Technology)
 - IT Long Range Planning Process - \$65,000 (Information Technology)
 - On-line bill presentment with online and IVR payment options - \$156,000 (Information Technology)
 - Expand Document Imaging Functionality - \$112,580 (Information Technology)
 - Street and Alley Program - \$400,000 (Streets)
 - Concrete Construction & Replacement Program - \$75,000 (Streets)
 - Silver Lake Revitalization Project – \$250,000 (Streets)
 - In Car Camera Replacement - \$40,000 (Police)
 - Splash Pad at Schutte Park - \$250,000 (Recreation)
 - Skate Park - \$150,000 (Recreation)
 - Park and Playground Improvement Program - \$15,000 (Recreation)

The following chart displays cost per capita for City services. These costs are based on an estimated population of 34,735.



THE VALUE OF CITY SERVICES

Based on an average assessed home value of \$147,500, it is estimated that each household will pay \$486.75 in City taxes for the year, or \$40.56 per month, to support these City services:

- ▶ 24-hour police protection
- ▶ 24-hour 911 service
- ▶ Library facilities
- ▶ 26 park facilities
- ▶ Recreational programming for all age groups
- ▶ Building inspection and permit services
- ▶ Code enforcement services
- ▶ Customer information and assistance
- ▶ Comprehensive land-use planning
- ▶ Housing assistance for targeted populations

*All this for only
\$40.56 per month!*



In comparison, the cost of cable TV with digital starter service is \$60.60 per month or \$727.20 per year.

Your tax-supported City services are a great value!

For less than the comparable monthly cable television bill, City residents receive all their tax-supported services at an average cost of \$40.56 per month!

GENERAL FUND CASH RECEIPT SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
RECEIPTS					
PRIOR YEAR BALANCE	\$ 4,051,979	\$ 3,910,144	\$ 4,227,059	\$ 2,816,763	-33.4%
FINES AND POLICE REVENUE	691,746	671,000	565,410	620,000	9.7%
911 FEE	55,712	64,000	64,000	45,000	-29.7%
INVESTMENT INCOME	404,624	234,000	234,000	253,000	8.1%
LIBRARY REVENUES	59,520	59,873	59,873	66,508	11.1%
KENT COUNTY BOOK REIMBURSEMENT	458,177	459,000	459,000	460,000	0.2%
BUSINESS LICENSES	1,409,032	1,450,000	1,385,000	1,430,000	3.2%
PERMITS AND OTHER LICENSES	1,507,716	1,120,000	1,104,500	904,000	-18.2%
DEMOLITION REVENUE	-	-	-	-	0.0%
MISCELLANEOUS CHARGES	103,452	54,250	54,250	54,250	0.0%
POLICE EXTRA DUTY	370,379	393,169	393,169	300,000	-23.7%
PROPERTY TAXES	9,557,982	10,042,473	10,000,464	10,185,246	1.8%
BID REVENUE	-	53,264	52,692	52,692	0.0%
RECREATION REVENUE	129,101	187,000	150,000	141,500	-5.7%
FRANCHISE FEE	462,149	426,220	426,220	486,000	14.0%
TRASH FEES	1,165,878	1,246,411	1,246,411	1,260,000	1.1%
DSWA TRASH FEE REBATE	167,559	170,000	172,385	160,000	-7.2%
RENT REVENUE - GARRISON FARM	35,533	41,535	41,535	41,535	0.0%
COURT OF CHANCERY FEES	883,880	815,860	650,000	745,000	14.6%
INTERNET REVENUE	1,894	-	-	-	0.0%
CURBSIDE RECYCLING	-	-	-	-	0.0%
RECEIPTS SUBTOTAL	21,516,313	21,398,199	21,285,968	20,021,494	-5.9%
INTERFUND SERVICE RECEIPTS					
INTRAFUND SERVICE RECEIPTS WATER/WASTEWATER	993,869	1,057,212	1,038,884	991,830	-4.5%
INTRAFUND SERVICE RECEIPTS ELECTRIC	3,462,974	3,704,510	3,644,549	3,483,884	-4.4%
INTERFUND SERVICE RECEIPTS SUBTOTAL	4,456,843	4,761,722	4,683,433	4,475,714	-4.4%
GRANTS:					
POLICE RELATED	96,544	40,000	40,000	40,000	0.0%
STATE GRANT - TRAIL MAINTENANCE	1,220	-	-	-	0.0%
CAPITAL SCHOOL DISTRICT REVENUE	-	37,440	37,440	74,000	97.6%
POLICE PENSION GRANT	-	-	-	620,000	0.0%
RECREATION GRANTS	25,000	25,000	25,000	-	-100.0%
INSURANCE AGENCY FIRE SAFETY GRANT	-	-	-	-	0.0%
MISC GRANT REVENUE	57,000	-	-	-	0.0%
HOMELAND SECURITY GRANT	-	-	-	-	0.0%
SALE OF ASSETS	500	-	-	-	0.0%
GRANTS SUBTOTAL	180,264	102,440	102,440	734,000	616.5%
TRANSFERS FROM:					
TRANSFER TAX	3,526,187	2,650,222	1,400,000	1,400,000	0.0%
MUNICIPAL STREET AID	710,744	710,346	790,264	775,200	-1.9%
CIVIL TRAFFIC PENALTIES	516,654	500,000	500,000	700,000	40.0%
WATER/WASTEWATER	565,000	564,810	564,810	548,020	-3.0%
ELECTRIC	6,601,269	6,758,100	6,758,100	6,758,100	0.0%
PARKLAND RESERVE	-	-	-	-	0.0%
LIBRARY RESERVE	41,780	-	-	-	0.0%
CAPITAL ASSET RESERVE	-	-	-	-	0.0%
WORKER'S COMP FUND	-	100,000	-	-	0.0%
DELAWARE PREVENTION NETWORK	-	-	-	-	0.0%
TRANSFERS FROM SUBTOTAL	11,961,634	11,283,478	10,013,174	10,181,320	1.7%
TOTALS	\$ 38,115,054	\$ 37,545,839	\$ 36,085,015	\$ 35,412,528	-1.9%

GENERAL FUND EXPENSE SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
DEPARTMENT EXPENSES:					
CITY CLERK	\$ 242,572	\$ 312,576	\$ 304,893	\$ 290,580	-4.7%
COUNCIL	118,375	136,822	132,967	112,684	-15.3%
TAX ASSESSOR	223,620	680,736	611,925	572,526	-6.4%
FIRE	669,796	722,865	710,814	750,445	5.6%
GROUNDS MAINTENANCE	1,082,558	1,146,864	1,133,239	1,119,611	-1.2%
LIBRARY	1,132,729	1,170,556	1,156,031	1,148,716	-0.6%
RECREATION	563,644	868,159	837,927	757,467	-9.6%
LIFE SAFETY	-	324,571	311,149	422,029	35.6%
CODE ENFORCEMENT	-	382,605	342,875	378,092	10.3%
PLANNING	408,984	484,408	434,245	409,335	-5.7%
INSPECTIONS	988,705	551,635	528,707	517,316	-2.2%
ECONOMIC DEVELOPMENT	-	312,977	292,704	243,854	-16.7%
POLICE	11,541,451	12,481,983	12,316,081	11,739,470	-4.7%
POLICE EXTRA DUTY	356,920	452,280	449,516	449,516	0.0%
STREETS	797,879	855,519	846,989	857,422	1.2%
SANITATION	2,114,800	2,210,834	2,105,695	2,200,285	4.5%
CITY MANAGER	623,141	582,427	567,032	553,130	-2.5%
INFORMATION TECHNOLOGY	734,553	888,491	871,742	883,075	1.3%
FINANCE	726,153	795,165	793,676	781,791	-1.5%
PUBLIC SERVICES - ADMINISTRATION	360,587	359,262	348,682	355,159	1.9%
FACILITIES MANAGEMENT	1,015,963	1,127,854	1,100,830	1,042,498	-5.3%
CENTRAL SERVICES	706,065	763,684	751,005	778,095	3.6%
FLEET MAINTENANCE	661,985	699,564	689,863	699,676	1.4%
CUSTOMER SERVICES	1,165,649	994,719	964,422	893,054	-7.4%
HUMAN RESOURCES	385,420	434,120	456,031	451,960	-0.9%
MAYOR	117,541	98,012	95,522	69,899	-26.8%
DEPARTMENT SUBTOTALS	26,739,090	29,838,688	29,154,562	28,477,685	-2.3%
OTHER EXPENSES:					
DEBT SERVICE	437,468	442,319	442,319	328,410	-25.8%
TRANSFER TO CONTINGENCY	34,500	-	-	-	0.0%
DSWA RECYCLING PROGRAM	-	-	-	-	0.0%
INSURANCE	460,800	500,000	515,000	600,000	16.5%
RETIREEES HEALTH CARE	758,185	853,987	806,187	1,014,820	25.9%
RETIREEES PAYMENTS	-	100,000	100,000	-	-100.0%
UNCOLLECTIBLES - TRASH AND OTHER	10,000	10,000	10,000	10,000	0.0%
STREET LIGHTS	917,439	985,000	985,000	985,000	0.0%
OTHER EXPENSE SUBTOTAL	2,618,392	2,891,306	2,858,506	2,938,230	2.8%
GRANTS					
IT EMERGENCY PREPAREDNESS PLAN	-	-	-	-	0.0%
GRANTS SUBTOTAL	-	-	-	-	0.0%
TRANSFERS					
TRANSFER TO OPEB	-	-	-	-	0.0%
TRANSFER TO PENSION UNFUNDED LIABILITY	89,850	-	-	-	0.0%
TRANSFER TO PENSION COLA	44,925	-	-	-	0.0%
TRANSFER TO POLICE PENSION FUND	-	-	-	620,000	
TRANSFER TO CAPITAL ASSET RESERVE	-	-	-	-	0.0%
TRANSFER TO CAPITAL FUND - PROJECTS	2,683,062	1,884,497	1,044,184	344,802	-67.0%
TRANSFER TO CAPITAL FUND - RESERVE	-	200,000	200,000	-	-100.0%
TRANSFER TO STREET PROGRAM	-	-	-	-	0.0%
TRANSFER TO PARKLAND/RECREATION RESERVE	-	-	-	-	0.0%
TRANSFER TO LIBRARY RESERVE	1,649,109	-	-	-	0.0%
TRANSFER TO CDBG FUND	2,778	11,000	11,000	11,000	0.0%
TRANSFER TO VERIZON RESERVE	49,592	-	-	-	
INVENTORY WRITE OFFS	11,197	-	-	-	0.0%
TRANSFERS SUBTOTAL	4,530,513	2,095,497	1,255,184	975,802	-22.3%
CURRENT YEAR BALANCE	4,227,059	2,720,348	2,816,763	3,020,811	7.2%
TOTALS	\$ 38,115,054	\$ 37,545,839	\$ 36,085,015	\$ 35,412,528	-1.9%

GOVERNMENTAL CAPITAL PROJECTS FUND

ORIGIN AND PURPOSE

This fund was established in 2007 for the purpose of Governmental Fund asset procurements. Optimally, the amount set aside for future asset replacements should equal the annual depreciation of the current assets. Prior to Fiscal Year 2008 all Governmental Project activity was included in the General Fund Summary with each division budget.

SOURCE OF FUNDS

Appropriations for projects included in the fund are received from the General Fund and/or debt proceeds for each fiscal year's Capital Investment Plan. The City will also appropriate nonrecurring revenues, project savings, and project reimbursements to fund this account, or if the balance is less than the \$500,000 minimum, \$200,000 per annum until such time the minimum is replenished. All vehicle and equipment purchases under \$25,000 will be budgeted on a pay-as-you-go basis.

CASH RECEIPTS ESTIMATE

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
BEGINNING BALANCE - PROJECTS	\$ -	\$ 185,000	\$ 811,017	\$ 375,408	-53.7%
STATE GRANTS	-	-	600,000	4,000,000	
INTEREST EARNINGS	37,471	65,000	65,000	2,700	-95.8%
INCOME FROM SALE OF ASSETS	52,151	-	35,000	-	
RECREATION GRANTS	36,911	440,000	468,500	-	
HOMELAND SECURITY GRANTS	30,000	-	-	-	
LIBRARY BOND ISSUE/CONTRIBUTIONS	-	-	-	1,912,433	0.0%
TRANSFER FROM GENERAL FUND FOR PROJECTS	2,683,062	1,884,497	1,044,184	344,802	-67.0%
TRANSFER FROM PARKLAND RESERVE (JWP CNTR)	2,132,370	-	40,000	-	
TRANSFER FROM LIBRARY RESERVE	10,094	1,200,000	600,000	3,000,000	
GIFTS/DONATIONS (JWP CNTR)	83,700	-	-	-	
PARKLAND RESERVE RECEIPT	107,966	-	-	-	
TRANSFER FROM CAPITAL ASSET RESERVE	135,515	-	-	-	0.0%
TOTALS	\$ 5,309,240	\$ 3,774,497	\$ 3,663,701	\$ 9,635,343	163.0%

GOVERNMENTAL CAPITAL PROJECTS FUND

EXPENSE SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
DEPARTMENT EXPENSES:					
CITY CLERK	\$ -	\$ -	\$ -	\$ -	0.0%
COUNCIL	-	-	-	-	0.0%
TAX ASSESSOR	59,369	-	-	-	0.0%
FIRE	253,910	296,210	312,533	292,210	-6.5%
GROUNDS MAINTENANCE		109,500	210,413	-	-100.0%
LIBRARY	8,795	1,200,000	1,200,000	8,912,433	642.7%
RECREATION	2,136,081	500,000	595,704	-	-100.0%
LIFE SAFETY	-	4,200	4,200	-	-100.0%
PLANNING	-	-	-	-	0.0%
INSPECTIONS	94,546	-	-	-	0.0%
ECONOMIC DEVELOPMENT	-	-	-	-	0.0%
POLICE	271,001	346,126	127,628	73,700	-42.3%
STREETS	504,778	704,170	295,922	350,000	18.3%
SANITATION	607,826	315,000	315,000	-	-100.0%
CITY MANAGER	-	-	-	-	0.0%
INFORMATION TECHNOLOGY	220,717	110,915	87,704	7,000	-92.0%
FINANCE	-	-	-	-	0.0%
PUBLIC SERVICES - ADMINISTRATION	37,112	38,380	38,193	-	-100.0%
FACILITIES MANAGEMENT	44,085	140,000	75,000	-	-100.0%
CENTRAL SERVICES	-	9,996	25,996	-	-100.0%
FLEET MAINTENANCE	26,568	-	-	-	0.0%
CUSTOMER SERVICES	-	-	-	-	0.0%
HUMAN RESOURCES	-	-	-	-	0.0%
MAYOR	-	-	-	-	0.0%
DEPARTMENT SUBTOTAL	4,264,788	3,774,497	3,288,293	9,635,343	193.0%
TRANSFERS					
TRANSFER TO CAPITAL ASSET RESERVE	-	-	-	-	0.0%
TRANSFER TO PARKLAND RESERVE	232,735	-	-	-	0.0%
TRANSFER TO LIBRARY RESERVE	700	-	-	-	0.0%
TRANSFER TO GENERAL FUND	-	-	-	-	0.0%
TRANSFER SUBTOTAL	233,435	-	-	-	0.0%
CURRENT YEAR BALANCE	811,017	-	375,408	-	-100.0%
TOTALS	\$ 5,309,240	\$ 3,774,497	\$ 3,663,701	\$ 9,635,343	163.0%

GENERAL CAPITAL ASSET REPLACEMENT FUND

ORIGIN AND PURPOSE

This fund was established in 2002 for the purpose of providing funds for the replacement and expansion of the City's long-term assets (i.e., infrastructure, buildings).

SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the General Fund.

CASH RECEIPTS ESTIMATE

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
BEGINNING BALANCE	\$ 339,713	\$ 34,776	\$ 35,074	\$ 235,074	570.2%
INTEREST EARNINGS	10,000	-	-	7,000	0.0%
TRANSFER FROM GOVERNMENTAL CAPITAL FUND	-	-	-	-	0.0%
TRANSFER FROM GENERAL FUND	135,515	200,000	200,000	-	-100.0%
TOTALS	\$ 485,228	\$ 234,776	\$ 235,074	\$ 242,074	3.0%

EXPENSE SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
TRANSFER TO GENERAL FUND	\$ -	\$ -	\$ -	\$ -	0.0%
FOR CAPITAL ITEMS	324,824	-	-	-	0.0%
TRANSFER TO GOVERNMENTAL CAPITAL FUND	-	-	-	-	0.0%
CARRY FORWARD TO NEXT YEAR	160,404	234,776	235,074	242,074	3.0%
TOTALS	\$ 485,228	\$ 234,776	\$ 235,074	\$ 242,074	3.0%

GENERAL CONTINGENCY FUND

ORIGIN AND PURPOSE

This fund was established by Council action to serve as a "rainy day" source of funds in case of a General Fund emergency.

SOURCE OF FUNDS

Transfer from the General Fund

COMMENTS

The General Contingency Fund must equal two percent of the current year operating revenues for the General Fund. The interest is retained in the fund. Only City Council can authorize expenditures from the fund.

CASH RECEIPTS ESTIMATE

	2007-08 ACTUAL		2008-09 BUDGET		2008-09 REVISED		2009-10 BUDGET		%CHANGE 2009-10
BEGINNING BALANCE	\$ 823,254	\$	679,754	\$	645,254	\$	645,254		0.0%
INTEREST EARNINGS	31,000		-		-		-		0.0%
TRANSFER FROM GENERAL FUND	34,500		-		-		-		0.0%
TOTALS	\$ 888,754	\$	679,754	\$	645,254	\$	645,254		0.0%

EXPENSE SUMMARY

	2007-08 ACTUAL		2008-09 BUDGET		2008-09 REVISED		2009-10 BUDGET		%CHANGE 2009-10
TRANSFER TO GENERAL FUND	\$ -	\$	-	\$	-	\$	-		0.0%
TRANSFER TO OPEB	100,000		-		-		-		0.0%
TRANSFER TO LIBRARY FUND	100,000		-		-		-		0.0%
CARRY FORWARD TO NEXT YEAR	645,254		679,754		645,254		645,254		0.0%
TOTALS	\$ 845,254	\$	679,754	\$	645,254	\$	645,254		0.0%

DEPARTMENT ALLOCATIONS

Beginning in Fiscal Year 2004, all previously classified Intergovernmental Service Fund divisions except Construction (classified as a Water/Wastewater division) are budgeted in the General Fund. This eliminated the Intergovernmental Service Fund.

In Fiscal Year 2008, organizational changes occurred in the Public Utilities department, and two divisions were classified as allocated. The Electric Administration division and the System Operations divisions were allocated to reflect the services they supply to the Water/Wastewater Fund. Also, due to the reorganization, the Public Services (formerly Public Works) Administration division and the Public Utilities Water/Wastewater Engineering and Inspections (formerly Public Works Engineering) divisions are no longer allocated. Public Services Administration is fully funded from the General Fund, and Public Utilities/Wastewater Engineering and Inspections is fully funded from the Water/Wastewater Fund.

These allocations were derived from detailed calculations and are a truer representation of services rendered and reimbursed.

FUND 110 ALLOCATIONS

Fiscal Year 2009 REVISED

	GENERAL	WATER/SEWER	ELECTRIC
CITY CLERK	19.6%	14.2%	66.2%
COUNCIL	19.6%	14.2%	66.2%
MAYOR	19.6%	14.2%	66.2%
GROUND	82.0%	4.0%	14.0%
CITY MANAGER	36.0%	13.6%	50.4%
INFORMATION TECHNOLOGY	55.6%	13.4%	31.0%
TREASURER/FINANCE	39.0%	12.4%	48.6%
ECONOMIC DEVELOPMENT	55.6%	13.4%	31.0%
FACILITIES MANAGEMENT	62.4%	6.2%	31.4%
CENTRAL SERVICES - WHSE	10.3%	8.3%	81.4%
FLEET MAINTENANCE	59.2%	18.9%	21.9%
CUSTOMER SERVICES	20.7%	20.0%	59.3%
HUMAN RESOURCES	76.5%	9.0%	14.5%
INSURANCE	38.4%	12.5%	49.1%
ELECTRIC ADMIN	0.0%	24.7%	75.3%
SYSTEMS OPERATIONS	0.0%	18.0%	82.0%

DEPARTMENT ALLOCATIONS*(continued)***FUND 110 ALLOCATIONS**

Fiscal Year 2010

	GENERAL	WATER/SEWER	ELECTRIC
CITY CLERK	19.6%	14.2%	66.2%
COUNCIL	19.6%	14.2%	66.2%
MAYOR	19.6%	14.2%	66.2%
GROUNDS	82.0%	4.0%	14.0%
CITY MANAGER	36.0%	13.6%	50.4%
INFORMATION TECHNOLOGY	55.6%	13.4%	31.0%
TREASURER/FINANCE	39.0%	12.4%	48.6%
ECONOMIC DEVELOPMENT	55.6%	13.4%	31.0%
FACILITIES MANAGEMENT	62.4%	6.2%	31.4%
CENTRAL SERVICES - WHSE	10.3%	8.3%	81.4%
FLEET MAINTENANCE	59.2%	18.9%	21.9%
CUSTOMER SERVICES	20.7%	20.0%	59.3%
HUMAN RESOURCES	76.5%	9.0%	14.5%
INSURANCE	38.4%	12.5%	49.1%
ELECTRIC ADMIN	0.0%	24.7%	75.3%
SYSTEMS OPERATIONS	0.0%	18.0%	82.0%

GENERAL FUND REVENUES FISCAL YEAR 2010

REVENUE TYPE: PROPERTY TAX (31.4 percent of General Fund Revenue)

CRITICAL ASSUMPTION: Property taxes are valued at 100 percent of appraised value. The tax rate is \$.33 for every \$100 of assessed value and remains unchanged. Revenues are projected to increase due to growth and corrections to our tax records. The amount shown below includes bid tax revenue of \$52,692.

2007-2008	2008-2009	2008-2009	2009-2010	2009-2010	
<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	<u>City Manager Budget</u>	<u>Difference</u>	<u>% Change</u>
\$9,557,982	\$10,095,737	\$10,053,156	\$10,237,938	\$ 184,782	1.84%

REVENUE TYPE: TRANSFER TAX (4.3 percent of General Fund Revenue)

CRITICAL ASSUMPTION: Real estate transfer taxes are one and a half percent of real estate transfer prices. They fluctuate with the real estate market. Revenue for Fiscal Year 2009 has been decreased to reflect the current economic recession. Revenues for Fiscal Year 2010 are projected to remain the same as the revised Fiscal Year 2009 revenue projection.

2007-2008	2008-2009	2008-2009	2009-2010	2009-2010	
<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	<u>City Manager Budget</u>	<u>Difference</u>	<u>% Change</u>
\$3,526,187	\$2,650,222	\$1,400,000	\$1,400,000	\$ -	0.00%

REVENUE TYPE: INTEREST (.78 percent of General Fund Revenue)

CRITICAL ASSUMPTION: This revenue is dependent upon working capital availability and interest rates.

2007-2008	2008-2009	2008-2009	2009-2010	2009-2010	
<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	<u>City Manager Budget</u>	<u>Difference</u>	<u>% Change</u>
\$404,624	\$234,000	\$234,000	\$253,000	\$19,000	8.12%

REVENUE TYPE: LICENSE, PERMIT AND FINES (7.16 percent of General Fund Revenue)

CRITICAL ASSUMPTION: Business licenses are cyclical with the economy and specifically with construction activity. Business License fees were increased in June 2004. Revenue in Fiscal Year 2009 has been revised downward over original estimates. This adjustment was made to reflect current revenue experience. In Fiscal Year 2010, revenue is projected to increase slightly over Fiscal Year 2009 estimates.

Permit fees are sensitive to the economy with respect to the construction industry and individual property owners' disposable income. Also, collection is a function of enforcement. Most of the permit fees were increased in June 2004. Revenue in Fiscal Year 2009 is expected to decrease from original estimates. Fiscal Year 2009 revenue is expected to decrease 18.2% from revised Fiscal Year 2009 revenue estimates and reflects current economic conditions.

2007-2008	2008-2009	2008-2009	2009-2010	2009-2010	
<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	City Manager	<u>Difference</u>	<u>% Change</u>
			<u>Budget</u>		
\$2,916,748	\$2,570,000	\$2,489,500	\$2,334,000	\$(155,500)	-6.25%

REVENUE TYPE: USER FEES AND OTHER (14.09 percent of General Fund Revenue)

CRITICAL ASSUMPTION: These revenues are directly proportional to usage. Fiscal Year 2009 revenues are expected to decrease over original estimates by \$306,065. Revenues for Fiscal Year 2009 are expected to increase due to the addition of a camera at Scarborough Road. This revenue category includes fines and police revenues, library revenues, recreation revenues, trash fees, rent revenues, Court of Chancery Fees, Civil Traffic Penalties, and miscellaneous charges.

2007-2008	2008-2009	2008-2009	2009-2010	2009-2010	
<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	City Manager	<u>Difference</u>	<u>% Change</u>
			<u>Budget</u>		
\$4,639,985	\$4,662,098	\$4,356,033	\$4,593,793	\$237,760	5.46%

REVENUE TYPE: GRANTS (2.25 percent of General Fund Revenue)

CRITICAL ASSUMPTION: Revised revenue estimates for Fiscal Year 2009 are projected to remain the same. In Fiscal Year 2010, grant revenue is expected to increase \$631,560. This is the first year the City has recorded the Police Pension Grant (\$600,000). This revenue has a corresponding expense. In the past we have recorded the receipt of the State Police Pension Grants directly in the pension fund. The City's auditors have requested this receipt be recorded in the General Fund with an offsetting transfer to the Police Pension Fund, as the City government is the beneficiary of the receipt and not the Police Pension Fund. The City's Police Pension Ordinance requires these receipts to be passed onto the Pension Fund.

2007-2008	2008-2009	2008-2009	2009-2010	2009-2010	
<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	City Manager	<u>Difference</u>	<u>% Change</u>
			<u>Budget</u>		
\$179,764	\$102,440	\$102,440	\$734,000	\$631,560	616.52%

REVENUE TYPE: TRANSFERS (24.78 percent of General Fund Revenue)

CRITICAL ASSUMPTION: Transfers for Fiscal Year 2009 were decreased because monies originally budgeted to be transferred from the Workers Comp Fund were not transferred to the General Fund. Transfers are anticipated to decrease slightly in Fiscal Year 2010. Transfers from the Water/Wastewater Fund (\$548,020) represent 4.5 percent of Water/Wastewater Fund revenues. The Electric transfer (\$6,758,100) represents 6.5 percent of Electric Fund Revenues. The City's financial policies allow transfers of up to eight percent of utility fund revenues. These transfers are viewed as returns on our taxpayer's investment in the utilities and serve to keep taxes low.

2007-2008	2008-2009	2008-2009	2009-2010	2009-2010	
<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	<u>City Manager Budget</u>	<u>Difference</u>	<u>% Change</u>
\$7,918,793	\$8,133,256	\$8,113,174	\$8,081,320	\$ (31,854)	-0.39%

REVENUE TYPE: FRANCHISE FEES (1.49% of General Fund Revenue)

CRITICAL ASSUMPTION: The City collects a franchise fee from Comcast Cablevision, Verizon, and Cavalier each year. Fiscal Year 2009 revenues are projected to remain the same as originally projected. Fiscal Year 2009 revenue is projected to increase.

2007-2008	2008-2009	2008-2009	2009-2010	2009-2010	
<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	<u>City Manager Budget</u>	<u>Difference</u>	<u>% Change</u>
\$462,149	\$426,220	\$426,220	\$486,000	\$59,780	14.03%

REVENUE TYPE: INTRAFUND SERVICE RECEIPTS (13.73% of General Fund Revenue)

CRITICAL ASSUMPTION: Beginning in Fiscal Year 2004, all previously classified Intergovernmental Service Fund divisions, except Construction (classified as a Water/Wastewater division), were moved to the General Fund.

Services provided by these divisions to the Electric Fund and Water Fund will be billed monthly based on pre-determined allocation percentages. Intrafund Service Receipts is added to each account for the billed allocations. It is estimated that \$1,038,884 will be billed to the Water/Wastewater Fund for services and that \$3,644,549 will be billed to the Electric Fund in Fiscal Year 2009. It is estimated that in Fiscal Year 2010, \$991,830 will be billed to Water/Wastewater Fund for services and that \$3,483,884 will be billed to the Electric Fund. This is a decrease to reflect the decreased expenses in the General Fund.

2007-2008	2008-2009	2008-2009	2009-2010	2009-2010	
<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	<u>City Manager Budget</u>	<u>Difference</u>	<u>% Change</u>
\$4,456,843	\$ 4,761,722	\$ 4,683,433	\$ 4,475,714	\$ (207,719)	-4.44%

GENERAL FUND REVENUES AND OTHER FINANCING TREND DATA

LAST TEN FISCAL YEARS

Revenues:	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008*
Beginning Balance	\$ 2,252,671	\$ 2,810,398	\$ 2,827,370	\$ 380,166	\$ 2,266,936	\$ 2,890,843	\$ 2,865,516	\$ 3,223,548	\$ 5,437,696	\$ 4,051,979
Fines and Other Police Revenue	644,025	593,272	635,711	658,869	650,004	619,493	858,604	823,439	773,680	742,882
Franchise Fees	182,093	-	-	-	331,515	462,859	395,821	416,595	440,745	449,789
Right-of-Way Revenue	-	57,763	169,262	56,339	-	-	-	-	-	-
Court of Chancery Fees	-	-	-	-	-	559,260	710,380	792,280	929,120	883,880
Internet Revenue	-	-	-	10,613	17,903	20,779	17,205	12,951	7,483	1,894
Interest Earnings & Transfers	319,866	346,200	336,533	217,917	146,113	219,515	139,444	263,223	307,698	414,609
Library Revenue - General	47,375	36,332	34,601	33,536	42,251	37,357	50,852	58,905	56,430	59,520
Library Revenue - Co. Reimbursement	264,786	285,745	286,090	290,607	292,451	295,800	295,800	392,800	932,575	458,177
Library Trust Receipt	-	-	-	105,410	-	-	-	-	-	-
Licenses and Permits	1,595,404	1,514,171	2,141,937	1,888,673	1,934,820	2,017,287	2,251,092	2,465,845	2,689,348	2,916,749
Misc. Service Charges	192,292	128,749	215,266	49,991	98,447	55,184	55,310	120,433	239,646	103,451
Police Extra Duty Fees	173,977	194,381	345,324	389,503	393,601	307,426	303,195	250,985	358,756	370,379
Property Taxes	5,698,657	6,081,831	6,021,821	6,190,763	7,076,050	7,183,124	7,370,318	8,792,652	9,032,995	9,556,005
Recreation Revenue	89,115	94,181	88,460	88,865	92,699	102,483	101,296	98,254	98,613	129,101
Rent Revenue	-	-	65,610	15,250	28,214	28,214	28,213	35,533	35,533	35,533
Electric Fund Appropriation	3,975,000	3,975,000	3,975,000	3,975,000	4,525,000	4,701,664	5,463,008	5,716,956	4,700,000	6,601,269
Electric I & E Fund Appropriation	-	-	-	1,887,950	-	-	-	-	-	-
Water/Sewer Fund Appropriation	-	225,000	-	900,000	450,000	831,000	848,016	535,785	535,000	565,000
Transfer Tax	1,163,148	1,205,779	987,753	1,207,241	2,663,963	1,627,172	2,379,548	3,048,064	3,009,539	3,526,187
Curbside Recycling	-	-	-	-	-	-	-	8,869	10,041	-
Sanitation Fees	-	207,084	920,115	1,059,007	1,080,356	1,083,894	1,081,064	1,244,444	1,283,358	1,333,436
Transfer from Reserve	112,454	-	-	-	-	859,816	1,040	124,504	1,106,362	41,780
Sale of Land	-	-	-	-	66,263	2,800	13,000	59,850	169,900	500
Intrafund Service Receipts - Water/WW	-	-	-	-	-	846,864	932,708	1,045,326	1,092,328	988,643
Intrafund Service Receipts - Electric	-	-	-	-	-	3,151,045	3,536,040	3,652,063	3,679,042	3,448,680
Grants:										
Emergency Related	-	-	-	-	124,360	48,655	-	164,872	-	-
Municipal Street Aid	705,936	848,294	845,221	822,385	803,446	794,301	792,242	659,910	657,474	710,744
Police Department	194,208	369,219	114,270	96,611	-	248,070	611,801	1,279,116	681,399	563,925
Recreation Related	54,597	-	74,865	3,007	-	20,000	25,000	300,000	333,707	63,131
State Revenue - Sharing/Other	5,119	337,964	-	-	21,203	-	-	-	-	-
Misc. Grant Revenue	-	-	-	-	-	1,258	9,900	19,700	18,000	7,000
DE River & Bay Authority	15,910	-	-	-	-	-	-	-	-	-
Downtown Amenities	-	-	253,983	-	-	-	-	-	-	-
DelDOT Enhancements	-	-	-	57,056	-	-	-	-	-	-
Homeland Security Grant	-	-	-	-	-	-	-	-	87,351	-
TOTAL REVENUES	\$ 17,686,633	\$ 19,311,363	\$ 20,339,192	\$ 20,384,759	\$ 23,105,595	\$ 29,016,163	\$ 31,136,413	\$ 35,606,902	\$ 38,703,819	\$ 38,024,243

*2008 revenue is based upon unaudited actuals and will vary slightly from the Fiscal Year 2008 Budget.

GENERAL FUND EXPENDITURES, OTHER USES TREND DATA

LAST TEN FISCAL YEARS

Expenditures:	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008*
Facilities Management	\$ 232,706	\$ 249,224	\$ 251,784	\$ 338,644	\$ 388,957	\$ 871,691	\$ 958,764	\$ 824,260	\$ 1,330,499	\$ 1,060,047
City Clerk	76,918	80,892	96,564	105,075	103,961	243,852	301,129	333,612	236,271	242,572
City Manager	89,555	117,662	111,332	91,399	101,439	310,272	358,401	563,970	629,503	622,733
Information Technology	146,747	128,127	132,062	135,569	180,100	675,002	741,812	859,120	892,449	955,270
Grounds	196,315	229,654	246,111	267,376	295,385	952,009	989,042	1,054,767	1,105,432	1,082,558
Engineering	45,023	44,359	48,286	47,030	56,703	225,658	253,299	289,208	314,729	-
Finance	147,273	140,523	181,055	157,672	172,862	526,973	598,639	649,802	654,883	726,153
Fire	579,802	631,868	765,747	582,435	775,129	858,193	911,534	948,785	1,188,173	923,705
Comm. Services Admin.	-	-	-	-	-	-	-	-	-	-
Vehicle Maintenance	552,450	492,592	667,421	449,159	502,044	533,699	581,669	672,608	649,012	688,554
Mayor and Council	72,738	69,261	79,580	87,893	111,910	223,890	221,958	225,071	217,312	235,916
Parks and Recreation	365,043	380,175	394,915	413,409	482,936	486,789	617,624	705,241	1,452,987	563,644
Planning	82,768	105,011	123,374	96,863	123,716	196,907	202,516	201,563	295,426	408,984
Police	7,084,608	7,504,239	8,082,681	8,646,777	9,016,043	9,952,938	10,472,023	11,205,497	11,695,791	12,169,398
Inspections	528,968	562,472	752,168	729,450	769,831	811,805	898,687	957,385	1,167,072	1,083,087
Public Services Admin.	68,108	71,091	74,125	81,657	78,312	273,982	306,773	318,900	235,183	397,699
Central Services Admin.	34,256	37,271	37,061	48,152	38,109	659,788	755,866	678,110	733,291	706,065
Streets	1,035,061	983,226	1,293,463	1,020,123	1,046,294	1,122,311	1,237,428	1,081,869	1,287,030	1,302,657
Tax Assessor	109,297	161,067	114,360	164,012	120,745	154,792	301,445	195,383	224,895	282,986
Sanitation	1,419,315	1,602,953	1,807,335	1,657,753	2,025,888	2,202,051	1,940,866	2,257,821	2,163,486	2,727,335
Library	765,926	742,208	779,665	759,169	791,726	910,126	909,005	953,761	1,005,737	1,141,524
Customer Services	39,779	38,139	39,744	41,327	38,759	849,620	1,072,083	951,557	1,048,692	1,165,649
Human Resources	61,903	67,628	68,297	88,830	102,472	236,467	271,823	306,782	349,509	385,420
Insurance	83,535	123,649	113,220	105,400	128,127	523,069	431,871	429,139	452,414	460,800
Construction	90,587	112,622	138,867	78,830	85,304	-	-	-	-	-
Other Charges:										
Other Appropriations	56,500	75,013	126,282	79,352	183,831	1,456	-	500,000	87,351	14,630
Park Construction	54,822	73,895	-	-	-	-	-	1,193,323	-	2,136,081
Approp. to Street Lights	-	-	-	-	-	470,110	534,682	545,426	624,242	917,439
Approp./Capital Outlays	20,000	60,000	60,000	20,000	-	-	-	150,000	159,810	2,683,062
Internet Service	-	-	10,493	7,622	-	-	-	-	-	-
Copier Expense	-	-	-	-	-	-	4,863	-	-	-
N. Dover Athletic Comp.	-	-	40,000	-	-	-	-	-	-	-
Transfer/Contingency Fund	50,000	50,000	50,000	-	250,000	-	-	-	-	34,500
Transfers to Reserves	-	-	-	105,410	796,372	634,774	974,970	-	3,240,511	1,783,884
Transfers to Grant Funds	-	-	-	-	-	867	-	-	-	-
Approp. to Other Funds	269,331	243,810	329,234	-	6,515	-	-	-	-	2,557
Environmental Related	3,494	35,568	61,227	30,000	-	-	-	-	-	-
DSWA Recycling Expense	-	-	-	-	-	-	-	-	-	-
Acct. Rec. Uncollectibles	-	-	-	-	-	-	10,000	10,000	10,000	10,000
Inventory Write-Offs	-	-	-	-	-	14,256	7,114	12,176	13,010	-
Retiree Benefits	218,417	243,187	306,106	375,173	456,025	541,715	590,587	654,457	736,286	758,185
Police Pension	-	-	226,863	-	-	-	-	-	-	-
Workers Comp. Fund	-	-	-	616,449	296,914	-	16,000	-	-	-
Trash Container Expense	47,246	-	-	-	-	-	-	9,894	-	-
Consulting	11,099	51,561	150,000	-	-	-	-	-	-	-
Debt Service	694,514	687,905	726,625	689,813	688,543	683,509	440,372	335,000	441,232	437,468
TOTAL EXPENDITURES	\$ 15,334,104	\$ 16,196,852	\$ 18,486,047	\$ 18,117,823	\$ 20,214,952	\$ 26,085,239	\$ 27,912,865	\$ 30,074,487	\$ 34,642,218	\$ 38,110,561

*2008 revenue is based upon unaudited actuals and will vary slightly from the Fiscal Year 2008 Budget.

PROPERTY TAX REVENUES

The City Council levies and collects taxes according to the City Charter. The City's property tax is levied each year in June. If additional monies are required during the year, a public meeting of the electors of the City is held. At this meeting, resolutions are prepared stating explicitly any necessary additional sums. Resolutions must be put to a Citywide vote and can only be approved through a majority vote.

All taxes are due to the City before July 31 of each year. For taxes not paid on or before July 31, a penalty of 1.5 percent (18 percent per annum) is charged for every month or fraction of a month after July 31.

In the months of February, May, August, and November, a quarterly tax billing is issued on new construction within the City that was not taxed in the annual assessment. These taxes must be paid within 30 days of billing. Unpaid taxes accrue a penalty of 1.5 percent per month.

The following table provides important dates with reference to property taxes.

Beginning of fiscal year for taxes	July 1
Tax rate levied	June
Taxes billed	July 1
Taxes due and payable at par	July 31
Penalty of one and one half percent starts	August 1
Lien established on property for property taxes	July 1
Tax sales of property with unpaid taxes	Two years from date of billing

CITY OF DOVER PROPERTY ASSESSMENT PROJECT

ASSESSED VALUE AS OF DECEMBER 31, 2008	\$ 2,888,229,880.00
Additional assessed valuation for new construction	\$ 6,724,400.00
Previous and current building permits/Certificates of Occupancy	\$ (380,200.00)
Appeals (includes pending)	\$ -
TOTAL ASSESSED VALUE	\$ 2,894,574,080.00

CITY OF DOVER PROJECTED PROPERTY TAX RECEIPTS ACCRUAL METHOD OF ACCOUNTING 7/01/09 - 6/30/10

Using a tax of \$0.33 per \$100 of assessment, the estimated gross 7/01/10 billing will be	\$ 9,552,094.46
Penalties	\$ 70,000.00
Estimated Quarterly Billing	\$ 85,800.00
PROJECTED PROPERTY TAX RECEIPT SUBTOTAL	\$ 9,707,894.46
 <u>Pay In Lieu of Taxes</u>	
Luther Towers - \$15,024; State of Delaware - \$353,759; Dover Housing - \$58,169; St. Andrews - \$400	\$ 427,352.00
Farmland Roll Back Taxes	\$ 50,000.00
PROJECTED PROPERTY TAX RECEIPTS FOR FY 2010	\$ 10,185,246.46
\$0.01 of tax rate equates to \$289,457	
 PROJECTED DOVER REALTY TRANSFER TAX RECEIPTS	 \$ 1,400,000.00

PROPERTY TAX LEVIES AND COLLECTIONS LAST TEN FISCAL YEARS

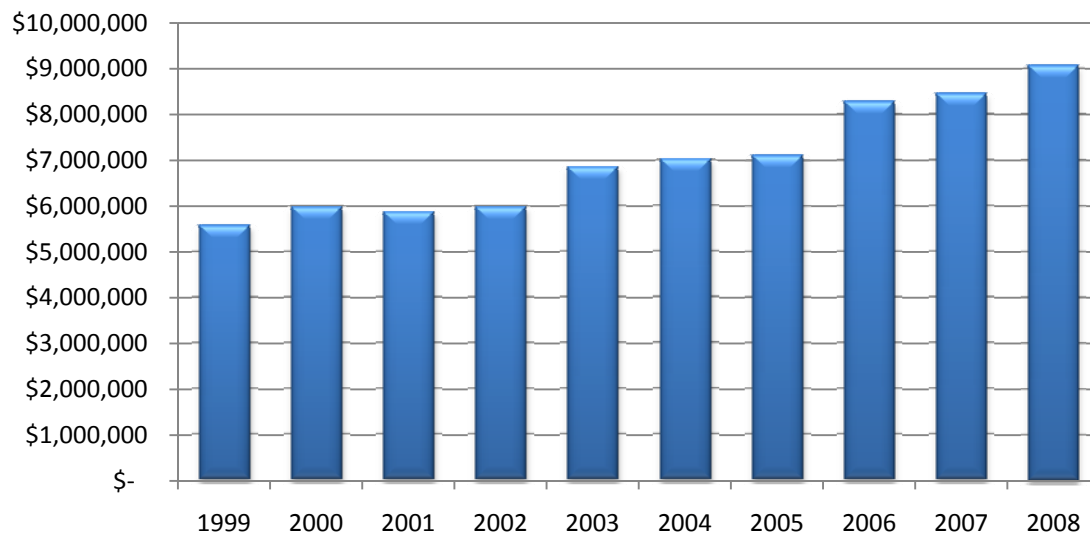
YEAR	FISCAL LEVY	TOTAL TAX COLLECTION
1999	5,578,321	5,575,695
2000	5,894,545	5,891,917
2001	5,866,188	5,863,538
2002	5,974,417	5,971,767
2003	6,842,874	6,839,708
2004	7,011,906	7,001,887
2005	7,109,977	7,036,210
2006	8,287,539	8,258,461
2007	8,448,462	8,274,237
2008	9,074,777	8,937,384

Source: City of Dover, Comprehensive Annual Financial Report for the Fiscal Year ending June 30, 2008

NOTES

1. Section 48 of the City of Dover Charter provides that the amount of money to be raised through property taxes shall not exceed two percent of the total taxable assessment.
2. The table at right includes receipt of property taxes and penalties. It excludes payments in lieu of taxes and farmland roll back taxes.

PROPERTY TAXES LEVIED LAST TEN FISCAL YEARS



**ASSESSED AND ESTIMATED ACTUAL VALUE OF
TAXABLE PROPERTY
LAST TEN FISCAL YEARS**

<u>REAL PROPERTY</u>		
FISCAL YEAR	ASSESSED VALUE (60% OF APPRAISED VALUE)	ESTIMATED ACTUAL VALUE
1999	835,281,800	2,091,237,167
2000	859,585,100	2,638,419,000
2001	876,493,100	2,236,706,000
2002	903,205,600	2,812,786,833
2003	1,705,751,800	2,209,978,500
2004	1,734,815,100	2,576,251,900
2005	1,764,347,700	2,605,638,000
2006	2,527,380,500	3,146,043,800
2007	2,898,147,375	3,516,580,775
2008	2,790,485,215	3,406,762,915
<i>Source: City of Dover, Tax Assessor's Office</i>		

NOTES

1. There is no tax on personal properties. Therefore, no figures are presented.
2. In 2003, the City changed assessed values to 100 percent of estimated actual values from 60 percent. In doing so, the tax rate was lowered from \$.685 to \$.411 to stay revenue neutral.
3. In 2005, the City property values were reassessed, effective for tax year 2006. The tax rate was lowered from \$.411 to \$.330.

PROPERTY TAX RATES - ALL DIRECT AND OVERLAPPING GOVERNMENTS
WITH THE CAPITAL SCHOOL DISTRICT
 (PER \$100 OF ASSESSED VALUE)
 LAST TEN FISCAL YEARS

FISCAL YEAR	CITY OF DOVER GENERAL FUND	KENT COUNTY	CAPITAL SCHOOL DISTRICT	VO-TECH SCHOOL DISTRICT	TOTAL
1999	0.685	0.250	0.879	0.1050	1.919
2000	0.685	0.250	0.936	0.0730	1.944
2001	0.685	0.250	0.936	0.0730	1.944
2002	0.685	0.250	1.022	0.0950	2.052
2003	0.411	0.250	1.120	0.0870	1.868
2004	0.411	0.250	1.173	0.0870	1.921
2005	0.411	0.250	1.403	0.0887	2.153*
2006	0.330	0.250	1.459	0.1180	2.157*
2007	0.330	0.250	1.534	0.1160	2.230*
2008	0.330	0.250	1.480	0.1219	2.182
* Corrected Caesar Rodney School District and Vo-Tech Tax Rates					
Sources: City of Dover, Tax Assessor's Office; Kent County, Receiver of Taxes Office					

NOTES

1. The City of Dover Charter provides that the amount of money to be raised through property taxes shall not exceed two percent of the total taxable assessment.
2. Kent County property tax rates reflect the 1987 reappraisal of properties in Kent County.
3. The City of Dover changed from 60 percent of assessed value to 100 percent and accordingly lowered the tax rate in 2003.
4. The City of Dover reassessed property values and “rolled back” the tax rate in 2006.

PROPERTY TAX RATES - ALL DIRECT AND OVERLAPPING GOVERNMENTS
WITH THE CAESAR RODNEY SCHOOL DISTRICT
 (PER \$100 OF ASSESSED VALUE)
 LAST TEN FISCAL YEARS

FISCAL YEAR	CITY OF DOVER GENERAL FUND	KENT COUNTY	CAESAR RODNEY SCHOOL DISTRICT	VO-TECH SCHOOL DISTRICT	TOTAL
1999	0.685	0.250	0.860	0.1050	1.900
2000	0.685	0.250	0.884	0.0730	1.892
2001	0.685	0.250	0.986	0.0730	1.994
2002	0.685	0.250	1.030	0.0950	2.060
2003	0.411	0.250	1.030	0.0870	1.778
2004	0.411	0.250	1.161	0.0870	1.909
2005	0.411	0.250	1.161	0.0887	1.911
2006	0.330	0.250	1.075	0.1180	1.773*
2007	0.330	0.250	1.125	0.1160	1.821*
2008	0.330	0.250	1.125	0.1219	1.827

* Corrected Caesar Rodney School District and Vo-Tech Tax Rates

Source: City of Dover, Tax Assessor's Office; Kent County, Receiver of Taxes Office

PRINCIPAL TAX PAYERS

2008 vs. 1999

TAX PAYMENT	2008 ASSESSED VALUATION	PERCENTAGE OF TOTAL TAXABLE ASSESSED VALUATION	1999 ASSESSED VALUATION	PERCENTAGE OF TOTAL TAXABLE ASSESSED VALUATION
Dover Downs Prop., Inc.	\$112,541,900	4.03%	\$21,153,100	2.53%
Dover Mall	75,714,000	2.71%	28,694,600	3.44%
Kraft-General Foods Corp.	20,624,800	0.74%	21,164,000	2.53%
Robino Bay Court Plaza	19,107,300	0.68%	2,746,600	0.33%
Berks City Real Estate Assoc.	18,034,400	0.65%	5,004,400	0.60%
East Coast Country Village Assoc.	15,691,800	0.56%	3,086,600	0.37%
Millers Dover Downs	14,837,900	0.53%	2,557,700	0.31%
Dover South Coast Partnership	14,470,300	0.52%	5,440,000	0.65%
Dover East Estates, LP	11,647,200	0.42%	599,600	0.07%
G&I VI Dover Country Club	11,415,800	0.41%	4,034,600	0.48%
Dover Wipes Company	-	-	9,354,400	1.12%
Silver Lake Partnership	-	-	8,746,400	1.05%
Union Dominion Realty Trust	-	-	6,774,000	0.81%
Playtex Apparel, Inc.	-	-	6,434,600	0.77%
Playtex Products, Inc.	-	-	7,068,600	0.85%
First Flag	-	-	5,852,400	0.70%
	\$314,085,400	11.26%	\$138,711,600	16.61%
Source: City of Dover, Tax Assessor's Office				

NOTES

1. 2008 total taxable assessed valuation: \$2,790,485,215
2. 1999 total taxable assessed valuation (60 percent of appraised value): \$835,281,800

**RATIO OF NET GENERAL OBLIGATION BONDED DEBT
TO ASSESSED VALUE AND NET BONDED DEBT PER CAPITA
LAST TEN FISCAL YEARS**

FISCAL YEAR	POPULATION	ASSESSED VALUE	GROSS BONDED DEBT	DEBT PAYABLE FROM ENTERPRISE REVENUES	NET BONDED DEBT	RATIO OF NET BONDED DEBT TO ASSESSED VALUE	NET BONDED DEBT PER CAPITA
1999	27,630	835,281,800	6,440,000	600,000	5,840,000	0.70%	211.36
2000	27,630	859,585,100	5,885,000	450,000	5,435,000	0.63%	196.71
2001	32,135	876,493,100	5,310,000	300,000	5,010,000	0.57%	155.90
2002	32,135	903,205,600	4,715,000	150,000	4,565,000	0.51%	142.06
2003	⁽²⁾ 32,043	1,705,751,800	4,100,000	–	4,100,000	0.24%	138.95
2004	⁽²⁾ 32,043	1,734,815,100	3,805,000	–	3,805,000	0.22%	118.75
2005	⁽²⁾ 32,043	1,764,347,700	3,475,000	–	3,475,000	0.20%	108.45
2006	⁽²⁾ 32,043	2,527,308,500	3,140,000	–	3,140,000	0.12%	97.99
2007	⁽²⁾ 32,043	2,898,147,375	2,795,000	–	2,795,000	0.10%	87.23
2008	^(2,3) 32,043	2,790,485,215	2,445,000	–	2,445,000	0.09%	76.30
Source: City of Dover Financial Records and Tax Assessor's Office							

NOTES

1. This table includes all long-term general obligation bonded debt only.
2. As a result of Count Question Resolution Process, the Census Bureau revised the 2000 population for the City of Dover to 32,043 people.
3. Assessed value reflects the net billable tax base and does not include the exempt value of \$599,135,900 and exemption for senior citizens of \$17,141,800.
4. In 2003, the City changed assessed values to 100 percent of estimated actual value from 60 percent. In doing so, the tax rate was lowered from \$.685 to \$.411 to stay revenue neutral.
5. In 2005, the City property values were reassessed, effective for tax year 2006. The tax rate was lowered from \$0.411 to \$0.330.

WATER/WASTEWATER FUND

ORIGIN, PURPOSE, AND ISSUES

This fund was established to provide production and distribution of potable water and the transmission of wastewater.

In Fiscal Year 2010 the Water/Wastewater Fund will continue to face two major issues. The first issue, and the one of which most are aware, is brown water. The City began experiencing brown water shortly after chlorination was instituted due to a mandate by the State of Delaware. The City began receiving brown water complaints in December 2002. In Fiscal Year 2005, the Water Department retained the services of Black and Veatch, a consulting firm, to conduct a water quality evaluation of the water system to ‘make recommendations to resolve discolored water complaints resulting from the chlorination of the City of Dover’s water distribution system’. The results of this study were available in June 2006 and assisted the Department in continuing to make operational improvements as well as improving long-term planning for the system. Implementation of some of the projects identified by the study started in Fiscal Year 2007. The key project identified in the study consisted of providing contact chambers at each of the deep well sites in order to stabilize the chemistry of the water prior to entering the distribution system. Design of each of the chambers, as well as construction of the first chamber, was performed in Fiscal Year 2007. The contact chambers at six additional well sites will be constructed and brought on line in Fiscal Year 2008. The remaining six contact chambers will be constructed and brought on line in Fiscal Year 2009. In Fiscal Year 2008, staff also established a priority listing of all water mains, within the water system, to assist in determining which water lines will provide the greatest benefit through rehabilitation. The implementation of the water main rehabilitation program, based upon the priority listing, began in Fiscal Year 2009. In Fiscal Year 2010, water quality work is estimated to cost \$2.6 million. The three water quality improvements projects planned for Fiscal Year 2010 include: Bayard Avenue, Route 13, and East State Street. In addition, planning and design work will begin for improvements to Walker Road. Eliminating brown water has been recognized by the Water Department as its highest priority.

The second issue, inflow/infiltration, has resulted in higher volumes of wastewater being transported to Kent County for treatment. Wet weather in 2003 highlighted the fact that the City’s wastewater system is aging and requires increased rehabilitation efforts as well as monitoring of illicit connections to the system such as sump pumps and roof drains. All customers are impacted by inflow/infiltration since these are costs that are not assigned to an individual customer. This higher volume is unmetered and, therefore, the City cannot recover the costs through direct billing of our customers.

In 2006, the City contracted with a video pipe inspection company to clean, video inspect, smoke test, and provide digital reports of any problems detected within a predetermined section of the sanitary sewer system. Testing began in the Fairview area of Dover and continued to include Division Street, Loockerman Street, and the St. Jones River interceptor. An action plan based upon the results of the investigation is currently being developed by staff.

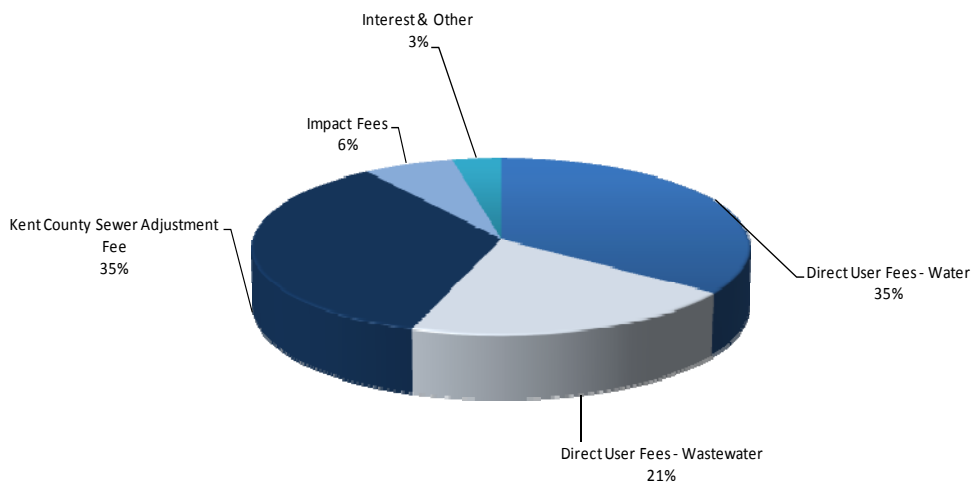
Moving forward, it is proposed that the continued inspection of the sanitary sewer system be performed by staff. Staff would be provided with pipe assessment certification training and reliable, up-to-date technology to video inspect the system to meet operational needs, as well as inflow/infiltration inspections. In addition, it is planned that sanitary sewer mains will be inspected in conjunction with proposed water main rehabilitation areas. This is to ensure that necessary repairs to both utilities are completed systematically in the most cost efficient manner.

Inflow/Infiltration has resulted in a projected deficit for Kent County Sewer Adjustment charges. The efforts made to date to remedy inflow/infiltration, as well as drier weather, have resulted in a decline of the deficit. Inflow/infiltration projects planned for Fiscal Year 2010 are estimated to cost \$1.8 million. By Fiscal Year 2009 the year-end the deficit will be eliminated and the fund balance is projected to be approximately \$100,194.

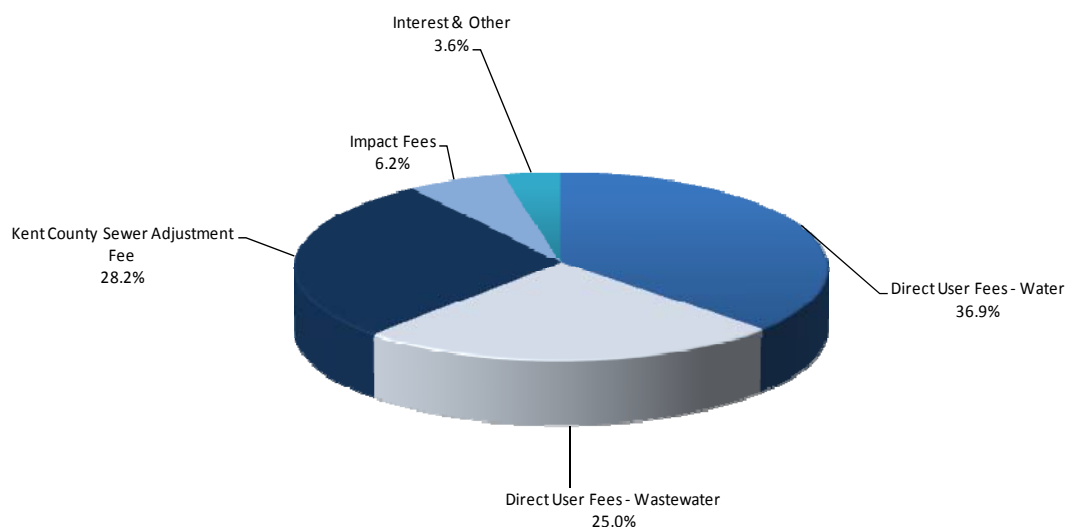
REVENUE HIGHLIGHTS

- Fiscal Year 2010 Water revenues are projected to be \$4.5 million – due to a rate increase of ten percent. The rate increase is needed in order to pay the debt service on water quality improvement projects. Wastewater revenues are expected to be \$2.4 million, with no growth expected in Water or Wastewater sales. Wastewater Adjustments fees are projected to be \$4.0 million, with no rate increases planned for Wastewater or the Kent County Wastewater Adjustment charges in Fiscal Year 2010.

**Water/Wastewater Revenue
Fiscal Year 2008-2009**



**Water/Wastewater Revenue
Fiscal Year 2009-2010**



OPERATING EXPENSE HIGHLIGHTS

The operating budget for the Water/Wastewater Fund total \$11.2 million.

- In the aggregate, \$1.1 million will be carried to the Water/Wastewater Fund as a beginning balance for Fiscal Year 2010 from Fiscal Year 2009. A current year balance of \$2.1 million is proposed to carry forward from Fiscal Year 2010. It exceeds the required eight percent of revenues in aggregate. The Kent County Sewer Adjustment Fee balance is projected to be positive, due to a decline in the water tables which results in less inflow and infiltration.
- The Contingency Fund balance equals \$259,341 and meets the required two percent of revenue. This balance exceeds the carry forward requirement of two percent by approximately \$15,777.

The Water/Wastewater Fund Budget includes the following:

- A transfer to the General Fund of \$548,200 equals 4.5 percent of the fund's revenues. This transfer is viewed as a return on our taxpayer's investment in the City's utilities. Transfers are based on the availability of funds in the transferring fund and a need in the General Fund.
- An appropriation of \$500,000 is made to the Water/Wastewater Improvement and Extension Fund for Water capital improvements.
- An appropriation of \$200,000 is made to the Water/Wastewater Improvement and Extension Fund for Wastewater capital improvements.
- The City will borrow approximately \$8.3 million from the State Loan Fund Program. A bond issue is scheduled to take place in Fiscal Year 2011 and will generate approximately \$13.5 million in project funding. The debt is necessary to complete the major capital improvements planned for the Water/Wastewater system. It is projected that the debt will require an increase in water rates of approximately ten percent in Fiscal Year 2010 and eight percent in Fiscal Year 2011. It is also projected that the debt will require an increase in wastewater rates of approximately ten percent in Fiscal Year 2011.

MAJOR WASTEWATER FUND PROJECTS FOR FISCAL YEAR 2010

- The US Route 13 East Sanitary Sewer Interceptor will construct approximately 5,630 linear feet of various diameter gravity sewer from the entrance road to Dover Downs, Inc. to the west end of West Rustic Lane. Sewer diameters included in this project consist of 12-inch, 21-inch, 24-inch, and 27-inch. The proposed gravity sewer interceptor will allow the City to abandon the existing Schwartz Pumping Station immediately adjacent to US Route 13. If the gravity sewer is not constructed, the Schwartz Pumping Station must be reconstructed due to its age and accessibility problems. This project is estimated to cost \$3.4 million.
- The Inflow/Infiltration Removal Project will identify and correct 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. In addition, video investigation will help identify sump pump connections to the system which will have to be removed by individual property owners. The project is expected to span the next five years and cost approximately \$7.2 million with \$1.8 million being spent in Fiscal Year 2010.

- The Tar Ditch Interceptor Upgrade will replace 515 feet of undersized 15" pipe, between S. State Street and PW2 with 24" pipe. This project was originally identified in the 1999 Wastewater Master Plan. It was shown that pipe within the subject area was at 98 percent load at the time of the study and it was projected to be exceeded within five years. Due to significant decreases in industrial water usage/wastewater discharge in the basin, as well as the overall cost and complexity of the basin, this project was placed on hold until it could be reanalyzed with the 2009 Wastewater Master Plan. It has been identified by staff that the subject pipe is flowing nearly full which caused a surcharge in upstream piping, particularly during peak flow periods. This project will allow for the proper capacity to handle current flow, as well as, to allow for growth. Cost estimates for the project are approximately \$500,000.
- The Delaware State University Pumping Station Replacement project includes the replacement of the Smith & Loveless package capsular pumping station and the wet well replacement/relocation installed in 1975. The below grade capsular station will be replaced with a wet well mounted package pumping station, eliminating a confined space entry requirement. The station is located at the rear of Delaware State University campus adjacent to Silver Lake. The station has exceeded its anticipated life expectancy of 20-25 years. This project is anticipated to provide the capacity required for growth of the campus. This project is anticipated to cost approximately \$386,400 with the bulk (\$336,400) being spent in Fiscal Year 2010.
- The Acorn Lane Package Pump Station Replacement involves the replacement of the Smith & Loveless package pumping station that was installed in 1978, with the construction of the Independence Village Subdivision. The station has exceeded its life expectancy of 20-25 years. The capacity will shortly be exceeded with the addition of 500 new contributing homes (Patriot Village, Lexington Glenn, and Clearview Meadow). This project will be completed by utilizing an outside contractor. This station is related to the Kent County Central Transmission Bypass (CTB), because it will have to be directed in the bypass to recover lost capacity at the White Oak Farms pumping station. The Acorn Lane Pumping Station currently discharges to the White Oak Farms pumping station. When the White Oak Farms station is directed into the CTB, capacity is anticipated to decrease due to the change in discharge pressures. Flows will be directed to the CTB by pumping around the White Oak Pumping Station and removing the need for re-pumping by the White Oak Farms pumping station. Eighty-five percent of the funding for this project will come from Water/Wastewater Impact Fees. The total estimate for this project is \$363,400, and it is anticipated that \$336,400 will be spent in Fiscal Year 2010.
- The Fox Hall/Retreat Force Main Rerouting was identified in the Wastewater Master Plan technical documents and will reroute approximately 1,600 linear feet of six-inch and eight-inch force main exiting the Fox Hall and Retreat Pump Station. Rerouting will direct sewer currently flowing into the Walker Road basin. Rerouting of the force main will allow for the Walker Road Pump Station to function through the 20-year planning period outlined in the 1999 Wastewater Plan technical documents. The current alignment proposal will utilize road right-of-ways to minimize need for private easements. Scheduled work on this project will be completed by in-house construction staff. The total cost of this two-year project is projected to be \$139,200 with \$107,200 being spent in Fiscal Year 2010.

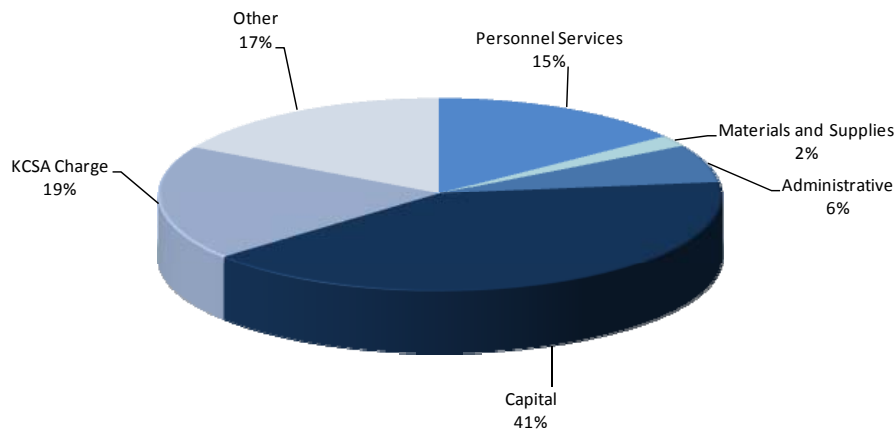
MAJOR WATER FUND PROJECTS FOR FISCAL YEAR 2010

- The Water Quality Improvements project was first identified by staff and the 2004 Water Master Plan Update, and has since become further refined with the Fiscal Year 2006 Water Quality Evaluation. Projects to be included under this category primarily consists of additional water system monitoring, replacement or relining of old unlined cast iron water main within the City's water distribution system; design and installation of piping at deep wells to improve contact time; installation of on-line analyzers to monitor water quality parameters at all source water locations; system upgrades to improve system control; and utilization of a consultant to provide additional design and evaluation services, as needed.

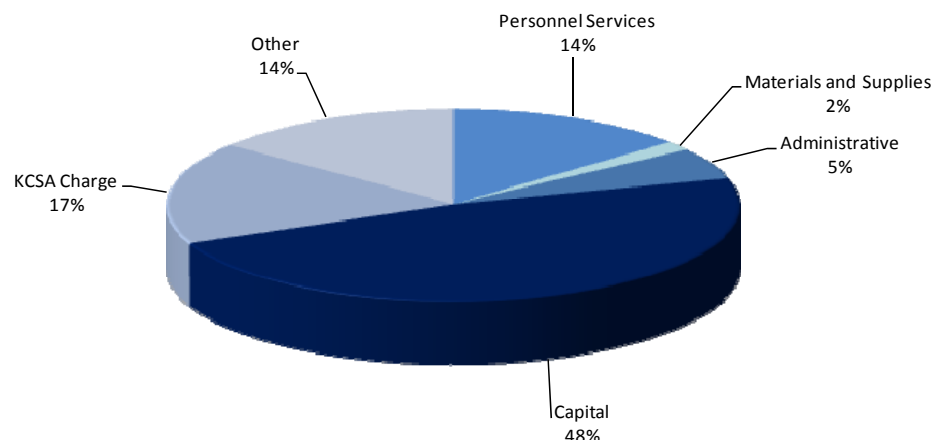
Recent research and data collections have produced a Water Line Rehabilitation Priority List, based on several criteria to identify water mains that are in need of replacement or relining. Pipes will be upgraded according to the severity of the pipe condition, as well as coordination with the City of Dover's Public Services Street Rehabilitation Program. Also included in this category are the design and installation of piping at deep wells to improve contact time. These projects are expected to continue, at least for the next five years, spending a minimum of approximately \$13.7 million. The Fiscal Year 2010 budget is \$2.6 million and will focus on Bayard Avenue, Route 13, and East State Street areas.

- A 1.0 MG Elevated Water Storage Tank project is scheduled to begin with planning phase in Fiscal Year 2010 and construction in Fiscal Year 2011. This project was determined to be necessary by the 2006 Water Mater Plan update in order to meet future storage volume requirements based upon demands and to aid in reducing low pressure areas in addition to enhancing fire suppression capability. The total project cost for both fiscal years is estimated at \$2.6 million with the anticipated cost for Fiscal Year 2010 of \$200,000.

**Water/Wastewater Fund Expenses
Fiscal Year 2008 – 2009**



**Water/Wastewater Fund Expenses
Fiscal Year 2009-2010**



WATER/WASTEWATER FUND REVENUES

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
BASE REVENUE:					
PRIOR YEAR BALANCE - WATER	\$ 2,220,461	\$ 449,977	\$ 782,546	\$ 662,079	-15.4%
PRIOR YEAR BALANCE - WASTEWATER	1,092,732	643,949	613,583	307,112	-49.9%
PRIOR YEAR BALANCE - KCSA	(1,020,761)	(364,750)	(545,326)	100,194	-118.4%
WATER FEES	4,203,972	4,386,862	4,090,000	4,499,000	10.0%
WASTEWATER FEES	2,589,539	2,533,686	2,400,000	3,045,560	26.9%
WASTEWATER ADJUSTMENT FEES	4,109,166	4,307,001	4,080,950	3,435,390	-15.8%
WATER TANK SPACE LEASING	274,595	250,275	250,275	293,669	17.3%
SEWER IMPACT FEES	907,123	712,500	630,000	475,000	-24.6%
WATER IMPACT FEES	-	196,000	125,000	280,000	124.0%
INTEREST - WATER	119,630	104,000	75,000	35,370	-52.8%
INTEREST - WASTEWATER	-	-	-	43,230	0.0%
MISCELLANEOUS SERVICE FEE	54,417	61,000	71,000	71,000	0.0%
REVENUE SUBTOTAL	14,550,874	13,280,500	12,573,028	13,247,604	5.4%
GRANTS AND REIMBURSEMENTS:					
STATE REIMBURSEMENT	-	-	-	-	0.0%
GRANT REVENUE	-	-	-	-	0.0%
GRANTS AND REIMBURSEMENTS SUBTOTAL	-	-	-	-	0.0%
TRANSFERS FROM:					
TRANSFER FROM CAPITAL ASSET RESERVE	-	200,000	-	-	0.0%
TRANSFER FROM CONTINGENCY	-	-	-	-	0.0%
TRANSFERS FROM SUBTOTAL	-	200,000	-	-	0.0%
TOTALS	\$ 14,550,874	\$ 13,480,500	\$ 12,573,028	\$ 13,247,604	5.4%

WATER/WASTEWATER FUND EXPENSE SUMMARY

EXPENSE SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
DIRECT EXPENSES:					
ENGINEERING & INSPECTION	\$ 591,239	\$ 705,585	\$ 708,070	\$ 697,783	-1.5%
WATER CONSTRUCTION	444,073	516,094	513,843	410,338	-20.1%
WATER DEPARTMENT	892,467	496,569	469,872	458,333	-2.5%
WATER TREATMENT PLANT	901,355	1,377,268	1,339,540	1,517,663	13.3%
WASTEWATER DEPARTMENT	853,604	1,222,541	1,105,729	988,455	-10.6%
METER READING	66,539	73,577	72,816	72,533	-0.4%
KENT COUNTY TREATMENT CHARGE	3,633,731	3,644,430	3,435,430	3,435,430	5.9%
DIRECT EXPENDITURE SUBTOTAL	7,383,008	8,036,064	7,645,300	7,580,535	-0.8%
OTHER EXPENSES:					
DEBT SERVICE - WATER	54,200	501,360	469,860	468,013	-0.4%
DEBT SERVICE - WASTEWATER	89,167	334,240	365,740	364,938	-0.2%
RETIRES HEALTH CARE	118,576	128,515	119,455	134,680	12.7%
INTRAFUND SERVICE FEES	1,173,944	1,320,565	1,302,782	1,262,456	-3.1%
ARBITRAGE PAYMENT 60/40 Water	-	-	71,436	-	-
OTHER EXPENSES SUBTOTAL	1,435,887	2,284,680	2,329,273	2,230,087	-4.3%
TRANSFER TO:					
GENERAL FUND FROM WATER	282,500	221,204	221,204	231,459	4.6%
GENERAL FUND FROM WASTEWATER	282,500	343,606	343,606	316,561	-7.9%
WATER IMP AND EXT	2,660,500	500,000	500,000	500,000	0.0%
WASTEWATER IMP AND EXT	775,300	200,000	200,000	200,000	0.0%
TRANSFER TO OPEB	-	-	-	-	0.0%
TRANSFER TO PENSION UNFUNDED LIABILITY	20,400	-	-	-	0.0%
TRANSFER TO PENSION COLA	10,200	-	-	-	0.0%
SEWER IMPACT FEE RESERVE	849,776	378,260	264,260	110,062	-58.4%
WATER IMPACT FEE RESERVE	-	-	-	-	-
CAPITAL ASSET RESERVE WATER	-	-	-	-	0.0%
CAPITAL ASSET RESERVE WASTEWATER	-	-	-	-	0.0%
TRANSFER TO SUBTOTAL	4,881,176	1,643,070	1,529,070	1,358,082	-11.2%
CURRENT YEAR BALANCES					
CURRENT YEAR BALANCE WATER	782,546	638,998	662,079	1,136,086	71.6%
CURRENT YEAR BALANCE WASTEWATER	613,583	579,867	307,112	842,660	174.4%
CURRENT YEAR BALANCE KCSA	(545,326)	297,821	100,194	100,154	0.0%
CURRENT YEAR BALANCE SUBTOTALS	850,803	1,516,686	1,069,385	2,078,900	94.4%
TOTALS	\$ 14,550,874	\$ 13,480,500	\$ 12,573,028	\$ 13,247,604	5.4%

* SEE DETAIL EXPLANATION OF EXPENDITURES IN EACH DEPARTMENT FOR FURTHER INFORMATION.

WATER/WASTEWATER FUND REVENUES FISCAL YEAR 2010

REVENUE TYPE: DIRECT USER FEES – WATER (36.9 percent of Water/Wastewater Revenue)

CRITICAL ASSUMPTION: Revenues from user fees have been revised for Fiscal Year 2009 to reflect a decrease in Water Sales. Consumption for Fiscal Year 2010 is projected to remain flat from revised Fiscal Year 2009 sales. This reflects decreased usage from industrial and commercial customers and no growth in residential service. Revenue is projected upward due to a proposed rate increase to cover the cost of debt issued to support water quality improvements.

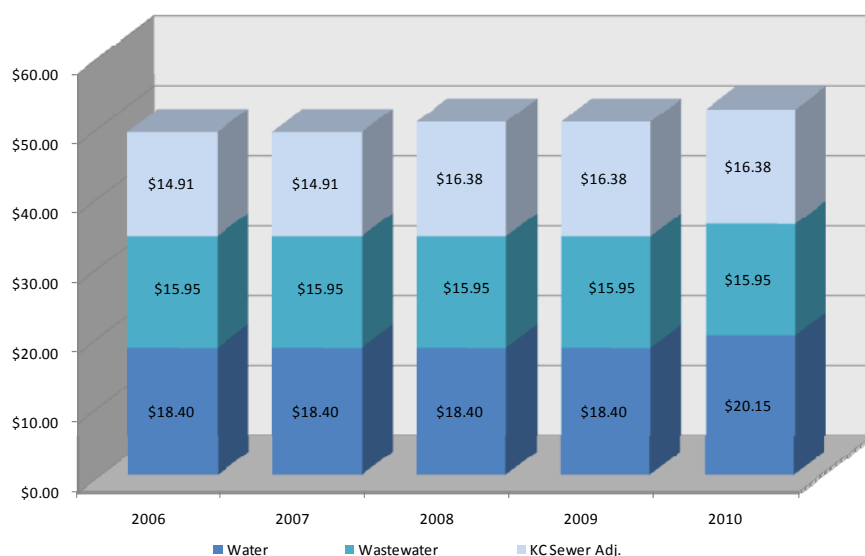
2007-2008 Actual	2008-2009 Budget	2008-2009 Revised	2009-2010 City Manager Budget	2009-2010 Difference	% Change
\$4,203,972	\$4,386,862	\$4,090,000	\$4,499,000	\$409,000	10.00%

REVENUE TYPE: DIRECT USER FEES – WASTEWATER (25.0 percent of Water/Wastewater Revenue)

CRITICAL ASSUMPTION: Wastewater sales are based on the water sales. Revenues from user fees have been revised for Fiscal Year 2009 to reflect a decrease in Water Sales. Consumption for Fiscal Year 2010 is projected to remain flat from revised Fiscal Year 2009 sales. This reflects decreased usage from industrial and commercial customers and no growth in residential service. Revenue is projected to remain unchanged for Fiscal Year 2010. No rate increase is projected for Fiscal Year 2010. Revenue is projected to increase due to the discontinuation of a transfer equivalent to \$.45/Tgals from Wastewater to Kent County Sewer Adjustment Fees.

2007-2008 Actual	2008-2009 Budget	2008-2009 Revised	2009-2010 City Manager Budget	2009-2010 Difference	% Change
\$ 2,589,539	\$ 2,533,686	\$ 2,400,000	\$ 3,045,560	\$ 645,560	26.90%

AVERAGE RESIDENTIAL WATER BILL
Fiscal Year Comparison 2006-2010



* Based on 7,000 gallon bill.

REVENUE TYPE: INTEREST AND OTHER (3.64 percentage of Water/Wastewater Revenue)

CRITICAL ASSUMPTION: Interest revenue for Fiscal Year 2009 is revised to reflect actual revenue streams. Interest revenue for Fiscal Year 2010 is expected to increase slightly.

2007-2008 Actual	2008-2009 Budget	2008-2009 Revised	2009-2010 City Manager Budget	2009-2010 Difference	% Change
\$448,642	\$615,275	\$396,275	\$443,269	\$46,994	11.86%

REVENUE TYPE: IMPACT FEES (6.2 percent of Water/Wastewater Revenue)

CRITICAL ASSUMPTION: In Fiscal Year 2009, impact fees were decreased to reflect current revenue trend. The cost per EDU for Wastewater remains at \$1,900 in Fiscal Year 2009. In February 2008 Council approved the implementation of Water Impact Fees to cover the cost of expansion projects within Dover's water system. The water impact fees will be implemented over three years (February 2008 thru 2010). The water impact fees for those years are \$700, \$1,400, and \$2,100 respectively. Impact fee revenue is based on 250 EDU (equivalent dwelling units) for Fiscal Year 2010. This is slightly lower than the Fiscal Year 2009 revised estimate of 330 EDUs. The revenue from impact fees is used to pay debt service first, and the balance not needed is transferred to a reserve where it is used to pay for extensions of water and wastewater service.

2007-2008 Actual	2008-2009 Budget	2008-2009 Revised	2009-2010 City Manager Budget	2009-2010 Difference	% Change
\$907,123	\$908,500	\$755,000	\$755,000	-	0%

REVENUE TYPE: KENT COUNTY SEWER ADJUSTMENT FEES (28.2 percent of Water/Wastewater Revenue)

CRITICAL ASSUMPTION: This revenue is a pass-through item and relates to the charge from Kent County and the level of usage. The fee for wastewater treatment remains at \$2.34/thousand gallons in Fiscal Year 2010.

2007-2008 Actual	2008-2009 Budget	2008-2009 Revised	2009-2010 City Manager Budget	2009-2010 Difference	% Change
\$ 4,109,166	\$ 4,307,001	\$ 4,080,950	\$ 3,435,390	\$ (645,560)	-15.82%

WATER/WASTEWATER IMPROVEMENT AND EXTENSION FUND

ORIGIN AND PURPOSE

This fund was established in 1991 for the purpose of providing long-term financing of the expansion and improvement of the water/wastewater system.

SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the Water/Wastewater Fund.

COMMENTS

The projects included in this fund are detailed in the Water/Wastewater Fund budget. This fund reflects only projects funded from the Water/Wastewater Operating Fund.

CASH RECEIPTS

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
PRIOR YEAR BALANCE - WATER	\$ 275,134	\$ 912,621	\$ 1,446,695	\$ 431,400	-70.2%
PRIOR YEAR BALANCE - WASTEWATER	284,969	915,232	713,799	219,375	-69.3%
PRIOR YEAR BOND PROCEED BALANCE SERIES 2009	-	-	-	-	0.0%
PRIOR YEAR BOND PROCEEDS - WASTEWATER	-	-	-	-	0.0%
BOND PROCEEDS - WATER	-	6,325,800	-	-	0.0%
BOND PROCEEDS - WASTEWATER	-	4,934,500	-	-	0.0%
STATE LOAN FUND - WATER	-	-	-	2,404,017	0.0%
STATE LOAN FUND - WASTEWATER	-	-	-	5,942,481	0.0%
TRANS FR WATER/WASTEWATER FOR WATER	2,660,500	500,000	500,000	500,000	0.0%
TRANS FR WATER/WASTEWATER FOR WASTEWATER	775,300	200,000	200,000	200,000	0.0%
TRANSFER FROM IMPACT FEE RESERVE	128,872	-	246,351	518,230	110.4%
TRANSFER FROM CAPITAL ASSET RESERVE -WATER	-	-	1,000,000	-	-100.0%
TRANSFER FROM CAPITAL ASSET RESERVE -WASTEWATER	-	-	500,000	-	-100.0%
MISCELLANEOUS RECEIPTS	12,349	-	-	-	0.0%
DEVELOPER CONTRIBUTIONS	20,000	-	-	-	0.0%
STATE GRANTS/REIMBURSEMENTS	-	-	140,000	-	-100.0%
INTEREST INCOME	54,731	36,000	36,000	-	-100.0%
TOTALS	\$ 4,211,855	\$ 13,824,153	\$ 4,782,845	\$ 10,215,503	113.6%

EXPENSE SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
WATER	\$ 1,454,937	\$ 3,058,450	\$ 2,636,572	\$ 2,987,317	13.3%
WASTEWATER	504,629	4,632,150	1,451,053	6,539,110	350.6%
WATER METER READING	4,300	-	-	-	0.0%
WATER TREATMENT PLANT	17,333	-	-	39,000	0.0%
WATER CONSTRUCTION	25,955	29,000	29,000	-	-100.0%
ENGINEERING & INSPECTION	44,207	15,445	15,445	-	-100.0%
TRANSFER TO IMPACT FEE RESERVE	-	-	-	-	0.0%
CURRENT YEAR BALANCE - WATER BOND	-	3,848,800	-	-	0.0%
CURRENT YEAR BALANCE - WASTEWATER BOND	-	1,067,700	-	-	0.0%
CURRENT YEAR BALANCE - WATER	1,446,695	812,448	431,400	309,100	-28.3%
CURRENT YEAR BALANCE - WASTEWATER	713,799	360,160	219,375	340,976	55.4%
TOTALS	\$ 4,211,855	\$ 13,824,153	\$ 4,782,845	\$ 10,215,503	113.6%

WATER/WASTEWATER CAPITAL ASSET RESERVE FUND

ORIGIN AND PURPOSE

This fund was established in 2002 for the purpose of providing funds for the replacement and expansion of the City's long-term assets (i.e., infrastructure, buildings).

SOURCE OF FUNDS

Appropriations for projects included in this fund are received from the Water/Wastewater Fund.

CASH RECEIPTS

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
BEGINNING BALANCE	\$ 1,621,624	\$ 1,678,380	\$ 1,719,858	\$ 262,855	-84.7%
INTEREST EARNINGS	98,234	58,744	42,997	9,200	-78.6%
TRANSFER FROM WATER/WASTEWATER FUND	-	-	-	-	0.0%
TRANSFER FROM WATER/WASTEWATER CONTINGENCY	-	-	-	-	0.0%
TOTALS	\$ 1,719,858	\$ 1,737,124	\$ 1,762,855	\$ 272,055	-84.6%

EXPENSE SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
TRANSFER TO WATER/WASTEWATER I & E FUND	\$ -	\$ -	\$ 1,500,000	\$ -	-100.0%
TRANSFER TO WATER/WASTEWATER	-	200,000	-	-	
CARRY FORWARD TO NEXT YEAR	1,719,858	1,537,124	262,855	272,055	3.5%
TOTALS	\$ 1,719,858	\$ 1,737,124	\$ 1,762,855	\$ 272,055	-84.6%

WATER/WASTEWATER CONTINGENCY FUND

ORIGIN AND PURPOSE

This fund was established in Fiscal Year 1985 to serve as a "rainy day" source of funds in case of a water/wastewater emergency.

SOURCE OF FUNDS

Transfer from the Water/Wastewater Fund

COMMENTS

The Water/Wastewater Contingency Fund maintains a minimum balance of two percent of the current year operating revenues or \$240,039. Interest is retained in the fund. Only the City Council can authorize expenditures from the fund.

CASH RECEIPTS

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
PRIOR YEAR BALANCE	\$ 229,487	\$ 237,519	\$ 242,258	\$ 250,571	3.4%
INTEREST EARNINGS	12,771	8,313	8,313	8,770	5.5%
TRANSFER FROM WATER/WASTEWATER	-	-	-	-	0.0%
TOTALS	\$ 242,258	\$ 245,832	\$ 250,571	\$ 259,341	3.5%

BUDGET SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
TRANSFER TO WATER	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO WASTEWATER	-	-	-	-	0.0%
TRANSFER TO CAPITAL ASSET RESERVE	-	-	-	-	
CURRENT YEAR BALANCE	242,258	245,832	250,571	259,341	3.5%
TOTALS	\$ 242,258	\$ 245,832	\$ 250,571	\$ 259,341	3.5%

ELECTRIC FUND

ORIGIN, PURPOSE, AND ISSUES

This fund was established to provide electric energy to the greater Dover community. The Electric Revenue Fund accounts for all operating activities necessary to provide electric service. This includes, but is not limited to, administration, energy procurement, transmission and distribution, engineering services, financing, and related debt service. The operations of the Electric Revenue Fund are financed and operated in a manner similar to private business enterprises where expenses of providing services are recovered primarily through user charges.

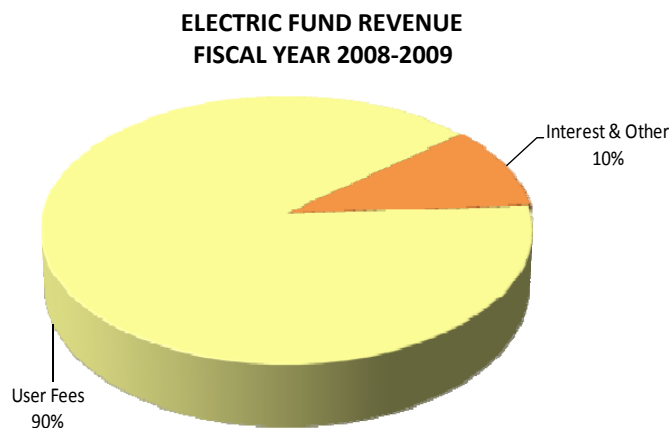
On May 4, 2006, the City of Dover entered into three-year agreements for power supply management with PACE “PACE” Global Asset Management LLC and plant operation services with North American Energy Services Company “NAES” effective July 1, 2006.

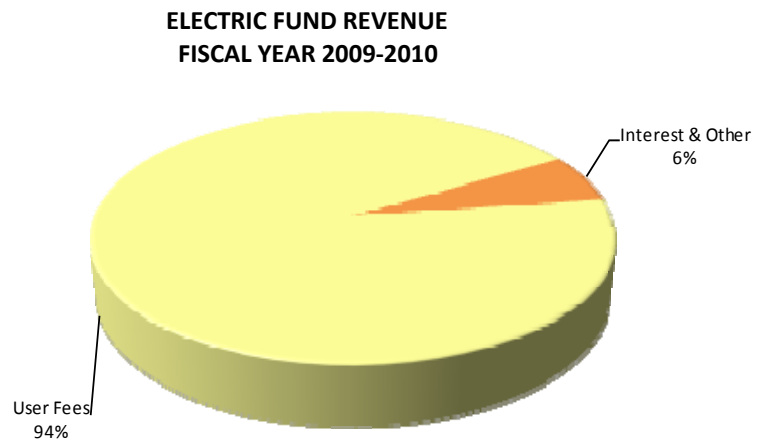
The new agreements are for power supply based on market prices with hedge strategies to mitigate market volatility. The plant operation is a separate and distinct budget and not included in the power supply pricing. Both PACE and NAES have incentive formulas contained in their respective agreements for achieving budgetary targets.

- The total operating budget for the Electric Fund is \$111.6 million. This represents a two percent decrease from Fiscal Year 2009 and is the result of a rate stabilization credit to power supply costs. The transfer of funds from the Electric Rate Stabilization Fund was used to avoid a customer rate increase during the current economic recession.

REVENUE HIGHLIGHTS

- Revenues are projected to increase one percent in Fiscal Year 2010, with no increase to customer rates.





Fiscal Year 2010 user fees, of \$98.5 million, account for 90 percent of the Electric Fund revenue. The other sources of Electric Fund revenue are as follows: 30.5 percent from residential use; 37.5 percent from commercial customers; 18.5 percent from larger primary service customers; and the remaining 13.5 percent from industrial customers.

OPERATING EXPENSE HIGHLIGHTS

- Power supply and generation costs are expected to increase 2.7 percent over Fiscal Year 2009 costs, not including the rate stabilization transfer. With the rate stabilization transfer included, these costs are projected to decrease 1.2 percent.
- The transfer to the General Fund is 6.5 percent of revenue and is budgeted at \$6.8 million. The City's financial policy allows a transfer of up to eight percent.
- It has been proposed to carry \$8.2 million from the Electric Fund, as a beginning balance, into Fiscal Year 2010 from Fiscal Year 2009. This carry forward balance equals eight percent of revenues and meets the requirement of the financial policy. A current year balance of \$8.8 million is projected to be carried forward from the Electric Fund as a beginning balance into Fiscal Year 2011.
- The Contingency Fund balance equals \$1,036,069 and meets the required minimum one percent of operating revenues minus the fund balance.

The Fiscal Year 2010 Electric Fund Budget includes the following:

- Transfer of \$2.5 million to the Electric Improvement and Extension Fund for capital projects.
- Transfer of \$3.0 million transfer from the Electric Rate Stabilization Fund to avoid an increase in electric rates.
- An increase of four percent for the IBEW (International Brotherhood of Electrical Workers) bargaining unit according to the negotiated contract.
- No additional positions or personnel changes for any of the Electric divisions.

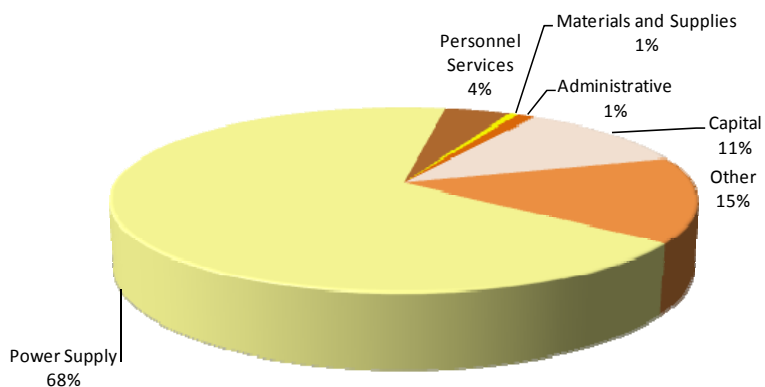
- All electric staff with the exception of the systems operators (this is a 24/7 operation, therefore it is not feasible to pay overtime so that staff can be furloughed) are required to take the equivalent of 12 days per fiscal year or eight hours a month of furlough. These actions were necessary due to the current economic conditions.
- Phase 3 of the 2030 Power Plant Development project has been budgeted for \$210,000.
- Power Management Request for Proposal in the amount of \$287,250. This amount includes \$47,000 for legal assistance to facilitate the bidding of a contract and \$240,250 for an early termination fee, if needed.

MAJOR ELECTRIC FUND PROJECTS FOR FISCAL YEAR 2010

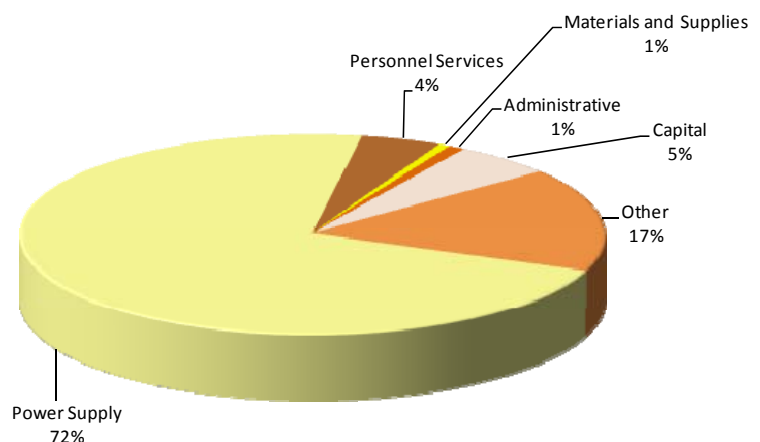
- The Fiscal Year 2010 capital budget includes \$.9 million for new development upgrades. This is an ongoing blanket project that provides for the purchase of materials to install new lines to new service locations.
- The Mid City Substation project will allow the Utility to provide an oil containment area for the station transformer, upgrade the 69 Kv line/transformer protection to a three-breaker scheme, update the distribution breakers as they have reached the end of their useful life, and rehabilitate the switchgear to extend its life. The transformer does not have a containment pit to protect the environment in case of a catastrophic failure as required by standard operating procedures and mandated by the EPA. Additionally, the transmission line serving this substation is protected at Dover Air Force Base and North Street switching yards, which means that five substations (Lebanon, Danner Farm, Mid City, Mayfair, and VanSant) will lose power when a line fault occurs. The placement of the three-breaker scheme at this location will help minimize substation outages during line faults and will ensure that the Mid City Substation does not lose service under normal line fault situations. It accomplishes this by determining which line section is faulted and opens only the line that is affected; whereby, the station will receive power from the other side of the loop. Lastly, the switchgear will be repaired/repainted, and major moveable components will be replaced as they have reached the end of their useful life. The project is estimated to cost \$1.6 million and will be paid for with bond proceeds.
- Distribution Upgrades project involves the systemic replacement of overhead lines with underground lines whenever services are being moved, wire is damaged, trees cause a high number of outages, or a development is in progress, and it is beneficial to the Utility to convert to underground. This can involve a single line section or an entire residential neighborhood. Annual outage records have been reviewed and the following areas have been scheduled for upgrade to underground service: Buchanan Acres (\$406,000) and Crossgates (\$396,904). Additionally, this program funds the replacement of existing underground conductors and equipment that have reached the end of their useful life and have started failing and require replacement (\$351,096). The total expense for Fiscal Year 2010 is \$1.2 million. The upgrades for Buchanan Acres and Crossgates will be funded through bond proceeds. Remaining projects will be funded from the operating revenues.
- It is becoming more and more difficult to locate spare parts to repair the existing Mark IV control system at VanSant Station. The recommendation is to replace the existing Mark IV control system in Fiscal Year 2010. This replacement is necessary to ensure the reliability of the combustion turbine operation for years to come. The project is estimated to cost \$700,000 and will be funded by bond proceeds.

- The Substation PT & CT Replacement project replaces the aging metering/system protection equipment in the older substations. The equipment to be replaced measures the line voltage and current which is then interpreted by the relays for system protection. Additionally, the lightning arrestors will be replaced which protects the equipment during lightning strikes. This project is a three-year project with a total cost of \$784,813. Fiscal Year 2010 expense is projected to be \$260,880.
- Electric Fund vehicle and equipment replacements are projected to be approximately \$347,042 for Fiscal Year 2010. Before each vehicle is recommended for replacement, it is inspected by Fleet Maintenance.

**ELECTRIC FUND EXPENSES
FISCAL YEAR 2008-2009**



**ELECTRIC FUND EXPENSES
FISCAL YEAR 2009-2010**



ELECTRIC REVENUE FUND

	REVENUES				
	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
BASE REVENUE:					
PRIOR YEAR BALANCE	\$ 8,281,653	\$ 6,816,609	\$ 10,680,522	\$ 8,219,350	-23.0%
DIRECT SALES TO CUSTOMER	92,386,374	92,081,400	98,527,100	99,533,042	1.0%
PURCHASE POWER ADJUSTMENT	-	6,445,700	-	-	0.0%
UTILITY TAX	1,650,838	1,763,500	1,763,500	1,781,500	1.0%
GREEN ENERGY	134,903	137,600	137,600	137,600	0.0%
MISCELLANEOUS REVENUE	2,285,563	1,041,000	1,041,000	1,051,184	1.0%
RENT REVENUE	180,218	186,816	186,816	186,816	0.0%
DUKE CONTRACT REVENUE	-	-	-	-	0.0%
EMISSION CREDIT SALES	-	1,632,000	274,267	274,000	-0.1%
TRANSFER FROM RATE STABILIZATION	-	-	-	-	0.0%
INTRAFUND SERVICE RECEIPTS WATER/WASTEWATER	180,075	263,353	263,898	270,626	2.5%
REIMBURSEMENT OF BOND ISSUANCE COST	-	-	222,690	-	
INTEREST EARNINGS	445,214	418,000	325,000	158,500	-51.2%
TOTALS	\$ 105,544,838	\$ 110,785,978	\$ 113,422,393	\$ 111,612,618	-1.6%

ELECTRIC REVENUE FUND

EXPENSE SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
EXPENSES:					
POWER SUPPLY	\$ 50,224,741	\$ 63,410,077	\$ 63,410,077	\$ 55,619,481	-12.3%
POWER SUPPLY MANAGEMENT	3,000,000	3,088,808	3,088,808	3,000,000	-2.9%
PJM CHARGES - LOAD	10,090,536	3,510,195	3,510,195	13,943,413	297.2%
CAPACITY CHARGES	12,170,091	10,692,738	10,692,738	13,469,528	26.0%
RATE STABILIZATION CREDIT	-	-	-	(3,000,000)	
SUB-TOTAL POWER SUPPLY	75,485,368	80,701,818	80,701,818	83,032,422	2.9%
PLANT OPERATIONS	5,603,064	5,921,646	5,921,646	5,798,710	-2.1%
GENERATIONS FUELS	3,454,718	2,382,179	2,382,179	1,275,251	-46.5%
PJM CREDITS	(4,168,256)	(2,552,753)	(2,552,753)	(1,701,066)	-33.4%
CAPACITY CREDITS	(11,726,108)	(9,265,997)	(9,265,997)	(12,133,285)	30.9%
GENERATION SUBTOTAL	(6,836,582)	(3,514,925)	(3,514,925)	(6,760,390)	92.3%
POWER SUPPLY & GENERATION SUBTOTAL	68,648,786	77,186,893	77,186,893	76,272,032	-1.2%
DIRECT EXPENDITURES					
TRANSMISSION/DISTRIBUTION	3,483,688	3,680,134	3,631,559	3,318,622	-8.6%
ELECTRICAL ENGINEERING	1,519,882	1,668,347	1,634,201	1,500,012	-8.2%
ADMINISTRATION	711,187	662,515	649,062	640,535	-1.3%
METER READING	309,404	293,494	290,176	289,103	-0.4%
SYSTEMS OPERATIONS	518,871	553,954	575,443	624,520	8.5%
UTILITY TAX	1,650,838	1,763,500	1,763,500	1,781,500	1.0%
DIRECT EXPENDITURE SUBTOTALS	8,193,870	8,621,944	8,543,941	8,154,292	-4.6%
OTHER EXPENSES:					
ALLOW FOR UNCOLLECTIBLES	125,000	135,000	135,000	135,000	0.0%
RETIREES HEALTH CARE	506,518	557,727	519,999	567,430	9.1%
GREEN ENERGY PAYMENT TO DEMEC	134,903	137,600	137,600	137,600	0.0%
INTRAFUND SERVICE FEES	3,462,974	3,704,510	3,644,549	3,483,884	-4.4%
INTEREST ON DEPOSITS	51,442	42,000	54,500	54,500	0.0%
INVENTORY WRITE OFFS	175,000	175,000	175,000	175,000	0.0%
BOND ISSUANCE COSTS	-	-	222,690	-	-100.0%
POWER SUPPLY STUDY	-	-	-	497,250	0.0%
DEBT SERVICE	1,949,250	3,431,323	4,055,023	3,956,600	-2.4%
OTHER EXPENSES SUBTOTAL	6,405,087	8,183,160	8,944,361	9,007,264	0.7%
TRANSFER TO:					
IMPROVEMENT & EXTENSION	2,925,000	1,684,000	1,684,000	2,500,000	48.5%
GENERAL FUND	6,601,269	6,758,100	6,758,100	6,758,100	0.0%
TRANSFER TO CONTINGENCY	-	-	-	83,500	0.0%
TRANSFER TO PENSION UNFUNDED LIABILITY	39,750	-	-	-	0.0%
TRANSFER TO PENSION COLA	19,875	-	-	-	0.0%
RATE STABILIZATION RESERVE	2,030,679	-	2,085,748	-	-100.0%
TRANSFER TO SUBTOTAL	11,616,573	8,442,100	10,527,848	9,341,600	-11.3%
CURRENT YEAR BALANCE	10,680,522	8,351,881	8,219,350	8,837,430	7.5%
TOTALS	\$ 105,544,838	\$ 110,785,978	\$ 113,422,393	\$ 111,612,618	-1.6%

ELECTRIC FUND REVENUES FISCAL YEAR 2010

REVENUE TYPE: DIRECT SALES (97.99 percent of Electric Revenue)

CRITICAL ASSUMPTION System kWh sales are expected to remain unchanged in Fiscal Year 2010 from Fiscal Year 2009 estimates. Revenues are projected upward to adjust for actual revenue streams in Fiscal Year 2009. No rate increase is expected. A transfer from the rate stabilization fund is being made to cover the increased cost of power. Utility tax is included in this revenue source. Utility tax revenue is offset by a utility tax expense. This is a tax collected from commercial entities in the State of Delaware and is paid to the State by utilities.

2007-2008 <u>Actual</u>	2008-2009 <u>Budget</u>	2008-2009 <u>Revised</u>	2009-2010 City Manager <u>Budget</u>	2009-2010 <u>Difference</u>	<u>% Change</u>
\$94,037,212	\$100,290,600	\$100,290,600	\$101,314,542	\$1,023,942	1.0%

REVENUE TYPE: INTEREST AND OTHER (2.01 percent of Electric Revenue)

CRITICAL ASSUMPTION: Interest revenue is expected to decrease over original budget estimates for Fiscal Year 2009. Fiscal Year 2010 estimates are projected to be 51 percent less than Fiscal Year 2009 revised estimates. This reflects the current interest rates. Rent revenue is budgeted with no change for Fiscal Year 2010. Miscellaneous revenue is revenue received for general work requested by customers, penalties for late payments, and connection fees, etc. Included in Fiscal Year 2009 and Fiscal Year 2010 is the sale of emissions credits. These sales are projected at \$274,000 for revised Fiscal Year 2009 and Fiscal Year 2010.

2007-2008 <u>Actual</u>	2008-2009 <u>Budget</u>	2008-2009 <u>Revised</u>	2009-2010 City Manager <u>Budget</u>	2009-2010 <u>Difference</u>	<u>% Change</u>
\$3,225,973	\$3,678,769	\$2,451,271	\$2,078,726	\$(372,545)	-15.2%

ELECTRIC IMPROVEMENT AND EXTENSION FUND

ORIGIN AND PURPOSE

This fund is required by the Electric Bond Covenants for the purpose of providing long-term financing for the expansion and improvement of the electric system.

SOURCE OF FUNDS

Appropriations for this fund are received from the Electric Revenue, Depreciation Reserve, Insurance Stabilization, Future Capacity Funds, and reimbursements from the State of Delaware.

COMMENTS

All projects in this fund are itemized in each fund budget.

CASH RECEIPTS

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
PRIOR YEAR BALANCE	\$ 1,366,983	\$ 229,629	\$ 1,870,644	\$ 1,461,547	-21.9%
PRIOR YEAR BALANCE BOND		10,694,083	302,327	1,378,257	355.9%
INTEREST EARNINGS	50,987	113,037	113,037	33,700	-70.2%
INTEREST TRUSTEE	-	-	-	-	0.0%
INCOME FROM SALE OF ASSETS	4,647	-	-	-	0.0%
ELECTRIC NEW SERVICE FEES		-	-	-	0.0%
RECEIPT FROM DEPRECIATION RESERVE	9,699,579	2,000,000	2,000,000	-	-100.0%
RECEIPT FROM FUTURE CAPACITY RESERVE	1,000,000	3,000,000	-	-	0.0%
DEMA GRANT	40,820	-	50,000	-	-100.0%
STATE REIMBURSEMENT FOR SR1 & SR9	-	-	95,420	-	-100.0%
STATE REIMBURSEMENT FOR GOVS AVE	-	805,558	710,318	-	-100.0%
GREEN ENERGY GRANT	-	50,000	65,820	-	-100.0%
BOND ISSUE 2008	-	-	15,293,600	1,958,107	-87.2%
					0.0%
TRANSFER FROM ELECTRIC	2,925,000	1,684,000	1,684,000	2,500,000	48.5%
TOTALS	\$ 15,088,016	\$ 18,576,307	\$ 22,185,166	\$ 7,331,611	-67.0%

EXPENSE SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
ELECTRIC GENERATION	\$ 521,762	\$ 2,690,000	\$ 3,370,555	\$ 1,254,000	-62.8%
TRANSMISSION AND DISTRIBUTION	1,491,372	933,500	932,698	1,127,147	20.8%
ELECTRICAL ENGINEERING	10,856,013	9,556,887	15,042,109	3,525,536	-76.6%
ADMINISTRATION	25,498	-	-	-	0.0%
METER READING	20,400	-	-	-	0.0%
SYSTEMS OPERATIONS	-	-	-	-	0.0%
CURRENT YEAR BALANCE	2,172,971	5,395,920	1,461,547	1,424,928	-2.5%
CURRENT YEAR BALANCE -BOND	-	-	1,378,257	-	-100.0%
TOTALS	\$ 15,088,016	\$ 18,576,307	\$ 22,185,166	\$ 7,331,611	-67.0%

ELECTRIC CONTINGENCY FUND

ORIGIN AND PURPOSE

This fund was established by Council action to serve as a "rainy day" source of funds in case of an Electric Fund emergency.

SOURCE OF FUNDS

Transfer from the Electric Fund and Depreciation Reserve Fund.

COMMENTS

The Electric Contingency Fund must equal one percent or \$988,489 of Electric Fund operating revenue. Interest is retained in the fund. Only City Council can authorize expenditures from the fund.

The fund was initially established by transferring money from the Depreciation Reserve Fund. Future funds will come from the Electric Fund.

CASH RECEIPTS

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
BEGINNING BALANCE	\$ 1,197,260	\$ 876,632	\$ 894,169	\$ 924,869	3.4%
INTEREST EARNINGS	37,380	30,700	30,700	27,700	-9.8%
TRANSFER FROM INSURANCE STABILIZATION	-	-	-	-	0.0%
TRANSFER FROM ELECTRIC REVENUE	-	-	-	83,500	0.0%
TOTALS	\$ 1,234,640	\$ 907,332	\$ 924,869	\$ 1,036,069	12.0%

EXPENSE SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
TRANSFER TO ELECTRIC FUND	\$ -	\$ -	\$ -	\$ -	0.0%
TRANSFER TO RATE STABILIZATION FUND	340,471	-	-	-	0.0%
CARRY FORWARD TO NEXT YEAR	894,169	907,332	924,869	1,036,069	12.0%
TOTALS	\$ 1,234,640	\$ 907,332	\$ 924,869	\$ 1,036,069	12.0%

ELECTRIC DEPRECIATION RESERVE FUND

ORIGIN AND PURPOSE

This fund was established in 1981 to provide funds for the replenishment of assets that wear out because of time, usage, or technical reasons. The amount of depreciation less the principal paid on the debt service in a given year is the funding level goal.

SOURCE OF FUNDS

This fund receives an appropriation from the Electric Revenue Fund as a transfer. Interest earned is also credited to this fund.

CASH RECEIPTS

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
PRIOR YEAR BALANCE	\$ 18,648,619	\$ 9,144,804	\$ 9,451,663	\$ 7,701,763	-18.5%
RECEIPT FROM ELECTRIC REVENUE FUND	-	-	-	-	0.0%
INTEREST EARNINGS	618,983	250,100	250,100	290,000	16.0%
TOTALS	\$ 19,267,602	\$ 9,394,904	\$ 9,701,763	\$ 7,991,763	-17.6%

BUDGET SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
TRANSFER TO IMPROVEMENT AND EXTENSION	\$ 9,699,579	\$ 2,000,000	\$ 2,000,000	\$ -	-100.0%
TRANSFER TO INSURANCE STABILIZATION	116,360	-	-	-	0.0%
FOR CAPITAL ITEMS	-	-	-	-	0.0%
CURRENT YEAR BALANCE	9,451,663	7,394,904	7,701,763	7,991,763	3.8%
TOTALS	\$ 19,267,602	\$ 9,394,904	\$ 9,701,763	\$ 7,991,763	-17.6%

FUTURE CAPACITY FUND

ORIGIN AND PURPOSE

This fund was established in 1982 to provide funds for such projects as capacity supply studies, load management programs, the possible purchase of an additional unit, cooperative supply alternatives, and engineering or design work for a possible new unit. The original goal of this fund was to reach \$5 million by 1990.

SOURCE OF FUNDS

Funds are received from the Electric Revenue Fund as a transfer. Interest earnings remain in the fund.

CASH RECEIPTS

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
PRIOR YEAR BALANCE	\$ 8,067,629	\$ 8,237,392	\$ 8,457,351	\$ 8,640,651	2.2%
RECEIPT FROM ELECTRIC REVENUE FUND	-	-	-	-	0.0%
INTEREST EARNINGS	389,722	183,300	183,300	260,000	41.8%
TOTALS	\$ 8,457,351	\$ 8,420,692	\$ 8,640,651	\$ 8,900,651	3.0%

BUDGET SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
TRANSFER TO IMPROVEMENT AND EXTENSION	\$ -	\$ 3,000,000	\$ -	\$ -	0.0%
CURRENT YEAR BALANCE	8,457,351	5,420,692	8,640,651	8,900,651	3.0%
TOTALS	\$ 8,457,351	\$ 8,420,692	\$ 8,640,651	\$ 8,900,651	3.0%

INSURANCE STABILIZATION FUND

ORIGIN AND PURPOSE

The City of Dover Electric Utility has several specialized insurance policies. These policies are budgeted in the Electric Revenue Budget. To provide the funding of the deductibles in case of a claim, the City established an Insurance Stabilization Fund in June 1981. The goal is to maintain a minimum of \$350,000 in the fund.

SOURCE OF FUNDS

This fund receives an appropriation from the Electric Revenue Fund as needed. Interest earned is kept in the fund.

CASH RECEIPTS

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
PRIOR YEAR BALANCE	\$ 360,047	\$ 363,555	\$ 370,802	\$ 383,502	3.4%
RECEIPT FROM ELECTRIC DEPRECIATION RESERVE FUND	-	-	-	-	0.0%
INTEREST EARNINGS	10,755	12,700	12,700	11,500	-9.4%
TOTALS	\$ 370,802	\$ 376,255	\$ 383,502	\$ 395,002	3.0%

BUDGET SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
TRANSFER TO ELECTRIC REVENUE CONTINGENCY	\$ -	\$ -	\$ -	\$ -	0.0%
CURRENT YEAR BALANCE	370,802	376,255	383,502	395,002	3.0%
TOTALS	\$ 370,802	\$ 376,255	\$ 383,502	\$ 395,002	3.0%

ELECTRIC RATE STABILIZATION FUND

ORIGIN AND PURPOSE

Beginning in Fiscal Year 2005, a rate stabilization fund was established to offset the costs of the power cost adjustment to our customers. In 2007, the purpose of the fund was re-established to provide for price fluctuations in the power markets.

SOURCE OF FUNDS

The funding source for this reserve shall consist of the following potential sources: (a) one-time nonrecurring operating revenues, (b) all or some of positive carry forward balance variance, (c) annual appropriations, if available. The balance shall be maintained at a minimum of three percent not to exceed ten percent of the purchase power cost in any given year.

CASH RECEIPTS

	2007-08	2008-09	2008-09	2009-10	%CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2009-10
PRIOR YEAR BALANCE	\$ 404,984	\$ 2,423,762	\$ 2,471,465	\$ 4,642,013	87.8%
RECEIPT FROM ELECTRIC REVENUE FUND	2,030,679	-	2,085,748	-	-100.0%
RECEIPT FROM ELECTRIC CONTINGENCY	-	-	-	-	0.0%
INTEREST EARNINGS	35,802	84,800	84,800	76,600	-9.7%
TOTALS	\$ 2,471,465	\$ 2,508,562	\$ 4,642,013	\$ 4,718,613	1.7%

BUDGET SUMMARY

	2007-08	2008-09	2008-09	2009-10	%CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2009-10
TRANSFER TO ELECTRIC	\$ -	\$ -	\$ -	\$ 3,000,000	0.0%
CURRENT YEAR BALANCE	2,471,465	2,508,562	4,642,013	1,718,613	-63.0%
TOTALS	\$ 2,471,465	\$ 2,508,562	\$ 4,642,013	\$ 4,718,613	1.7%

PERSONNEL INFORMATION

**CONTAINS THE FOLLOWING
SUBSECTIONS:**

**NEW POSITION RECOMMENDATIONS
RECLASSIFICATIONS/UPGRADES**

City of Dover

Pay Plans for Non Bargaining Positions

1. Pay grades for non bargaining positions were adjusted for Fiscal Year 2010. Non bargaining employees were not paid according to performance for Fiscal Year 2009, as Council is re-evaluating the Pay-for-Performance plan. Union and non union employees received 3.5 and 4.0 percent increases for Fiscal Year 2010.

Grade	Annual		
	Minimum	Market	Maximum
102	\$16,817	\$20,359	\$26,437
103	\$17,657	\$21,377	\$27,759
104	\$18,540	\$22,446	\$29,147
105	\$19,467	\$23,568	\$30,604
106	\$20,441	\$24,747	\$32,134
107	\$21,463	\$25,984	\$33,741
108	\$22,536	\$27,283	\$35,428
109	\$23,663	\$28,647	\$37,199
110	\$24,846	\$30,080	\$39,059
111	\$26,088	\$31,584	\$41,012
112	\$27,392	\$33,163	\$43,063
113	\$28,762	\$34,821	\$45,216
114	\$30,200	\$36,562	\$47,477
115	\$31,710	\$38,390	\$49,851
116	\$33,296	\$40,310	\$52,343
117	\$34,960	\$42,325	\$54,961
118	\$36,708	\$44,442	\$57,709
119	\$38,544	\$46,664	\$60,594
120	\$40,471	\$48,997	\$63,624
121	\$42,495	\$51,447	\$66,805
122	\$44,619	\$54,019	\$70,145
123	\$46,850	\$56,720	\$73,652
124	\$49,193	\$59,556	\$77,335
125	\$51,652	\$62,534	\$81,202
126	\$54,235	\$65,660	\$85,262
127	\$56,947	\$68,943	\$89,525
128	\$59,794	\$72,391	\$94,001
130	\$65,923	\$79,811	\$103,636
131	\$69,219	\$83,801	\$108,818
132	\$72,680	\$87,991	\$114,259
133	\$76,314	\$92,391	\$119,972
134	\$80,130	\$97,010	\$125,971
136	\$88,343	\$106,954	\$138,883
137	\$92,760	\$112,301	\$145,827
139	\$102,268	\$123,812	\$160,774

2. New Positions Recommendations

During the budget process, the City Manager received six requests for new positions. While originally supporting three, due to budget constraints none were approved for inclusion in the budget.

3. Reclassification/Upgrades Proposed for Non-Bargaining

Five requests for reclassifications/regradings and promotions of non-bargaining positions were reviewed. One is included in the budget. Some involved creating a new position title, and some involved increasing the labor grade of a current position as a result of increased responsibilities.

The City Clerk's Office is requesting that the Records Management Coordinator (PAS Grade 111) be adjusted to an Administrative Assistant (PAS Grade 112). This classification better fits the position responsibilities. This change is projected to cost \$1,633 in salary and benefits.

4. Reclassification Re-grading of Bargaining Positions

Four positions were reviewed with the City Manager and department heads. None were recommended for regrading.

CAPITAL INVESTMENTS PLAN

CONTAINS THE FOLLOWING SUBSECTIONS:

INTRODUCTION

IMPACT ON OPERATING BUDGET

REVENUE SOURCES AND FUNDS

TOTAL CITY SUMMARY

GENERAL

WATER/WASTEWATER

ELECTRIC

VEHICLE REPLACEMENTS

CAPITAL INVESTMENTS PLAN

INTRODUCTION

The Capital Investments Plan (CIP) plays a key role in the City of Dover where an aging infrastructure and a growing community demanding expansion exist. The 2010-2014 CIP reflects the City's commitment to orderly expansion, staying current with technology, improving infrastructure, and planning for the future in the midst of the worst recession since the Great Depression. Due to the current economic conditions, the Fiscal Year 2009-2010 CIP includes only basic maintenance projects. The Fiscal Year 2009-2010 CIP proposes spending \$25.9 million and the five year CIP proposes spending \$101.5 million.

The City's vision is to be 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. We believe this CIP supports that by providing improvements to our parks and recreational facilities; supporting our police and fire services; and maintaining our streets and infrastructure.

The Fiscal Year 2009-2010 CIP totals \$25.7 million, of which the Dover Library Project is \$8.9 million. This project is funded from grants and reserves and does not issue any debt. CIP spending without the Library would be \$16.8 million, a decrease of approximately \$6.6 million over the Fiscal Year 2008-2009 CIP. The decrease is due to deferring numerous projects due to decreasing revenues and increased operating expenses. The Fiscal Year 2009-2010 CIP also contains proposed vehicle and equipment purchases of \$301,477.

Electric capital projects total \$5.6 million in Fiscal Year 2009-2010 versus \$13.1 million in Fiscal Year 2008-2009, a \$7.5 million difference. Major projects such as the St. Jones Substation and the 69 Kv Feeders were completed in Fiscal Year 2009 and this accounts for most of the difference.

Water/Wastewater capital projects total \$6.5 million for Fiscal Year 2009-2010. This amount is about the same as spending in Fiscal Year 2008-2009. In Fiscal Year 2008-2009 water quality improvements are budgeted to be \$2.6 million. The City will be completing the final phase of the US Route 13 East Sanitary Sewer Interceptor which is estimated to cost \$3.2 million. Inflow and infiltration removal projects will be approximately \$1.8 million

General Fund projects in the CIP include the annual Street and Alley Program; new regional library project; and the annual contribution to Robbins Hose (Fire Department).

In the Water/Wastewater Fund, projects scheduled include work on improving water quality and inflow infiltration; the final phase of the US Route 13 East Sanitary Sewer Interceptor; and replacement and upgrades to several pumping stations.

Electric projects include the Mid City Substation project, Distribution Upgrade projects and replacement of the existing Mark IV control system at VanSant Substation.

The Mid City Substation project will allow the Utility to provide an oil containment area for the transformer, upgrade the 69 Kv line/transformer protection to a three-breaker scheme, update the distribution breakers as they have reached the end of their useful life, and rehabilitate the switchgear to extend its life.

Distribution upgrade projects involve the systemic replacement of overhead lines with underground lines whenever services are being moved, wire is damaged, trees cause a high number of outages, or development is in progress and it is beneficial to the Utility to convert to underground.

The replacement of the existing Mark IV control system at VanSant Station is recommended in fiscal year 2010. This replacement is necessary to ensure the reliability of the combustion turbine operation for years to come. The project is estimated to cost \$700,000 and is funded by bond proceeds.

Vehicular purchases for Fiscal Year 2009-2010 are budgeted at \$301,447. Major vehicular purchases were held to bare minimums. The City is replacing a utility truck in the Water Treatment Division; and a digger truck in the Transmission and Distribution Division.

DEFINITION

The Capital Investments Plan (CIP) is strictly a planning document designed to coordinate and communicate the City's capital requirements for the next five years. It should be utilized as a guide, not a final commitment. Funding is committed only when City Council approves the project or equipment purchase in an operating budget.

The City prepares a five-year CIP annually. This is in accordance with financial policies. This method provides for the orderly maintenance, replacement, and expansion of the City's capital assets.

With the CIP, emphasis and importance was placed on the process in order to provide a more orderly and comprehensive plan. Departments were encouraged to include all possible projects for consideration. Each request was reviewed in-depth and discussed in terms of priority and feasibility. The draft CIP was reviewed by Council Committees before budget review and by the entire Council during the budget review process in May. This approach allows for fewer revisions.

A schedule called "2010 CIP by Revenue Sources and Funds" is provided on pages 140 and 141. This schedule provides a comparison of the Fiscal Year 2008-2009 capital budget to the proposed Fiscal Year 2009-2010 CIP.

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)

IMPACT ON OPERATING BUDGET

An important consideration in any CIP is its impact on the operating budget. The Fiscal Year 2009-2010 capital budget is funded primarily from debt proceeds (\$11.1 million), operating funds (\$4.1 million), reserve funds (\$3.0 million) and state/federal grants (\$7.4 million) totaling \$25.7 million. Please refer to the table below for projections of impact to operating budgets over the next five years by project. Because some capital investments are funded from general obligation and revenue bonds, the greatest impact on the operating budget is payment of debt service. The debt service for Fiscal Year 2010 is approximately \$5.1 million. In addition, completed projects may have operational costs such as maintenance, utilities, and manpower. In some cases, operational efficiencies result from capital projects that decrease costs in the operating budget. In the Capital Investments Plan description section, operation costs (savings) are shown for each project by year under "Impact on Operating Budget." A section, "Explanation of Impact on Operating Budget", is included to discuss and clarify what the impact of the project is anticipated to be. A summary of each project's "Impact on Operating Budget" follows in the next table.

Impact on Operating Budget for 2010-2014 CIP

Project Begins	Project Name	2010	2011	2012	2013	2014
2012	10K Forklift	-	-	500	-	-
2011	Fleet Maintenance System	-	6,100	6,100	6,100	6,100
2011	On-line Bill Presentment	-	22,000	22,000	22,000	22,000
2011	GPS Tracking of City Fleet	18,000	31,500	31,500	31,500	31,500
2009	Skate Park	-	1,000	1,500	2,000	2,500
2011	Lighted Soccer/Multi-Purpose Field	-	15,000	15,000	15,000	16,010
2009	Splash Pad at Schutte Park	-	16,000	17,000	18,000	19,000
2010	Replacement Library	-	-	168,144	173,225	173,225
2011	GIS Infrastructure and Mobile Solutions	-	1,000	2,500	4,000	4,000
2010	Core Law Enforcement Server Replacement	6,000	6,000	6,000	6,000	6,000
2010	Hot Spot Identification	10,700	10,700	10,700	10,700	10,700
2010	Relay Test Equipment	(18,292)	(18,292)	(18,292)	(18,292)	(18,292)
	Total Impact on Operating Budget	\$16,408	\$91,008	\$262,652	\$270,233	\$272,743

2010 CIP BY REVENUE SOURCE AND FUNDS
PREPARED AS OF 07/13/2009

PROJECT	General Fund	Comm. Trans. Fund	Library Reserve Fund	Water/Wastewater Fund	Water/Wastewater Bond	Electric & E Fund	Electric Bond	State Grant	Other	Impact Fee Reserve	DE Sewer Revolving Loan Fund	DE Water Revolving Loan Fund	TOTALS
Annual Contribution to Robbins Hose	229,880												229,880
Core Law Enforcement Server Replacements	53,500												53,500
Replacement Library			3,000,000					4,000,000	1,912,433				8,912,433
Street and Alley Program	350,000	1,000,000											1,350,000
General Total	633,380	1,000,000	3,000,000	-	-	-	-	4,000,000	1,912,433	-	-	-	10,545,813
Distribution Capacitors and Controls						120,000							120,000
Distribution Upgrades						351,096	802,904						1,154,000
Equipment Replacement						40,000							40,000
Hot Spot Identification						26,400							26,400
Lighting Project and Rehabilitation						50,000							50,000
McKee Run Plant Driveway Repaving							240,000						240,000
McKee Run Warehouse/Admin Smoke & Heat Detection System						55,000							55,000
Mid City Substation							1,593,461						1,593,461
Miscellaneous Upgrades						51,000							51,000
New Developments						881,300							881,300
Relay Test Equipment						48,795							48,795
Replacement of 69 KV Breakers						183,000							183,000
Substation PT & CT Replacement						260,880							260,880
Transmission Line Maintenance Program						23,000							23,000
Unit 1 Remove Cyclone Separators						36,000							36,000
Unit 2 - Remove Cyclone Separators						36,000							36,000
Unit 3 - Remove Cyclone Separators						51,000							51,000
VanSant CT Mark IV Upgrades							700,000						700,000
Work Management System Replacement						85,000							85,000
Electric Total	-	-	-	-	-	2,298,471	3,336,365	-	-	-	-	-	5,634,836
1.0 MG Elevated Water Storage Tower					200,000								200,000
US Route 13 West Sanitary Sewer Interceptor											3,201,480		3,201,480
Acorn Lane Package Pump Station Replacement											336,400		336,400
Delaware State University Force Main Rerouting				26,800									26,800
Delaware State University Pumping Station Replacement											336,400		336,400
Fox Hall Pump Station Rehabilitation				52,000									52,000
Fox Hall/Retreat Force Man Rerouting										107,200			107,200
Heatherfield Pumping Station Upgrade				40,000									40,000
Inflow/Infiltration Removal											1,800,000		1,800,000
Miscellaneous Distribution System Improvements				65,000									65,000
Miscellaneous Sewer System Improvements				33,000									33,000
Remote Control and Monitor Wells				55,000									55,000
SCADA Equipment Technology Upgrade				79,300									79,300
Tar Ditch Interceptor Upgrade (VWV)										518,230			518,230
Water Quality Improvements												2,604,017	2,604,017
Wellhead Redevelopment Program				55,000									55,000
Water/Wastewater Total	-	-	-	406,100	200,000	-	-	-	-	518,230	5,781,480	2,604,017	9,509,827
TOTALS	633,380	1,000,000	3,000,000	406,100	200,000	2,298,471	3,336,365	4,000,000	1,912,433	518,230	5,781,480	2,604,017	25,690,476

TOTAL CITY SUMMARY**EXPENDITURES**

CATEGORY	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
General	42,034,574	10,545,813	14,001,302	7,867,575	3,281,556	6,338,328
Water/Wastewater	31,195,427	9,509,827	5,820,300	4,076,100	4,971,100	6,818,100
Electric	20,008,488	5,634,836	2,835,164	3,707,707	2,969,936	4,860,845
TOTAL	93,238,489	25,690,476	22,656,766	15,651,382	11,222,592	18,017,273

REVENUE

REVENUE SOURCE	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
General Fund	12,763,440	633,380	2,461,102	2,380,274	2,033,356	5,255,328
Community Transportation Fund	5,275,000	1,000,000	1,125,000	1,000,000	1,150,000	1,000,000
Library Reserve Fund	3,000,000	3,000,000	-	-	-	-
Water/Wastewater Fund	6,111,000	406,100	1,090,300	1,312,100	1,132,900	2,169,600
W/WW Bond Financing	7,768,900	200,000	3,740,000	1,000,000	1,279,400	1,549,500
Electric I and E Fund	17,475,027	3,101,375	2,835,164	3,707,707	2,969,936	4,860,845
Electric Bond	2,533,461	2,533,461	-	-	-	-
State Grant	8,210,000	4,000,000	4,060,000	50,000	50,000	50,000
Other	12,579,934	1,912,433	6,300,200	4,367,301	-	-
Parkland Fund	111,000	-	15,000	30,000	33,000	33,000
Impact Fee Reserve	518,230	518,230	-	-	-	-
Homeland Security Grant	150,000	-	-	150,000	-	-
Police Grants	95,200	-	40,000	40,000	15,200	-
DE Sewer Revolving Load Fund	5,781,480	5,781,480	-	-	-	-
DE Water Revolving Loan Fund	10,865,817	2,604,017	990,000	1,614,000	2,558,800	3,099,000
TOTAL	93,238,489	25,690,476	22,656,766	15,651,382	11,222,592	18,017,273

TOTAL CITY SUMMARY with Vehicles Included

EXPENDITURES

CATEGORY	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
General	42,034,574	10,545,813	14,001,302	7,867,575	3,281,556	6,338,328
Water/Wastewater	31,195,427	9,509,827	5,820,300	4,076,100	4,971,100	6,818,100
Electric	20,008,488	5,634,836	2,835,164	3,707,707	2,969,936	4,860,845
Subtotal	93,238,489	25,690,476	22,656,766	15,651,382	11,222,592	18,017,273
Vehicles	8,247,865	301,447	3,230,656	1,735,984	1,506,519	1,473,259
TOTAL	101,486,354	25,991,923	25,887,422	17,387,366	12,729,111	19,490,532

REVENUE

REVENUE SOURCE	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
General Fund	19,143,408	633,380	5,441,858	3,670,608	3,240,675	6,156,887
Community Transportation Fund	5,275,000	1,000,000	1,125,000	1,000,000	1,150,000	1,000,000
Library Reserve Fund	3,000,000	3,000,000	-	-	-	-
Water/Wastewater Fund	7,480,500	461,700	1,294,500	1,550,900	1,432,100	2,741,300
W/WW Bond Financing	7,768,900	200,000	3,740,000	1,000,000	1,279,400	1,549,500
Electric I and E Fund	17,973,424	3,347,222	2,880,864	3,914,557	2,969,936	4,860,845
Electric Bond	2,533,461	2,533,461	-	-	-	-
State Grant	8,210,000	4,000,000	4,060,000	50,000	50,000	50,000
Other	12,579,934	1,912,433	6,300,200	4,367,301	-	-
Parkland Fund	111,000	-	15,000	30,000	33,000	33,000
Impact Fee Reserve	518,230	518,230	-	-	-	-
Homeland Security Grant	150,000	-	-	150,000	-	-
Police Grants	95,200	-	40,000	40,000	15,200	-
DE Sewer Revolving Load Fund	5,781,480	5,781,480	-	-	-	-
DE Water Revolving Loan Fund	10,865,817	2,604,017	990,000	1,614,000	2,558,800	3,099,000
TOTAL	101,486,354	25,991,923	25,887,422	17,387,366	12,729,111	19,490,532

GENERAL

EXPENDITURES

CATEGORY	PAGE	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Central Services							
Space Needs Study Implementation	143	5,117,664		115,000	434,890	402,446	4,165,328
10K Forklift	144	25,000			25,000		
Subtotal		5,142,664		115,000	434,890	402,446	4,165,328
Fleet Maintenance							
Fleet Maintenance System	145	58,000		58,000			
Subtotal		58,000		58,000			
Customer Services							
Customer Notification by E-IVR Automated Dialing	146	30,000			30,000		
Creditron Remittance Processor Upgrade	147	30,000			30,000		
Subtotal		60,000			60,000		
Fire							
Annual Contribution to Robbins Hose	148	1,432,951	229,880	223,340	551,821	427,910	
Subtotal		1,432,951	229,880	223,340	551,821	427,910	
Information Technology							
IT Long-Range Planning Process Review and Update	149	65,000		65,000			
On-line Bill presentment with on-line and IVR payment option	150	156,000		156,000			
GPS Tracking of City Fleet	151	38,250		19,125	19,125		
Subtotal		259,250		240,125	19,125		
Parks and Recreation							
Skate Park	152	150,000		150,000			
Park and Playground Improvement Program	153	147,000		15,000	30,000	33,000	33,000
Lighted Soccer/Multi-purpose Field	154	190,000		190,000			
Schutte Park Pathway	155	120,000		120,000			
Splash Pad at Schutte Park	156	250,000		250,000			
Dog Park	157	30,000			30,000		
Tennis Courts at Schutte Park	158	150,000			150,000		
Schutte Park Land - Improvements	159	100,000			100,000		
Pave Parking Lots at Schutte Park	160	300,000				300,000	
Subtotal		1,437,000		725,000	310,000	333,000	33,000
Library							
Replacement Library	116	23,479,934	8,912,433	10,300,200	4,267,301		
Subtotal		23,479,934	8,912,433	10,300,200	4,267,301		
Public Services - Administration							
GIS Infrastructure & Mobile Solutions	162	54,000		18,000	18,000	18,000	
Subtotal		54,000		18,000	18,000	18,000	

CATEGORY	PAGE	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Public Services - Streets							
Street and Alley Program	163	8,850,000	1,350,000	1,800,000	1,850,000	1,900,000	1,950,000
Silver Lake Park Revitalization Project	164	650,000		250,000	100,000	100,000	100,000
Concrete Construction and Replacement Program	165	330,000		75,000	80,000	85,000	90,000
Subtotal		9,830,000	1,350,000	2,125,000	2,030,000	2,085,000	2,140,000
Police							
Core Law Enforcement Server Replacements	166	53,500	53,500				
In-Car Camera Replacement	167	95,200		40,000	40,000	15,200	
Repave Police Station Parking Lots	168	95,200		95,200			
Second Floor Expansion	169	122,875		61,437	61,438		
Server Room Fire Suppression System	170	50,000			50,000		
Subtotal		416,775	53,500	196,637	151,438	15,200	
TOTAL		42,034,574	10,545,813	14,001,302	7,867,575	3,281,556	6,338,328

REVENUE

REVENUE SOURCE	TOTAL 5 YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
General Fund	12,763,440	633,380	2,461,102	2,380,274	2,033,356	5,255,328
Community Transportation Fund	5,275,000	1,000,000	1,125,000	1,000,000	1,150,000	1,000,000
Library Reserve Fund	3,000,000	3,000,000				
State Grant	8,210,000	4,000,000	4,060,000	50,000	50,000	50,000
Other	15,579,934	1,912,433	6,300,200	4,367,301		
Parkland Fund	111,000		15,000	30,000	33,000	33,000
Police Grants	95,200		40,000	40,000	15,200	
TOTAL	45,034,574	10,545,813	14,001,302	7,867,575	3,281,556	6,338,328

Space Needs Study Implementation

FISCAL YEARS: 2008 - 2014
PROJECT NO: 0
CATEGORY: General
DEPARTMENT: Central Services
DEPT. RANKING: 2
NEW PROJECT: Yes



PROJECT DESCRIPTION: This is a ten-year plan for City buildings that will create spaces and places for the City's elected officials and employees to provide quality services to the citizens. The Facility Space Committee toured all City buildings, interviewed all department heads, conducted a needs assessment and proximity matrix, created measured drawings of buildings, and consulted with an architect as needed.

NEED, JUSTIFICATION, BENEFIT: The Study revealed (1) a lack of space for public and customers, (2) a lack of working space, (3) poor locations, (4) substandard space, (5) a lack of storage space, and (6) a lack of security.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: We will continue to face all the problems associated with a lack of space, lack of security, poor locations, and substandard space.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: Impact on Operating Budget has yet to be determined at this time.

TIME-LINE/CURRENT STATUS: Project will begin in Fiscal Year 2007 and continue through Fiscal Year 2016.

COMMENTS:

Description	Current Estimate	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Project Total
Public Works Addition	180,000							-
Electric Admin Addition	10,000							-
Parks & Recreation	100,000		65,000					65,000
Police 2nd Floor	123,000				153,992			153,992
Council Chambers	338,000		50,000	392,824				442,824
A/V Communication	32,000			42,066				42,066
Relocate Grounds	180,000				248,454			248,454
City Hall East Wing	2,566,000					3,718,939		3,718,939
City Hall West Wing	4,860,000						7,395,846	7,395,846
Connectors	616,000					446,389	476,317	922,706
City Hall	312,000						474,795	474,795
Total	9,375,000		115,000	434,890	402,446	4,165,328	8,346,958	13,536,322

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	50,000							50,000
Land								
Construction	191,700		115,000	434,890	402,446	4,165,328	8,346,958	13,464,622
Miscellaneous								
Other								
TOTAL	241,700		115,000	434,890	402,446	4,165,328	8,346,958	13,706,322

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	241,700		115,000	434,890	402,446	4,165,328	8,346,958	13,706,322
TOTAL	241,700		115,000	434,890	402,446	4,165,328	8,346,958	13,706,322

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

10K Forklift

FISCAL YEARS: 2012
PROJECT NO: N/A
CATEGORY: General
DEPARTMENT: Central Services
DEPT. RANKING: 5
NEW PROJECT: Yes



PROJECT DESCRIPTION: This project involves the purchase of a new 10,000 lb. capacity forklift to replace the 1987 6,000 lb. capacity forklift.

NEED, JUSTIFICATION, BENEFIT: The stock levels of three phase transformers have increased due to Electric Department requirements. These transformers can weigh up to 10,000 pounds each. We currently drive the 6,000 lb. forklift to the North Street storage yard and unload what we can. We then request assistance from the Electric Department to unload using a line truck. Ownership of a 10K forklift will allow warehouse staff to manage out-sized and extremely heavy materials. The forklift will also be available for the use of other City departments.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: As the workload of the Electric Department increases, the availability of their crews to help us will diminish.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: This project will include a maintenance program to be funded during the years after purchase.

TIME-LINE/CURRENT STATUS: Project should be bid in spring 2009.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous				25,000				25,000
Other								
TOTAL				25,000				25,000

FINANCING:

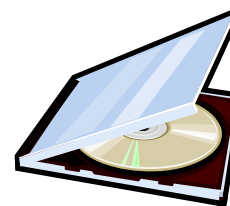
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund				25,000				25,000
TOTAL				25,000				25,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Maintenance				500			500	1,000

Fleet Maintenance System

FISCAL YEARS: 2011
PROJECT NO: VM001
CATEGORY: General
DEPARTMENT: Fleet Maintenance
DEPT. RANKING: 1
NEW PROJECT: Yes



PROJECT DESCRIPTION: Purchase, installation, and training on Fleet Maintenance software.

NEED, JUSTIFICATION, BENEFIT: This was decided as one of the top four projects for implementation by the Technology Advisory Committee.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The Fleet Maintenance Shop will continue to schedule and track all vehicle maintenance manually.

THIS PROJECT IS RELATED TO THE FOLLOWING: Strategic budget request for additional manpower to manage the data input.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Implementation of this system will require the addition of a new position and computer to input the data and manage the program without removing a mechanic from the line.

TIME-LINE/CURRENT STATUS: Upon approval, IT will purchase and install the software, and Central Services will begin the recruitment process.

COMMENTS: This is mission enhancement.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other			58,000					58,000
TOTAL			58,000					58,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund			58,000					58,000
TOTAL			58,000					58,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Annual Licensing			6,100	6,100	6,100	6,100	6,100	30,500

Customer Notification by E-IVR Automated Dialing

FISCAL YEARS: 2012
PROJECT NO: 1
CATEGORY: General
DEPARTMENT: Customer Services
DEPT. RANKING: 1
NEW PROJECT: Yes



PROJECT DESCRIPTION: One of the most popular and cost effective uses of IVR Technology involves automating the out-dialing process. Another use is to add the feature of customer alerts and notifications. This automation can take a variety of forms and functionality. E-IVR automated features include the ability to broadcasting a huge number of calls to deliver a pre-recorded message or alert, targeting a specific list to be called to relay individualized information, and to automate the dialing process as an efficient and management tool for staff.

NEED, JUSTIFICATION, BENEFIT: The E-IVR notification system gets the word out fast for emergency notification, road closures, power outages, alerts customer of electric and water disconnections that are scheduled due to nonpayment of utility account, upcoming events. The Customer Service department is submitting the request for consideration. This system should benefit City departments and Officials city wide. The phone system broadcasts from our data base, when answered the IVR plays a prerecorded message. Unsuccessful calls are noted and can be broadcast again. The benefit to the customer is to receive critical notifications and become better informed. Since the calls are automated staff, may be utilized in other functions.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: It is critical to maximize the use of communication resources, advance with technology and offer features similar to local utilities and municipalities. Our existing phone system provides the foundation to add beneficial enhancements.

THIS PROJECT IS RELATED TO THE FOLLOWING: IVR Telephone Communication Advancement.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Estimated annual maintenance fees.

TIME-LINE/CURRENT STATUS: Processing of the request for the E-IVR Automated Dialing Applications in July 2009. Installation would occur before July 2010.

COMMENTS: This type of notification system is already used by other utilities and municipalities in Delaware. In conjunction with electric disconnects for nonpayment, the customer would receive an automated call two days prior to the scheduled disconnection date. This serves as a reminder to remit the payment and allows the customer to prepare for the interruption of service in the event payment is not received. A customer may chose to expedite payment by using the recently implemented credit card online processing system.

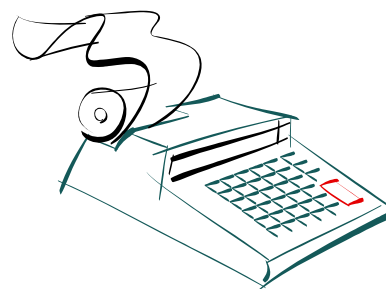
FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous				30,000				30,000
Other								
TOTAL				30,000				30,000

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund				30,000				30,000
TOTAL				30,000				30,000

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Creditron Remittance Processor Upgrade

FISCAL YEARS: 2012
PROJECT NO: 2
CATEGORY: General
DEPARTMENT: Customer Services
DEPT. RANKING: 2
NEW PROJECT: Yes



PROJECT DESCRIPTION: Customer Service currently uses the NCR 7731 to process and image utility and tax payments. The Finance department is interested in transmitting daily deposits electronically to the bank. The existing remittance device cannot be upgraded with a rear camera to complete this process. The Creditron Remittance Processing System NCR ITrans 3,000 is equipped with rear camera imaging.

NEED, JUSTIFICATION, BENEFIT: The Creditron remittance processor NCR 7731, currently in use, was purchased in 2005. In order for the Finance department to proceed with plans for electronic remote deposit capabilities, we must purchase the NCR ITrans 3,000.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: It is critical to maximize the use of resources and advance with technology. Finance department staff transports the deposit daily accompanied by a City of Dover Police escort. Staff is at jeopardy by establishing a daily pattern to take the deposit to the bank. The City loses the advantage of submitting the deposit sooner in order to receive credit for funds.

THIS PROJECT IS RELATED TO THE FOLLOWING: The Finance department is interested in having the ability to use the Remote Deposit Capture feature offered by our bank. Remote deposit submits the daily deposits electronically converting checks into electronic transactions and electronically transmitting deposit to bank. The remittance processor requires an upgrade to perform the process.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Estimated annual maintenance fees

TIME-LINE/CURRENT STATUS: Processing of the request for the Creditron Remittance Processor in July 2009. Installation would occur before July 2010.

COMMENTS: The Customer Service Department currently uses the Creditron remittance processor for utility and tax payments. The system encodes and images the checks and corresponding documents and is fully compatible with our current billing system. Payments are uploaded to the customer's account. The existing device cannot be modified to perform the remote deposit function, due to age. Quote from vendor does not include an encoder, since when using remote deposit encoding checks is not necessary.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous				30,000				30,000
Other								
TOTAL				30,000				30,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund				30,000				30,000
TOTAL				30,000				30,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Annual Contribution to Robbins Hose Company

FISCAL YEARS: 2009 - 2013

PROJECT NO:

CATEGORY: General

DEPARTMENT: Fire

DEPT. RANKING: 2

NEW PROJECT: No



PROJECT DESCRIPTION: This contribution covers payments to the Robbins Hose Company to cover the Major Fire Apparatus Replacement Plan and the annual mortgage payment for Station #2.

NEED, JUSTIFICATION, BENEFIT: The annual mortgage payment is based on an earlier agreement that the City has with the Robbins Hose Company. The Major Fire Apparatus Replacement Plan ensures loan payments for replacement according to a schedule which guarantees equipment will not be outdated and unserviceable. This plan is based on replacing one of the Company's five engines and one rescue vehicle every three years which would put the average replacement age at 18 years. The two ladder trucks would be replaced every 15 years depending on condition and current needs. This schedule would reduce overall maintenance costs because fire apparatus would be replaced before major problems occur. By providing the Robbins Hose Company with the needed payments for the Major Fire Apparatus Replacement Plan, the Robbins Hose Company will be enabled to pay for a \$2.5 million door rehabilitation of the Company Headquarters on Governors Avenue. This renovation is designed to handle 25 years of growth of the company and would preclude any need for an additional fire station in Dover. The Robbins Hose Company will also cover costs associated with miscellaneous apparatus and equipment such as command units, utility vehicles, and large hose replacement.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Increased maintenance costs; possibility of not meeting ISO requirements and NFPA standards .

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS:

COMMENTS:

Fiscal Year	Prior to 2010	2010	2011	2012	2013	TOTALS
Mtge Stat. #2						\$ -
Ladder 1 (2001)				130,000	130,000	\$ 260,000
Ladder 2 (1993)	92,910	92,910	92,910	92,910	92,910	\$ 464,550
Engine 4 (1989)						\$ -
Engine 2 (1989)	195,300	136,970	130,430	123,911		\$ 586,611
Engine 7 (1997)				205,000	205,000	\$ 410,000
Totals	\$ 288,210	\$ 229,880	\$223,340	\$551,821	\$427,910	\$ 1,721,161

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous	288,210	229,880	223,340	551,821	427,910			1,721,161
Other								
TOTAL	288,210	229,880	223,340	551,821	427,910			1,721,161

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	288,210	229,880	223,340	551,821	427,910			1,721,161
TOTAL	288,210	229,880	223,340	551,821	427,910			1,721,161

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

IT Long Range Planning Process Review and Update

FISCAL YEARS: 2011
PROJECT NO: 1
CATEGORY: General
DEPARTMENT: Information Technology
DEPT. RANKING: 1
NEW PROJECT: Yes



PROJECT DESCRIPTION: In 2004, the City hired a third party to help us put a framework around long-range technology planning and spending. The outcome which included a five-year plan has provided a road map and format that has allowed us to continue to move forward with technology in an organized and predictable manner. This new project is to repeat the process and update our plan. This update was presented to the TAC group and received a high number of votes October 2008.

NEED, JUSTIFICATION, BENEFIT: This has been effective but the five-year plan is exhausted with 2009.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Less predictable and less unified technology planning and spending in future years.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Start in 2010.

COMMENTS: Estimate is based on cost of 2004 study. Lowest bid back then was \$50,000.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other			65,000					65,000
TOTAL			65,000					65,000

FINANCING:

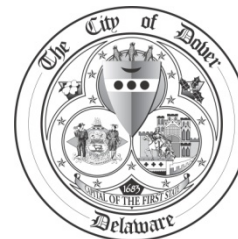
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund			65,000					65,000
TOTAL			65,000					65,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

On-line bill presentment with on-line & IVR payment Option

FISCAL YEAR S : 2011
PROJECT NO: 2
CATEGORY: General
DEPARTMENT: Information Technology
DEPT. RANKING: 2
NEW PROJECT: Yes



PROJECT DESCRIPTION: E-Government expansion to include presentation of billing information from all departments that utilize SPS (formerly HTE) and the interface for on-online payment as well as an IVR (pay by phone) option. The method chosen here to move forward will dictate the expense. If we purchase the SPS Click2Gov products, the implementation can be done in one year, and the capital cost will be approximately \$156,000. If we do it in-house, it will take longer (maybe two years) the only costs will be operational.

NEED, JUSTIFICATION, BENEFIT: The request for e-government expansion has been repeated at every TAC meeting since its inception. By providing billing and payment options on-line, the city would provide 24x7 access to its constituents. Meanwhile it would also reduce employee disruptions by reducing the number of phone calls and walk-in payments.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The City will continue as it does today.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: This depends on the implementation method. If done in-house, the impact is minimal. If it is accomplished via purchasing the SPS Click2Gov product there will be an annual maintenance fee starting at approximately \$22,000 per year.

TIME-LINE/CURRENT STATUS: In-house, we have developed on-line payment for tax and utility bills, but the customer is not yet able to review the utility bills on-line or to pay other city bills. If we purchase the package, the integration can be completed in the first year. If we develop in-house, it is more likely to spread into a second year.

COMMENTS: The funding below represents the purchase and integration of the SPS Click2Gov products. This is based on a \$156,000 quote received from SPS October 2008. The operating cost projection represents annual software maintenance fees which may change based on inflation. If we develop in-house, there is no significant capital or recurring operating costs to be reported so this would not be a CIP project.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other			156,000					156,000
TOTAL			156,000					156,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund			156,000					156,000
TOTAL			156,000					156,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Software Maint. Fee			22,000	22,000	22,000	22,000	22,000	110,000

GPS Tracking of City Fleet

FISCAL YEARS : 2011 - 2012

PROJECT NO:

CATEGORY: General

DEPARTMENT: Information Technology

DEPT. RANKING: 3

NEW PROJECT: No



PROJECT DESCRIPTION: This project started mid 2008 with the implementation of the sanitation fleet. This global positioning system technology provides for on-line tracking of vehicle location, monitoring of vehicle performance and safety, as well as reporting and inquiry for management tools. This project was originally identified in the 2004 IT Long Range Plan. The remainder of the project is to implement this technology in remaining City vehicles over the next two years.

NEED, JUSTIFICATION, BENEFIT: The system is accessible from any computer with Internet connection and pays for itself quickly in fuel savings, better allocation of mobile resources, and faster response to customer requests. Being able to provide faster response to service requests leads to satisfied customers. More efficient fleet routing, decreased driver downtime, and minimized impact of traffic. Dispatchers receive vehicle location and status information in real-time without driver's intervention. It also improves the safety of our operators as well as the public as the system alerts us to factory recalls, alerts us to possible onboard vehicle malfunctions as they are detected, and alerts us to excessive vehicle speeds.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Reduced safety, less efficient use of the fleet, and thereby less efficient use of our employees.

THIS PROJECT IS RELATED TO THE FOLLOWING: High priority project from annual TAC Meeting

EXPLANATION OF IMPACT ON OPERATING BUDGET: There will be a monthly wireless connectivity charge for each vehicle. Current cost is \$25/month per vehicle. This will be the recurring impact on the operating budget.

TIME-LINE/CURRENT STATUS: During mid 2008 we implemented the system on the sanitation fleet. Monies were requested but not approved for Fiscal Year 2010. This project will pick up in Fiscal Year 2011 to roll out of this technology to the remainder of the applicable city fleet (estimated to be 90 vehicles in the 2004 I/T LRP) over the next two years.

COMMENTS: These costs are based on the current State of Delaware contract with NetworkCar, as well as our experience with the sanitation fleet implementation. The cost per vehicle is \$425 for hardware (self installation) and \$25/month for the cellular data connection.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous	6,375		19,125	19,125				44,625
Other								
TOTAL	6,375		19,125	19,125				44,625

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	6,375		19,125	19,125				44,625
TOTAL	6,375		19,125	19,125				44,625

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Maintenance/Training		18,000	31,500	31,500	31,500	31,500	31,500	175,500

Skate Park

FISCAL YEARS: 2009 - 2011
PROJECT NO: PR10
CATEGORY: General
DEPARTMENT: Parks and Recreation
DEPT. RANKING: 3
NEW PROJECT: No



PROJECT DESCRIPTION: This project would construct a skate park for the Dover area youth.

NEED, JUSTIFICATION, BENEFIT: Many youth and parents have approached the City for a skate park. Area business owners have complained about skaters damaging their property. This park would give the youth a designated skate area.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Continual lack in meeting the needs of our youth population; more destruction and problems with business property

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Skate Park construction to begin in March 2011 and finish by May 2011.

COMMENTS: Planning & design phase Fiscal Year 2009, construction Fiscal Year 2011.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	10,000							10,000
Land								
Construction			150,000					150,000
Miscellaneous								
Other								
TOTAL	10,000		150,000					160,000

FINANCING:

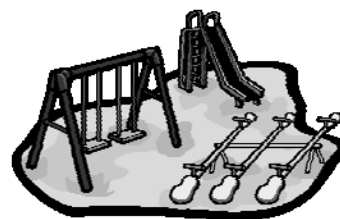
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	10,000		150,000					160,000
TOTAL	10,000		150,000					160,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
		1,000	1,000	1,500	2,000	2,500		8,000

Park and Playground Improvement Program

FISCAL YEARS: 2010 - 2014
PROJECT NO: PR0704
CATEGORY: General
DEPARTMENT: Parks and Recreation
DEPT. RANKING: 4
NEW PROJECT: No



PROJECT DESCRIPTION: This project would resurface the basketball courts in Mayfair Park in FY 2010 and repair existing park facilities.

NEED, JUSTIFICATION, BENEFIT: The existing basketball court has cracks throughout the court and this creates a safety issue.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The courts may need to be closed for public use due to safety issues.

THIS PROJECT IS RELATED TO THE FOLLOWING: Playground replacement program to meet Consumer Product Safety Commission playground safety guidelines

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Work on Mayfair Park Basketball Court will begin in August 2009 and is scheduled to be completed by October 2009.

COMMENTS: Project was formerly called "Playground Equipment Replacement Program."

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	134,066		15,000	30,000	33,000	33,000	36,000	281,066
Miscellaneous	96,724							96,724
Other	36,210							36,210
TOTAL	267,000		15,000	30,000	33,000	33,000	36,000	414,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Parkland Reserve	267,000		15,000	30,000	33,000	33,000	36,000	414,000
TOTAL	267,000		15,000	30,000	33,000	33,000	36,000	414,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Lighted Soccer/Multi-purpose Field

FISCAL YEARS: 2011
PROJECT NO: PR
CATEGORY: General
DEPARTMENT: Parks and Recreation
DEPT. RANKING: 1
NEW PROJECT: No



PROJECT DESCRIPTION: Light one soccer/multi-purpose field at Schutte Park

NEED, JUSTIFICATION, BENEFIT: With loss of field space (construction of JWP Center), and growing demand for field space for soccer, lacrosse, flag football, and field hockey, we can increase usage of existing fields by lighting one field.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: We will not be able to provide field space for outdoor sport leagues.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: Cost of electricity for lights, which would be charged to the teams using the lighted field

TIME-LINE/CURRENT STATUS: Project will begin in September 2011, and be finished by December 2011.

COMMENTS: This project will provide additional field space without building additional playing fields.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction			190,000					190,000
Miscellaneous								
Other								
TOTAL			190,000					190,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund			190,000					190,000
TOTAL			190,000					190,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
			15,000	15,000	15,000	16,010		61,010

Schutte Park Pathway

FISCAL YEARS: 2011
PROJECT NO: PR
CATEGORY: General
DEPARTMENT: Parks and Recreation
DEPT. RANKING: 2
NEW PROJECT: No



PROJECT DESCRIPTION: This project would involve the continuation of the ten-foot wide multi-use pathway in Schutte Park.

NEED, JUSTIFICATION, BENEFIT: Loop pathway in Schutte Park for park users - Existing pathway goes from back parking lot to Wyoming Mill Road.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Parks users will not have a trail system that connects from beginning to end.

THIS PROJECT IS RELATED TO THE FOLLOWING: Existing Schutte Park trail (installed in May 2003); City's Greenway system

EXPLANATION OF IMPACT ON OPERATING BUDGET: n/a

TIME-LINE/CURRENT STATUS: Construction of pathway is to begin in August 2010 and be completed by October 2010.

COMMENTS: We will apply for a State grant from the Delaware Land, Water & Trust Fund (DLWTF) to pay 50 percent of the project costs.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction			120,000					120,000
Miscellaneous								
Other								
TOTAL			120,000					120,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
State Grant			60,000					60,000
General Fund			60,000					60,000
TOTAL			120,000					120,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Splash Pad at Schutte Park

FISCAL YEARS: 2009 - 2010
PROJECT NO: PR
CATEGORY: General
DEPARTMENT: Parks and Recreation
DEPT. RANKING: 2
NEW PROJECT: No



PROJECT DESCRIPTION: This project would construct a ground-level splash pad located in Schutte Park or Silver Lake.

NEED, JUSTIFICATION, BENEFIT: It would improve quality of life for our Dover families, be an enhancement to our summer outdoor camp and sport activities, and provide outdoor water activity during summer months.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Not meeting the needs of our residents who depend upon water quality of Silver Lake for outdoor recreation.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: Water usage

TIME-LINE/CURRENT STATUS: Construction will begin August 2010 and finish by September 2010.

COMMENTS: Planning and design completed in Fiscal Year 2009.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	10,000							10,000
Land								
Construction			115,000					115,000
Miscellaneous								
Other			135,000					135,000
TOTAL	10,000		250,000					260,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	10,000		250,000					260,000
TOTAL	10,000		250,000					260,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
water usage		15,000	16,000	17,000	18,000	19,000		85,000

Dog Park

FISCAL YEARS: 2012
PROJECT NO: PR12-1
CATEGORY: General
DEPARTMENT: Parks and Recreation
DEPT. RANKING: 1
NEW PROJECT: No



PROJECT DESCRIPTION: This project would construct a dog park.

NEED, JUSTIFICATION, BENEFIT: Department has received calls from dog owners requesting a location to exercise their dogs. A dog park would give pet owners a location for this.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Not meeting the needs of our growing community and issues in our City parks with pets unsupervised.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Begin construction in September 2012, finish by December 2012.

COMMENTS: Would be located in an existing City park.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction				30,000				30,000
Miscellaneous								
Other								
TOTAL				30,000				30,000

FINANCING:

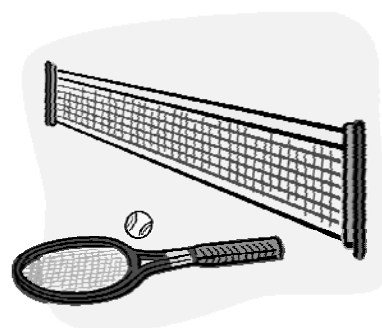
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund				30,000				30,000
TOTAL				30,000				30,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Tennis Courts at Schutte Park

FISCAL YEARS: 2012
PROJECT NO: PR12-2
CATEGORY: General
DEPARTMENT: Parks and Recreation
DEPT. RANKING: 2
NEW PROJECT: No



PROJECT DESCRIPTION: This project would construct tennis courts at Schutte Park.

NEED, JUSTIFICATION, BENEFIT: There are NO public tennis courts on the west side of Route 13. The department has received a request by a resident for tennis courts at Schutte Park.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: No public tennis courts on west side of Dover.

THIS PROJECT IS RELATED TO THE FOLLOWING: Master plan for Schutte Park that was developed by Sasaki Associates, Inc. in 1991.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Purchase of replacement tennis nets yearly.

TIME-LINE/CURRENT STATUS: Begin construction March 2012, and finish by May 2012.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction				150,000				150,000
Miscellaneous								
Other								
TOTAL				150,000				150,000

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund				150,000				150,000
TOTAL				150,000				150,000

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Schutte Park Land - Improvements

FISCAL YEARS: 2012
PROJECT NO: PR0702
CATEGORY: General
DEPARTMENT: Parks and Recreation
DEPT. RANKING: 3
NEW PROJECT: No



PROJECT DESCRIPTION: The project involves a probable land donation from a local developer. Wyoming Mill Road will be reconfigured to intersect with the Village of Westover entrance. The price listed is for grading and seeding the donated land which will become athletic fields.

NEED, JUSTIFICATION, BENEFIT: Increased acreage for outdoor athletic fields.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Lack of outdoor athletic field space.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: Land has been donated.

TIME-LINE/CURRENT STATUS: We are pursuing donations to cover the cost of the grading and seeding.

COMMENTS: Complete same time frame as construction of the new Boys & Girls Club.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction				100,000				100,000
Miscellaneous								
Other								
TOTAL				100,000				100,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Other				100,000				100,000
TOTAL				100,000				100,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Pave Parking Lots at Schutte Park

FISCAL YEARS: 2013
PROJECT NO: PR13
CATEGORY: General
DEPARTMENT: Parks and Recreation
DEPT. RANKING: 3
NEW PROJECT: Yes



PROJECT DESCRIPTION: Pave, stripe and install lighting for two existing parking areas.

NEED, JUSTIFICATION, BENEFIT: Existing parking doesn't have marked parking spaces and is not lighted. By paving these areas we can increase parking spaces and increase safety for park users after dark.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Inadequate parking for events.

THIS PROJECT IS RELATED TO THE FOLLOWING: Overall master plan for Schutte Park.

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Begin construction September 2012, and finish by November 2012.

COMMENTS: These items have been identified as an issue on the Softball Survey the P&R Department completes each year.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction					300,000			300,000
Miscellaneous								
Other								
TOTAL					300,000			300,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund					150,000			150,000
Community Transportation Fund					150,000			150,000
TOTAL					300,000			300,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Replacement Library

FISCAL YEARS: 2010 - 2012
PROJECT NO: LB1001
CATEGORY: General
DEPARTMENT: Library
DEPT. RANKING: 1
NEW PROJECT: No



PROJECT DESCRIPTION: The Dover Public Library, built in the 1960's, can no longer meet the needs of the current population of the greater Dover service area. A new 47,000 square foot library facility will be built on Lookerman Street between City Hall and the Dover Post Office in downtown Dover.

NEED, JUSTIFICATION, BENEFIT: In 2004, library facilities planners Robert H. Rohlf Associates conducted a library facilities plan and recommended that the City of Dover build a 39,000-50,000 square foot library in the downtown area because the current library is insufficient to meet the needs of citizens. The study concluded that the current library does not provide enough parking, shelving, programming areas, quiet study rooms, or sufficient office space, and that there are ADA issues throughout the building. The study compared the Dover Public Library to libraries in similar-sized communities and services are lacking in many areas, including collection and reference. The benefit of replacing the current library is that the community will have access to a library with sufficient space for collections and computers, lighting, parking, quiet study areas, and programming space.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Members of the community will continue to be offered very limited library services due to space and other deficiencies in the current location. State funding, already committed, will be lost if the project is delayed.

THIS PROJECT IS RELATED TO THE FOLLOWING: The Delaware Division of Libraries Statewide Master Plan

EXPLANATION OF IMPACT ON OPERATING BUDGET: A larger library will require more maintenance, increased operational funding for heating and cooling, increased janitorial services, and at least three additional full-time library staff.

TIME-LINE/CURRENT STATUS: Holzman Moss Architecture LLP was hired in the summer of 2008. Monthly meetings have been held with staff, steering committee and members of the public to plan for the new library facility. It is anticipated that schematic designs will be completed by March 2009. Construction is planned to begin in spring 2010.

COMMENTS: The Dover Public Library supports the continued development of the Delaware Division of Libraries Statewide Master Plan for future public library services. This project must be in line with that plan in order for the City of Dover to receive funds from the state of Delaware for construction costs. Under financing, the breakdown for "other" is as follows: Kent County-\$3,700,000; City of Dover-\$3,700,000; Friends of DPL-\$200,000; Foundations-\$850,000; Grants-\$100,000; Private Foundations-\$50,000 and sell the existing library building for \$1,000,000.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	600,000	1,000,000	600,000	220,817				2,420,817
Land	600,000							600,000
Construction		7,656,408	7,656,408	3,828,204				19,141,020
Miscellaneous								
Other		256,025	2,043,792	218,280				2,518,097
TOTAL	1,200,000	8,912,433	10,300,200	4,267,301				24,679,934

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
State Grant	600,000	4,000,000	4,000,000					8,600,000
Other	600,000	4,912,433	6,300,200	4,267,301				16,079,934
TOTAL	1,200,000	8,912,433	10,300,200	4,267,301				24,679,934

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Increased expenses				168,144	173,225			341,369

GIS Infrastructure and Mobile Solutions

FISCAL YEARS: 2011 - 2013

PROJECT NO:

CATEGORY: General

DEPARTMENT: Public Services - Administration

DEPT. RANKING: 3

NEW PROJECT: No



PROJECT DESCRIPTION: The GIS Infrastructure and Mobile Solutions Strategy is a plan to work toward improving GIS technologies by expanding its infrastructure. The ability to implement departmental needs throughout the City due to a sound, cutting edge infrastructure is paramount. As the City moves forward in technology, many of its needs are being pioneered in the GIS field. Mobile computing, wireless networking, custom web viewers, and AVL (vehicle) tracking are just some of the examples of the technology being utilized and developed with GIS.

NEED, JUSTIFICATION, BENEFIT: This strategy would procure hardware and software as well as perform pilot projects that would test the ability of the City to expand in such areas of technology. The types of hardware to be purchased are GPS receivers, patch antennas, laptops, vehicle mounts, and lightweight clients. Software would be extensions used in conjunction with ESRI's ArcGIS software to perform specific tasks. Types of extensions are spatial analyst, network analyst, etc. ESRI Services may be purchased for help with advancement in the City's use of ArcGIS Server Mobile.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delay deployment of GIS technology to various areas of City government.

THIS PROJECT IS RELATED TO THE FOLLOWING: GIS, IT Long-Range Plan

EXPLANATION OF IMPACT ON OPERATING BUDGET: As pilot projects are preformed and found to be successful, budgets will grow as the pilots are implemented department or City-wide. Future software maintenance and hardware replacement (sustainability)

TIME-LINE/CURRENT STATUS:

COMMENTS: The City is using two NASCAR races a year to implement new technologies. Along with training employees in these technologies, we are utilizing techniques used in damage assessment and emergency recovery during daily race weekend operations. To continue expanding on such pilot projects, we would need additional hardware and software. Other below represents ESRI services and support. Miscellaneous below represents mostly hardware and some software.

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous	30,380		10,000	10,000	10,000			60,380
Other	8,000		8,000	8,000	8,000			32,000
TOTAL	38,380		18,000	18,000	18,000			92,380

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	38,380		18,000	18,000	18,000			92,380
TOTAL	38,380		18,000	18,000	18,000			92,380

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Maintenance Agreements			1,000	2,500	4,000	4,000		11,500

Street and Alley Program

FISCAL YEARS: 2011 - 2015

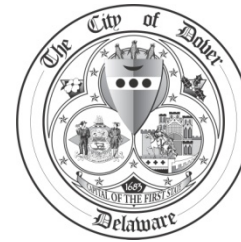
PROJECT NO:

CATEGORY: General

DEPARTMENT: Public Services - Streets

DEPT. RANKING: 1

NEW PROJECT: No



PROJECT DESCRIPTION: This project will rehabilitate approximately five percent of the street and alley network each year. The estimated capital maintenance costs are \$33.7 million over a 20-year planning horizon in Fiscal Year 2005 dollars. This estimate is based on the needs survey conducted by Public Services in Fiscal Year 2004.

NEED, JUSTIFICATION, BENEFIT: The program identifies maintenance costs for 81.03 miles of streets and 15.24 miles of alleys. Replacement of deteriorated curbs, gutters, and sidewalks provides improved use, drainage, and the appearance of the pavement section.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Continuous maintenance on these assets will prevent more costly reconstruction in the future.

THIS PROJECT IS RELATED TO THE FOLLOWING: This project combines the former Street Resurfacing Program, the Alley Program, and the Barrier Free Access Ramp Program.

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: The Street and Alley Program schedule is driven by funding and road ratings.

COMMENTS: The improvement schedule is based on the Fiscal Year 2004 ratings and Community Transportation Funds committed by area legislators. The annual funding split is proposed to be \$700,000 from the General Fund and \$1,000,000 from Community Transportation Funds in Fiscal Year 2010.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	6,200,000	1,350,000	1,800,000	1,850,000	1,900,000	1,950,000		15,050,000
Miscellaneous								
Other								
TOTAL	6,200,000	1,350,000	1,800,000	1,850,000	1,900,000	1,950,000		15,050,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	1,950,000	350,000	800,000	850,000	900,000	950,000		5,800,000
Community Transportation Fund	4,250,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		9,250,000
TOTAL	6,200,000	1,350,000	1,800,000	1,850,000	1,900,000	1,950,000		15,050,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Silver Lake Park Revitalization Project

FISCAL YEARS: 2010 - 2014
PROJECT NO:
CATEGORY: General
DEPARTMENT: Public Services - Streets
DEPT. RANKING: 4
NEW PROJECT: Yes



PROJECT DESCRIPTION: The proposed project will remove all of the old pavement and parking areas and construct a new central parking lot and access to the boat ramp area as well as access from Kings Highway. The existing pavement condition is in poor quality, and the parking pods create a public perception problem. This project will plant trees, flowers, and shrubs below the dam on Silver Lake to Court Street along the St. Jones River in order to improve water quality and protect the stream bank. Project will be a multi-year project.

NEED, JUSTIFICATION, BENEFIT: Currently there are no stormwater management practices being implemented on this site, and the location adjacent to the St. Jones River causes direct stormwater discharge to an environmentally sensitive area. The proposed reconstruction and relocation of the loaded parking lot will allow for best management practices regarding stormwater management to be implemented at this site.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The department continues to receive complaints regarding the parking pods, the further deterioration of the existing pavement sections and parking areas, lack of stormwater management practices, bank erosion related to stormwater runoff and, poor site lighting.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design proposed for Fiscal Year 2011, construction Fiscal Year 2011, landscaping implementation Fiscal 2012-2015.

COMMENTS: The proposed project includes parking reconstruction, planning and design, and ultimately landscaping for this section of the St. Jones River.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design			50,000					50,000
Land								
Construction				250,000				250,000
Miscellaneous					100,000	100,000	100,000	300,000
Other								
TOTAL			50,000	250,000	100,000	100,000	100,000	600,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund			50,000	125,000	50,000	50,000	50,000	325,000
Comm. Transportation Fund				125,000				125,000
State Grant					50,000	50,000	50,000	150,000
TOTAL			50,000	250,000	100,000	100,000	100,000	600,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Concrete Construction and Replacement Program

FISCAL YEARS: 2011 - 2015
PROJECT NO:
CATEGORY: General
DEPARTMENT: Public Services - Streets
DEPT. RANKING: 2
NEW PROJECT: No



PROJECT DESCRIPTION: This program replaces and rehabilitates deteriorated sidewalks and curbs throughout the City using in-house labor and private contractors. This is in accordance with the ADA.

NEED, JUSTIFICATION, BENEFIT: 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 street 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.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating the project will result in continued complaints and insurance claims from citizens and visitors. In addition, further deterioration of the sidewalk network will occur.

THIS PROJECT IS RELATED TO THE FOLLOWING: Street and Alley Program, Water and Sewer System Repairs, Electric Department projects

EXPLANATION OF IMPACT ON OPERATING BUDGET: There is no impact on the operating budget as reduction in insurance claims and improved pedestrian mobility is difficult to financially quantify.

TIME-LINE/CURRENT STATUS: Priority list updated continuously.

COMMENTS: The Department of Public Services maintains a prioritization list that outlines the categories of replacement. Complaints are entered on the list as they are received and prioritized by City staff.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	300,000		75,000	80,000	85,000	90,000	95,000	725,000
Miscellaneous								
Other								
TOTAL	300,000		75,000	80,000	85,000	90,000	95,000	725,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	300,000		75,000	80,000	85,000	90,000	95,000	725,000
TOTAL	300,000		75,000	80,000	85,000	90,000	95,000	725,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Core Law Enforcement Server Replacements

FISCAL YEARS: 2010
PROJECT NO: PD1001
CATEGORY: General
DEPARTMENT: Police
DEPT. RANKING: 1
NEW PROJECT: Yes



PROJECT DESCRIPTION: This project funds the upgrade/replacement of five servers in the department that are critical to sustaining key law enforcement functions. Without their replacement, the department's ability to respond to calls for services and dispatch officers would be at stake. The functions these servers support include: computer aided dispatch, (CAD) records management, silent/mobile CAD, backup and testing systems. Four of the existing servers will be beyond their normal lifecycle replacement in June 2010, and the fifth server is already ten years old and reliability and maintainability is a big concern.

NEED, JUSTIFICATION, BENEFIT: As previously stated, all these servers will be beyond their normal lifecycle in June 2010 and are not covered by a maintenance contract. If any major failures result, the department will be forced to handle dispatch and records management functions manually until emergency replacement server(s) could be procured.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The department cannot delay or eliminate this project as core law enforcement functions cannot be sustained without them.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: If budget funds cannot be obtained, we will attempt to find grant funding sources; however, the dollar amount and economic conditions within the state will be prohibitive in securing grant funds. History shows that the availability of grant funds diminishes as the state economic conditions worsen. In addition, the recurring maintenance for these servers should not increase significantly from the annual rates we are currently paying for the older machines. There should be some savings during the initial warranty period which normally covers the first 6-12 months.

TIME-LINE/CURRENT STATUS: Continued maintainability is a factor for the server that is already ten years old even though it is still currently under contract for maintenance because we don't know how long New World will allow us to continue contract support. The other four servers need to be replaced by June 2010 and will be purchased according to the state contract for computer purchases. Once approved and ordered, delivery is estimated to be four to six week for the New World server and a week or two for the other servers. As a result, purchasing actions need to be implemented by April 2010 for the project to be completed by June 2010.

COMMENTS: n/a

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		53,500						53,500
Other								
TOTAL		53,500						53,500

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund		53,500						53,500
TOTAL		53,500						53,500

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
maintenance	6,000	6,000	6,000	6,000	6,000	6,000		36,000

In-Car Camera Replacement

FISCAL YEARS: 2010 - 2012

PROJECT NO: PDICAM

CATEGORY: General

DEPARTMENT: Police

DEPT. RANKING: 3

NEW PROJECT: Yes



PROJECT DESCRIPTION: This is a police grants project and will be funded solely by grant funds over the next several years. The first ten digital cameras and server were purchased through a sealed bid process that approved by Council in January 2007. Since then we have continued to replace in-car cameras as we obtained grant funds for the purchases. This project is submitted to document this ongoing priority and plans for the eventual upgrade and replacement of 17+ older model Mobilevision in-car cameras that use VHS recording technology and any digital cameras that become beyond repair through normal use or accidental damage. Some of the VHS units currently in use were purchased ten or more years ago and are becoming obsolete for repair parts and support

NEED, JUSTIFICATION, BENEFIT: The use of in-car cameras in police vehicles provides visual evidence/documentation for criminal and traffic enforcement operations. The evidence obtained is used by officers in court and is instrumental in putting the bad guys behind bars.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The initial bid purchase from ICOP Inc. for ten in-car cameras and a large capacity server to store the digital media was approved by Council in January 2007 at a cost of 73,295. The plan was to stay with one vendor for cost. Since then; we continued to replace in-car cameras as we obtained grant funds for the purchases. This project is submitted to document this on-going priority.

THIS PROJECT IS RELATED TO THE FOLLOWING: There will be no additional impact to our operating budget. However, as we replace the aging Mobilevision units that use VHS tapes for medial storage, the repair costs in our budget baseline will decrease during the initial warranty period.

EXPLANATION OF IMPACT ON OPERATING BUDGET: As grant funds become available, additional units will be purchased to replace the older systems in place. Due to the uncertainty in the amounts and timing for the availability of grant funds, the budgets reflected below are not firm and will change without notice.

TIME-LINE/CURRENT STATUS: As grant funds become available, additional units will be purchased to replace the older systems in place. Due to the uncertainty in the amounts and timing for the availability of grant funds, the budgets reflected below are not firm and will change without notice.

COMMENTS: n/a

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous	99,025		40,000	40,000	15,200			194,225
Other								
TOTAL	99,025		40,000	40,000	15,200			194,225

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Police Grants	99,025		40,000	40,000	15,200			194,225
TOTAL	99,025		40,000	40,000	15,200			194,225

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Repave Police Station Parking Lots

FISCAL YEARS: 2011
PROJECT NO: PD0804
CATEGORY: General
DEPARTMENT: Police
DEPT. RANKING: 2
NEW PROJECT: No



PROJECT DESCRIPTION: This project will mill down, repave, and restripe the parking lots on the southeast and southwest sides of the building. Currently, the southwest lot has several potholes that need to be filled in and repaired more permanently. Both lots are developing cracks and deteriorating quickly. The City crews came over and put cold patches down on the southwest side, but have not been back to perform a more permanent repair that will sustain us through the winter.

NEED, JUSTIFICATION, BENEFIT: The potholes are bad enough that they could cause damage to Department and personal vehicles if not fixed.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The potholes are bad enough that they could cause damage to Department and personal vehicles if not fixed and could be considered a safety liability issue due to the fact that numerous people use our parking lots/facility.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Currently waiting for the City crews to put hot patches down to temporarily fix the areas that are the worst.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction			95,200					95,200
Miscellaneous								
Other								
TOTAL			95,200					95,200

FINANCING:

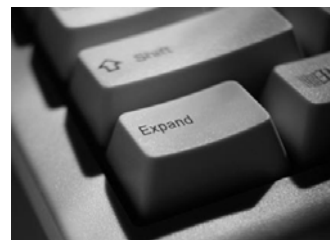
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund			95,200					95,200
TOTAL			95,200					95,200

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Second Floor Expansion

FISCAL YEARS: 2011 - 2012
PROJECT NO: PD0603
CATEGORY: General
DEPARTMENT: Police
DEPT. RANKING: 3
NEW PROJECT: No



PROJECT DESCRIPTION: This project encompasses the second and third increments of funding for the renovation/expansion of the police station in the attic area of the second floor to accommodate the increasing needs of the department. The first increment of this project was accomplished in FY05 & FY06 and encompassed the upgrade of the computer/server room area needed to accommodate dispatch communications upgrade projects funded by the State.

NEED, JUSTIFICATION, BENEFIT: In the past few years, the department has been expanding in size and adding programs. We are currently using interview rooms as office space due to the lack of available space. In addition, state mandates have increased computer requirements and systems maintained in our department. The dispatch communications upgrade is the most intensive and was funded by state and federal pass-through dollars and required the redesign of our dispatch area, replacing the dispatch communications consoles, and displaced the computers driving dispatch systems due to lack of space. The DEMA funding provided paid for the consoles, computer enhancements, and the associated furniture for the dispatch area. The current computer room located in the basement was not large enough to accommodate all the systems involved, so these assets were moved to the new location in the expansion area on the second floor of the station during FY06. The additional space on the second floor will ensure enough space is available for additional office space needed for new units and personnel being added to the department in the next several years. We plan to execute this project incrementally over a two-year period to accommodate space requirements for new and existing units in the department.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: If not funded, new unit personnel in the department will have no office space or area in which they can accomplish the daily administrative functions required for their units because there is no other space available in the building.

THIS PROJECT IS RELATED TO THE FOLLOWING: Dispatch communications upgrade and Server Room projects in Fiscal Year 2006.

EXPLANATION OF IMPACT ON OPERATING BUDGET: There will be additional utilities costs once the second floor area is completed. The amount is unknown at this point. In addition, initial furniture for these areas will be required and the amount is identified below.

TIME-LINE/CURRENT STATUS:

COMMENTS: As the City's population continues to grow and expand, the Police Department receives additional demands for service. As a result, the department will have to increase its force strength to sufficiently meet the increasing needs for service and to maintain public safety. The additional space this project affords will help keep the department in step with the changing times and demands for service.

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	103,725		61,437	61,438				226,600
Miscellaneous								
Other								
TOTAL	103,725		61,437	61,438				226,600

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	103,725		61,437	61,438				226,600
TOTAL	103,725		61,437	61,438				226,600

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Server Room Fire Suppression System

FISCAL YEARS: 2013
PROJECT NO: PD0901
CATEGORY: General
DEPARTMENT: Police
DEPT. RANKING: 1
NEW PROJECT: No



PROJECT DESCRIPTION: This project will replace and upgrade the current water-based fire suppression system which is in use in our computer server room located on the second floor of our building with a dry chemical-based system (FM system). Our server room currently houses approximately 18 servers and computers that run all of the Law Enforcement applications in our building as well as Verizon's computerized 911 telephone system and our Motorola radio equipment. Installation of the new fire suppression system would involve replacing the ceiling tiles in the room to make the room air tight and also replacing the existing water distribution system with the chemical-based system components.

NEED, JUSTIFICATION, BENEFIT: In the case of an emergency, a water-based system would extinguish the fire in the computer server room, but the computer equipment would be destroyed in the process by the water damage. New equipment would have to be purchased to replace the old computer equipment just to keep the department operating and funds for this purchase are not programmed in any part of our budget. Implementing the dry chemical-based system would allow the fire to be extinguished with minimal damage, if any, to the computer equipment in server room. The exact cost of the current computer operating in our server room is not immediately known, but it is well over \$100,000.00.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Should a fire disaster occur, failure to upgrade the current fire suppression system will result in huge costs for the department to replace all the computer equipment destroyed by fire and/or water damage. Although some workarounds are possible for some portions of the systems used by department personnel, most of the systems will not be accessible until replacement computer equipment can be purchased. If this computer equipment was to be destroyed by a fire or even by water damage it would be a catastrophic event to the department as all of our computers operate out of this one control room.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: Although the total cost for all the computer equipment maintained in the server room is not known, savings will occur because new equipment should not have to be purchased after a fire disaster event. Current estimate of existing equipment is over \$100,000.00.

TIME-LINE/CURRENT STATUS: If approved, the department would work to have the new fire suppression system installed as soon as possible.

COMMENTS: When the current server room was constructed, funding was not available to install a fire suppression system other than a water-based system. The City of Dover Fire Marshall Mr. Truax strongly recommends replacing our current system with the chemical-based fire suppression system for the server room.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous				50,000				50,000
Other	69,324							69,324
TOTAL	69,324			50,000				119,324

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
General Fund	69,324			50,000				119,324
TOTAL	69,324			50,000				119,324

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

WATER/WASTEWATER

EXPENDITURES

CATEGORY	PAGE	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Public Utilities - Wastewater Mgmt							
Miscellaneous Sewer System Improvements	173	185,000	33,000	35,000	37,000	39,000	41,000
US Route 13 West Sanitary Sewer Interceptor	174	3,201,480	3,201,480				
Inflow/Infiltration Removal	175	6,528,900	1,800,000	900,000	1,000,000	1,279,400	1,549,500
SCADA Equipment Technology Upgrade	176	425,200	79,300	82,100	84,900	87,900	91,000
Delaware State University Pumping Station Replacement	177	336,400	336,400				
Fox Hall/Retreat Force Main Rerouting	178	107,200	107,200				
Tar Ditch Interceptor Upgrade (WW)	179	518,230	518,230				
Acorn Lane Package Pump Station Replacement	180	336,400	336,400				
Delaware State University Force Main Rerouting	181	137,700	26,800	110,900			
Fox Hall Pump Station Rehabilitation	182	427,900	52,000	375,900			
Heatherfield Pumping Station Upgrade	183	220,400	40,000	180,400			
Dover East Pump Station Abandonment & Sewer Line	184	265,800		52,000	213,800		
Brandywine Package Pump Station Replacement	185	414,400		54,000	360,400		
Lepore Road Pump Station Replacement	186	395,000		70,000	325,000		
Baltray Pumping Station Replacement	187	145,000			45,000	100,000	
Dover Brook Gardens Pump Station Upgrade	188	75,000			25,000	50,000	
Rolling Acres Pumping Station Replacement	189	429,000			56,000	373,000	
McKee Road Pumping Station Communator Replacement	190	70,000			25,000	45,000	
Delaware Tech Pumping Station Replacement	191	474,800				58,000	416,800
Westover Pumping Station and Force Main Upgrade	192	578,600				85,000	493,600
Turnberry Force Main Redirect	193	506,000				45,000	461,000
Lakeview Drive Pumping Station Replacement	194	46,600					46,600
Schoolview Pumping Station Force Main Redirect	195	40,000					40,000
Silver Lake Pumping Station Replacement/Upgrade	196	77,000					77,000
Subtotal		15,942,010	6,530,810	1,860,300	2,172,100	2,162,300	3,216,500
Public Utilities - Water Mgmt							
Remote Control and Monitor Wells	197	55,000	55,000				
Water Quality Improvements	198	10,865,817	2,604,017	990,000	1,614,000	2,558,800	3,099,000
Miscellaneous Distribution System Improvements	199	375,000	65,000	70,000	75,000	80,000	85,000
Wellhead Redevelopment Program	200	325,000	55,000	60,000	65,000	70,000	75,000
Piney Point Well	201	450,000		450,000			
1.0 MG Elevated Water Storage Tower	202	2,590,000	200,000	2,390,000			
Emergency Generators (Wells)	203	150,000			150,000		
Water Treatment Plant Process Improvements	205	246,200				75,000	171,200
Future Columbia Well Installation	205	196,400				25,000	171,400
Subtotal		15,253,417	2,979,017	3,960,000	1,904,000	2,808,800	3,601,600
TOTAL		31,195,427	9,509,827	5,820,300	4,076,100	4,971,100	6,818,100

REVENUE

REVENUE SOURCE	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Water/Wastewater Fund	6,111,000	406,100	1,090,300	1,312,100	1,132,900	2,169,600
Bond Financing	7,768,900	200,000	3,740,000	1,000,000	1,279,400	1,549,500
Impact Fee Reserve	518,230	518,230				
Homeland Security Grant	150,000			150,000		
DE Sewer Revolving Load Fund	5,781,480	5,781,480				
DE Water Revolving Loan Fund	10,865,817	2,604,017	990,000	1,614,000	2,558,800	3,099,000
TOTAL	31,195,427	9,509,827	5,820,300	4,076,100	4,971,100	6,818,100

Miscellaneous Sewer System Improvements

FISCAL YEAR S : 2010 - 2014
PROJECT NO: WW0808
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Wastewater Mgmt
DEPT. RANKING: 1
NEW PROJECT: No



PROJECT DESCRIPTION: This project will primarily address emergency sewer main repairs. In addition, it will repair deteriorating lines. These funds can also be used to partner with private developers to oversize future mains or to install associated improvements to meet the long-term goals of the utility.

NEED, JUSTIFICATION, BENEFIT: These funds are necessary to address failing or deteriorated infrastructure where City crews are replacing old water mains through the miscellaneous water system improvement project. Missing opportunities to oversize or reroute mains will result in higher construction costs in the future.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project will result in reduced ability to properly address breaks or to expand the system.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: This is an ongoing annual program. We identify, plan, and construct improvements each year and address emergency repairs as they occur.

COMMENTS: Emergency repairs are typically performed by private contractors. Work on planned projects will be done using in-house construction crews, and costs are for materials to make improvements only. All cost for over sizing will be paid through negotiated cost and public utilities agreements.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	101,500	33,000	35,000	37,000	39,000	41,000	43,000	329,500
Miscellaneous	40,000							40,000
Other								
TOTAL	141,500	33,000	35,000	37,000	39,000	41,000	43,000	369,500

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund	141,500	33,000	35,000	37,000	39,000	41,000	43,000	369,500
TOTAL	141,500	33,000	35,000	37,000	39,000	41,000	43,000	369,500

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

US Route 13 West Sanitary Sewer Interceptor

FISCAL YEARS:	2010
PROJECT NO:	WW0810
CATEGORY:	Water/Wastewater
DEPARTMENT:	Public Utilities - Wastewater Mgmt
DEPT. RANKING:	4
NEW PROJECT:	No



PROJECT DESCRIPTION: This project will construct approximately 5,630 linear feet of various diameter gravity sewer from the entrance road to Dover Downs, Inc. to the west end of West Rustic Lane. Sewer diameters included in this project consist of 12-inch, 24-inch, and 27-inch.

NEED, JUSTIFICATION, BENEFIT: The proposed gravity sewer interceptor will allow the City to abandon the existing Schwartz Pumping Station immediately adjacent to US RT 13. If the gravity sewer is not constructed, the Schwartz Pumping Station must be reconstructed due to its age. Access to the existing Schwartz Station is limited, which will make reconstructing the existing Schwartz Station extremely difficult. The life cycle costs of the proposed gravity sewer interceptor are significantly less than reconstructing the pumping station, even though the initial construction costs are higher. In addition, the gravity sewer interceptor will allow further gravity sewer extensions to the surrounding area which will allow redevelopment of properties on the west side of US Route 13. These properties are currently under utilized due to lack of public sewer. This project is also necessary to redirect flow to the US RT 13 gravity basin and relieve problems at Kent County Station #2. This would be accomplished through the future redirecting of force mains from the Delaware State university, Delaware Tech and McKee Pumping Stations. This project will also extend sewer to the proposed Civic Center property.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The existing Schwartz Pumping Station will need major renovations estimated at \$800,000. The existing sewer system will be unable to handle growth within the area including the proposed Civic Center. Delaying or eliminating this project will also result in an extended reliance on Kent County Station #2 which is located on Denny's Road across from Delaware Tech Campus.

THIS PROJECT IS RELATED TO THE FOLLOWING: Pump Station and Sewer Basin Study, Central Transmission Bypass Project (Kent County), Civic Center.

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Approximately 1,000 linear feet of 27-inch gravity sewer was installed in FY 2007. Design, alignment and easement acquisition to be completed in FY 2009. Construction to be completed in FY 2010.

COMMENTS: \$150,000 has been added for construction inspection services.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	161,000							161,000
Land								
Construction	1,074,000	3,201,480						4,275,480
Miscellaneous	365,000							365,000
Other								
TOTAL	1,600,000	3,201,480						4,801,480

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Bond Financing	1,600,000							1,600,000
DE Sewer Revolving Loan Fund		3,201,480						3,201,480
TOTAL	1,600,000	3,201,480						4,801,480

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

[illegible]

PROJECT DESCRIPTION: The project will identify and correct 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. In addition, video investigation will help identify sump pump and other illicit connections to the system which will have to be removed by individual property owners. In conjunction with the Water Quality Improvements Project, the areas that are being replaced will be investigated for sanitary sewer main condition. If determined that further inspection is required, our in-house staff will conduct additional TV inspections to the sanitary sewer main. Based on results of the investigation, improvements may need to be made to the system.

NEED, JUSTIFICATION, BENEFIT: The wet weather experienced in 2003, 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.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: 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.

EXPLANATION OF IMPACT ON OPERATING BUDGET: 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.

TIME-LINE/CURRENT STATUS: Investigation and program development occurred in Fiscal Year 2005; project scoping occurred in Fiscal Year 2006; video inspection and testing of pipe occurred in Fiscal Years 2006 and 2007 and will be performed by in-house crews starting in Fiscal Year 2009; relining/replacement of pipe/disconnects will occur in Fiscal Years 2009 through 2014.

COMMENTS: In the first five months of Fiscal Year 2004, the Kent County Wastewater Adjustment Charge was approximately \$68,454 over the target budget per month. In Fiscal Year 2005, City Council approved a \$.45/Tgal rate increase on the City's sewer rate to compensate for this problem. Inflow and infiltration created an additional budget deficit of \$68,890 through the first quarter of Fiscal Year 2005. The project will reduce the operating budget over time due to the reduction in costs for sewage treatment paid to Kent County.

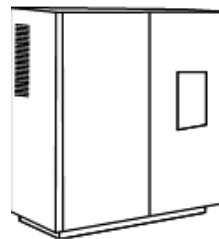
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	139,000							139,000
Land								
Construction	486,000	1,800,000	900,000	1,000,000	1,279,400	1,549,500		7,014,900
Miscellaneous								
Other								
TOTAL	625,000	1,800,000	900,000	1,000,000	1,279,400	1,549,500		7,153,900

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund	350,000							350,000
DE Sewer Revolving Loan Fund		1,800,000						1,800,000
Bond Financing	275,000		900,000	1,000,000	1,279,400	1,549,500		5,003,900
TOTAL	625,000	1,800,000	900,000	1,000,000	1,279,400	1,549,500		7,153,900

[illegible]

SCADA Equipment Technology Upgrade

FISCAL YEARS: 2010 - 2014
PROJECT NO: WW0901
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Wastewater Mgmt
DEPT. RANKING: 3
NEW PROJECT: No



PROJECT DESCRIPTION: This project involves the replacement of antiquated and/or obsolete remote terminal units (RTUs) at sewage pumping stations with new up-to-date serviceable SCADA equipment. Microwave radios, antennas, and enclosures would be upgraded as needed. The RTU and radio are the reporting equipment for the SCADA system (Supervisory Control and Data Acquisition) which reports, on a constant basis, the status of alarms at the City's pumping stations. The RTUs that are being replaced are outdated and unable to be repaired. Most of the equipment is installed in two steel cabinets mounted outside and are corroding. The new equipment is installed within a single fiberglass NEMA 4 enclosure.

NEED, JUSTIFICATION, BENEFIT: Replace failing antiquated equipment with completely new alarm reporting equipment to provide reliable SCADA system reporting and to prevent the need for costly non budgeted emergency repairs.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Lack of alarms resulting in costly sewer backup claims. A RTU or radio failure would provide no advance warning of a failure resulting in costly sewer backup claims or sewage overflows into waterways. Equipment would become old, not supported, and obsolete.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Each Year: order equipment and construct cabinets and back-plates by December; complete installation by June.

COMMENTS: Currently, the purchase of this equipment has had to come out of the operation budget to replace equipment as it fails. Lack of alarms resulting in costly sewer backup claims. It is estimated that five stations will be upgraded each year.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	28,500	15,000	15,500	16,000	16,600	17,200	17,900	126,700
Miscellaneous	122,100	64,300	66,600	68,900	71,300	73,800	76,400	543,400
Other								
TOTAL	150,600	79,300	82,100	84,900	87,900	91,000	94,300	670,100

FINANCING:

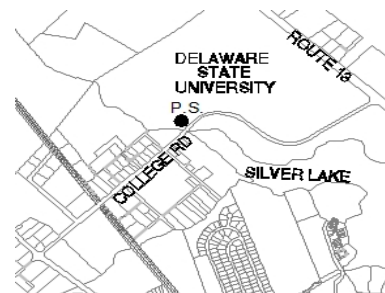
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund	150,600	79,300	82,100	84,900	87,900	91,000	94,300	670,100
TOTAL	150,600	79,300	82,100	84,900	87,900	91,000	94,300	670,100

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Delaware State University Pumping Station Replacement

FISCAL YEARS: 2010
PROJECT NO: WW0902
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Wastewater Mgmt
DEPT. RANKING: 5
NEW PROJECT: No



PROJECT DESCRIPTION: The proposed project includes the replacement of the Smith & Loveless package capsular pumping station and wet well replacement/relocation installed in 1975. The below grade capsular station will be replaced with a wet well mounted package pumping station eliminating a confined space entry requirement. The station is located at the rear of the Delaware State University campus adjacent to Silver Lake. The station has exceeded its anticipated life expectancy of 20-25 years. This project is anticipated to provide the capacity required for growth of the campus.

NEED, JUSTIFICATION, BENEFIT: Replace the aged station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable and replacement of equipment is costly.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2009; install in Fiscal Year 2010.

COMMENTS: This station was installed by Kent County to serve the Delaware State University in the mid 1970's and transferred to the City in the late 1990's. The basin collection area includes College Road from the railroad tracks to Silver Lake and all of the University except the new University Village apartments on College Road. The station is located approximately 300 feet from Silver Lake. 50% WW reserve funding

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	50,000							50,000
Land								
Construction		336,400						336,400
Miscellaneous								
Other								
TOTAL	50,000	336,400						386,400

FINANCING:

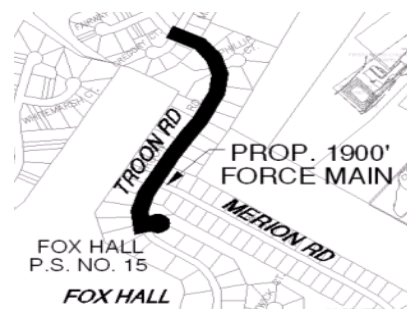
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Bond Financing	25,000							25,000
Impact Fee Reserve	25,000							25,000
DE Sewer Revolving Loan Fund		336,400						336,400
TOTAL	50,000	336,400						386,400

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Fox Hall/Retreat Force Main Rerouting

FISCAL YEARS:	2010
PROJECT NO:	WW0905
CATEGORY:	Water/Wastewater
DEPARTMENT:	Public Utilities - Wastewater Mgmt
DEPT. RANKING:	7
NEW PROJECT:	No



PROJECT DESCRIPTION: This project was identified in the Wastewater Master Plan Technical Documents and will reroute approximately 1,600 linear feet of six-inch and eight-inch force main exiting the Fox Hall and Retreat Pump Station. Rerouting will direct sewer currently flowing into the Walker Road basin.

NEED, JUSTIFICATION, BENEFIT: Transfer of flow from the Walker Road basin to the McKee Road basin will reduce future costs at the Walker Road Pump Station and Kent County P.S. #3 as well as better utilization of the McKee Road infrastructure.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project would result in continued stress on the Walker Road Pump Station in addition to increased costs for the upgrades to the Walker Road Pump Station.

THIS PROJECT IS RELATED TO THE FOLLOWING: Fox Hall Pump Station Rehabilitation Project, and Kent County Central Transmission Project

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Designed in Fiscal Year 2009, construction in Fiscal Year 2010.

COMMENTS: Rerouting of the force main will allow for the Walker Road Pump Station to function through the 20-year planning period outlined in the 1999 Wastewater Plan Technical Documents. Current alignment proposal will utilize road right-of-way to minimize need for private easements. Work is to be completed by in-house construction.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	32,000							32,000
Land								
Construction		107,200						107,200
Miscellaneous								
Other								
TOTAL	32,000	107,200						139,200

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Impact Fee Reserve	32,000							32,000
DE Sewer Revolving Loan Fund		107,200						107,200
TOTAL	32,000	107,200						139,200

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Tar Ditch Interceptor Upgrade (WW)**FISCAL YEAR:** 2010**PROJECT NO:****CATEGORY:** Water/Wastewater**DEPARTMENT:** Public Utilities - Wastewater Mgmt**DEPT. RANKING:****NEW PROJECT:** Yes

PROJECT DESCRIPTION: This project will replace 515 feet of undersized fifteen-inch pipe, between S. State Street and PW2 with twenty-four inch pipe.

NEED, JUSTIFICATION, BENEFIT: This project was originally identified in the 1999 Wastewater Master Plan. It was shown that pipe within the subject area was at 98 percent load at the time of the study and it was projected to be exceeded within five years. Due to significant decreases in industrial water usage/wastewater discharge in the basin, as well as the overall cost and complexity of the basin, this project was placed on hold until it could be reanalyzed with the 2009 Wastewater Master Plan. It has been identified by staff that the subject pipe is flowing nearly full which caused a surcharge in upstream piping, particular during peak flow periods. This project will allow for the proper capacity to handle current flow as well to allow for growth.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project will result in preventing growth, or a net change of flow, within the basin.

THIS PROJECT IS RELATED TO THE FOLLOWING: 1999 and 2009 Wastewater Master Plans, Redevelopment

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Engineering/design and construction to be completed in Fiscal Year 2010.

COMMENTS: Due to environmental issues, including groundwater levels, this project will utilize a design consultant as well as an outside contractor to perform the work required.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design		100,000						100,000
Land								
Construction		418,230						418,230
Miscellaneous								
Other								
TOTAL		518,230						518,230

FINANCING:

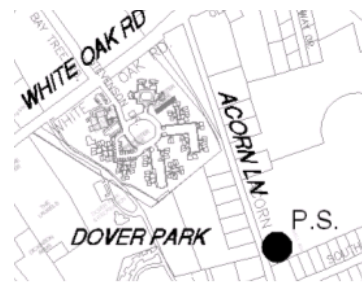
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Impact Fee Reserve		518,230						518,230
TOTAL		518,230						518,230

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Acorn Lane Package Pump Station Replacement

FISCAL YEAR : 2010
PROJECT NO: WW0907
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Wastewater Mgmt
DEPT. RANKING: 6
NEW PROJECT: No



PROJECT DESCRIPTION: This project involves the replacement of the Smith & Loveless package pumping station installed in 1978 with the construction of the Independence Village Subdivision. The station has exceeded its life expectancy of 20-25 years. The capacity will shortly be exceeded with the addition of 500 new contributing homes (Patriot Village, Lexington Glen, and Clearview Meadows). This project is anticipated to be completed utilizing an outside contractor.

NEED, JUSTIFICATION, BENEFIT: Replace the aged station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation. Over the years the City of Dover has had to hire contractors to replace check valves and piping within the pumping station.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: A loss of capacity or failure resulting in backups into the collection system; pump failure resulting in a sewage spill into waterways or backups in residences. Because of the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly.

THIS PROJECT IS RELATED TO THE FOLLOWING: The Kent County Central Transmission Bypass (CTB), White Oak Farms Pumping Station VFDs

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid project in Fiscal Year 2009; construction in Fiscal Year 2010.

COMMENTS: This station is related to the Kent County Central Transmission Bypass because it will have to be directed in the bypass to recover lost capacity at the White Oak Farms pumping station. The Acorn Lane Pumping Station currently discharges to the White Oak Farms pumping station. When the White Oak Farms station is directed into the CTB, capacity is anticipated to decrease due to the change in discharge pressures. Flows will be directed in the CTB by pumping around the White Oak Pumping Station and removing the need of re-pumping by White Oak Farms. Eighty-five percent Wastewater Impact Fee funding.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	27,000							27,000
Land								
Construction		336,400						336,400
Miscellaneous								
Other								
TOTAL	27,000	336,400						363,400

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Impact Fee Reserve	27,000							27,000
DE Sewer Revolving Loan Fund		336,400						336,400
TOTAL	27,000	336,400						363,400

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Delaware State University Force Main Rerouting

FISCAL YEARS: 2010 - 2011

PROJECT NO:

CATEGORY: Water/Wastewater

DEPARTMENT: Public Utilities - Wastewater Mgmt

DEPT. RANKING: 8

NEW PROJECT: No



PROJECT DESCRIPTION: This project was identified in the Wastewater Master Plan Technical Documents and will reroute approximately 2,750 linear feet of eight-inch force main exiting from the Delaware State University Pump Station. The new force main will discharge into the upstream end of the new Rt. 13 Sanitary Sewer Interceptor at the end of West Rustic Lane. This project will entail the installation of approximately 750 feet of new eight-inch force main. Due to the requirements of this project, it will also include the rerouting of the Delaware Tech force main through reverse flow utilizing the existing force main.

NEED, JUSTIFICATION, BENEFIT: Rerouting the existing force main from the Delaware State University Pump Station and the Delaware Tech. Pump Station will significantly reduce the total length of force main from the station and will reroute flows to City of Dover infrastructure. Flows from the pump stations will no longer discharge into Kent County Station #2.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project would result in continued stress on downstream infrastructure.

THIS PROJECT IS RELATED TO THE FOLLOWING: Route 13 Sanitary Sewer Interceptor

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design in Fiscal Year 2010; construction in Fiscal Year 2011.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design		26,800						26,800
Land								
Construction			110,900					110,900
Miscellaneous								
Other								
TOTAL		26,800	110,900					137,700

FINANCING:

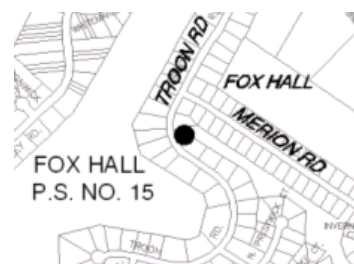
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund		26,800	110,900					137,700
TOTAL		26,800	110,900					137,700

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Fox Hall Pump Station Rehabilitation

FISCAL YEARS: 2010 - 2011
PROJECT NO:
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Wastewater Mgmt
DEPT. RANKING: 9
NEW PROJECT: No



PROJECT DESCRIPTION: This project will completely rehabilitate the wet well side of the pump station using the poly-triplex system liner. In addition, it will include the replacement of the pump station to a wet well mounted package pump station. This station was constructed in 1971 and has exceeded its life expectancy of 20-25 years.

NEED, JUSTIFICATION, BENEFIT: The wet well has deteriorated due to age and is subject to groundwater infiltration. This project was identified in the Wastewater Master Plan Technical Documents. Replace the aged station to prevent the need for costly repairs to maintain operation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project will result in the continued deterioration of the station and increased costs of Kent County treatment charges due to groundwater infiltration and those on Acorn Lane Pumping Station. Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable and replacement of equipment is costly.

THIS PROJECT IS RELATED TO THE FOLLOWING: Fox Hall/Retreat Force Main Rerouting

EXPLANATION OF IMPACT ON OPERATING BUDGET: This project will slightly reduce the operating budget by reducing inflow/infiltration into the wet well. Inflow/infiltration reduction equates to a reduction in our treatment costs with Kent County due to a reduced quantity of flow.

TIME-LINE/CURRENT STATUS: Design and bid project in Fiscal Year 2010; construct in Fiscal Year 2011.

COMMENTS:

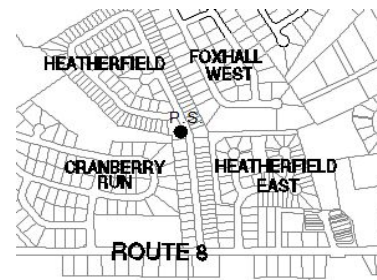
FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design		52,000						52,000
Land								
Construction			375,900					375,900
Miscellaneous								
Other								
TOTAL		52,000	375,900					427,900

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund		52,000	375,900					427,900
TOTAL		52,000	375,900					427,900

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Heatherfield Pumping Station Upgrade

FISCAL YEARS: 2010 - 2011
PROJECT NO:
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Wastewater Mgmt
DEPT. RANKING: 10
NEW PROJECT: No



PROJECT DESCRIPTION: This project calls for replacement of approximately 1,200 linear of existing four-inch force main with six-inch force main and downsizing the existing impellers to increase the capacity of the station to over 200 gallons per minute.

NEED, JUSTIFICATION, BENEFIT: Upgrade the force main to meet the capacity requirements incurred by the previous extension and development of the collection basin.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable and replacement of equipment is costly.

THIS PROJECT IS RELATED TO THE FOLLOWING: The Wastewater Facilities Master Plan of 1998.

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Project needs to be performed in advance of the pumping station replacement.

COMMENTS: The station is a Smith & Loveless wet well mounted package pumping station installed in 1985 with the construction of the Heatherfield Subdivision. The station is approaching its life expectancy of 20-25 years, but is a new style station in that all mechanical and electrical equipment is above grade and accessible for routine maintenance and parts replacement. The capacity of the pumping station was exceeded with the connection of the Heatherfield East, Cranberry Run, and a portion of Fox Hall West Addition subdivisions. The current capacity utilization is 125 percent. These improvements will lower the utilization to 75 percent. The force main upgrade needs to be completed prior to the station replacement in the upcoming out years.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design		40,000						40,000
Land								
Construction			180,400					180,400
Miscellaneous								
Other								
TOTAL		40,000	180,400					220,400

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund		40,000	180,400					220,400
TOTAL		40,000	180,400					220,400

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Dover East Pump Station Abandonment & Sewer Line**FISCAL YEARS:** 2011 - 2012**PROJECT NO:****CATEGORY:** Water/Wastewater**DEPARTMENT:** Public Utilities - Wastewater Mgmt**DEPT. RANKING:** 7**NEW PROJECT:** No

PROJECT DESCRIPTION: The proposed project includes the abandonment and removal of the existing Smith & Loveless package capsular pumping station. This scope of work will also include the removal of the existing wet well. The station will be eliminated due to the construction to occur on the Rojan Meadows Subdivision site. Sanitary sewer with East Dover MHP will connect to the new Rojan Meadows pump station by installing approximately 400 lf of 12-inch gravity sanitary sewer. The existing Dover East station has exceeded its anticipated life expectancy of 20-25 years and the removal of this station can be justified because of the pump station being constructed at the Rojan Meadows Subdivision site. The pump station at Rojan Meadows will be sized to handle the Dover East wastewater and will discharge directly into the Central Transmission Bypass.

NEED, JUSTIFICATION, BENEFIT: The removal of the existing pump station will prevent the need for maintenance, and costly repairs to the system. The gravity sanitary sewer line will be beneficial to the City of Dover because of the low maintenance costs compared to the costs of maintaining and operating the existing pump station.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the station, certain parts are no longer obtainable, and replacement of equipment is costly. Continuation of increased operation and maintenance costs.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid project in Fiscal Year 2011; construct in Fiscal Year 2012.

COMMENTS: This station was installed with the development of the East Dover Mobile Home Park in 1973.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design			52,000					52,000
Land								
Construction				213,800				213,800
Miscellaneous								
Other								
TOTAL			52,000	213,800				265,800

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund			52,000	213,800				265,800
TOTAL			52,000	213,800				265,800

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Brandywine Package Pump Station Replacement

FISCAL YEARS: 2011 - 2012

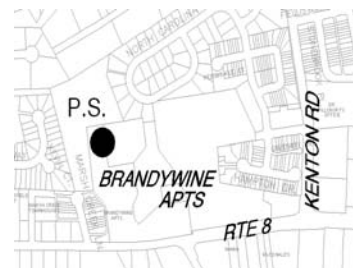
PROJECT NO:

CATEGORY: Water/Wastewater

DEPARTMENT: Public Utilities - Wastewater Mgmt

DEPT. RANKING: 8

NEW PROJECT: No



PROJECT DESCRIPTION: The proposed project includes the replacement of the Smith & Loveless package pumping station installed in 1977. The station has exceeded its life anticipated expectancy of 20-25 years and is in need of a capacity upgrade due to the increased growth in the basin. This project is anticipated to utilize an outside contractor to replace the pumping station, electrical service panel, and SCADA equipment.

NEED, JUSTIFICATION, BENEFIT: Replace the aged station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable and replacement of equipment is costly.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2011; construction in Fiscal Year 2012.

COMMENTS: This station was installed for the Dover Country Club Apartments when City sewer was made available to this area. The site was previously outside the City's service area and had its own on-site sewer treatment system. Over the life span of this station, it has seen increased flows with the construction of Mallard Pond, Marsh Creek, and Westwind Meadows, and the extension of service to Fox Hall Drive as well as possible infiltration. Based on the monthly runtime hours, the station is currently operating at 130 percent of desired capacity. Staff has observed numerous pump clogs and failures in the past years. The Dover Country Club and Brandywine Condo sewer lines are old and possibly influenced by infiltration.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design			54,000					54,000
Land								
Construction				360,400				360,400
Miscellaneous								
Other								
TOTAL			54,000	360,400				414,400

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund			54,000	360,400				414,400
TOTAL			54,000	360,400				414,400

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Lepore Road Pump Station Relocation

FISCAL YEARS:	2011 - 2012
PROJECT NO:	
CATEGORY:	Water/Wastewater
DEPARTMENT:	Public Utilities - Wastewater Mgmt
DEPT. RANKING:	9
NEW PROJECT:	No



PROJECT DESCRIPTION: An upgrade of this station was identified in the Wastewater Master Plan Technical Documents, and the current proposal is to completely replace the aging station with a new Smith & Loveless Station. In addition, there is approximately 1,000 linear feet of gravity sewer main from Silver Mill Apartments to the existing station.

NEED, JUSTIFICATION, BENEFIT: The existing pumps are oversized and inefficient. Therefore, new pumps will be sized for the correct capacity of the wet well. The brick wet well is subject to the groundwater infiltration.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project would result in the continued deterioration of the infrastructure necessitating the need for more extensive repairs in the future. Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable and replacement of equipment is costly.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2011; construction in Fiscal Year 2012.

COMMENTS: This project will have a slight positive impact on our Inflow and Infiltration problem. In addition, \$50,000 has been added for construction inspection services.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

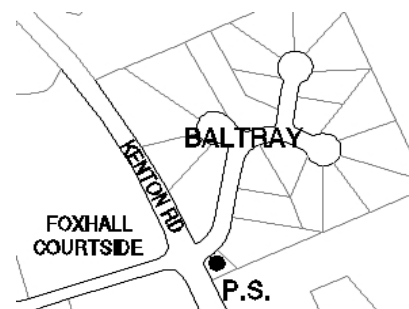
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design			70,000					70,000
Land								
Construction				325,000				325,000
Miscellaneous								
Other								
TOTAL			70,000	325,000				395,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund			70,000	325,000				395,000
TOTAL			70,000	325,000				395,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Baltray Pumping Station Replacement**FISCAL YEARS:** 2012 - 2013**PROJECT NO:****CATEGORY:** Water/Wastewater**DEPARTMENT:** Public Utilities - Wastewater Mgmt**DEPT. RANKING:** 7**NEW PROJECT:** No

PROJECT DESCRIPTION: The proposed project includes the replacement of the grinder pumping station installed with the construction of the Baltray Subdivision in 1988. The station is approaching its anticipated life expectancy of 20-25 years. The grinder pumps, rail system, and electric controls will be replaced.

NEED, JUSTIFICATION, BENEFIT: Replace the aging station with a completely new station to prevent the need for costly non budgeted repairs to maintain operation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Pump failure resulting in a sewage spill into waterways or backup in a residence. Due to the age of the pump station, certain parts are no longer obtainable, and replacement of equipment is costly.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid equipment in Fiscal Year 2012; construction in Fiscal Year 2013.

COMMENTS: Grinder pumps require periodic repairs and replacement to maintain efficient operation. During previous pump removals, staff has noticed leaking seals and instability in the rail system for the pumps due to corrosion.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design				45,000				45,000
Land								
Construction					100,000			100,000
Miscellaneous								
Other								
TOTAL				45,000	100,000			145,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund				45,000	100,000			145,000
TOTAL				45,000	100,000			145,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Dover Brook Gardens Pump Station Upgrade

FISCAL YEAR S : 2012 - 2013

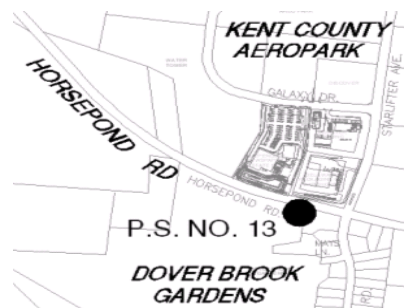
PROJECT NO:

CATEGORY: Water/Wastewater

DEPARTMENT: Public Utilities - Wastewater Mgmt

DEPT. RANKING: 8

NEW PROJECT: No



PROJECT DESCRIPTION: This project would construct a force main priming loop to insure adequate back pressure is provided to the check valves to maintain prime on the vacuum primed Smith & Loveless pumps and upgrade to maintain or increase capacity. The loop is to create a high point in the force main above the pumps to provide a column of water against the check valves. The existing force main was originally installed with a constant slope away from the station to the receiving gravity sewer manhole. The force main drains by gravity away from the check valves providing very little static water pressure to hold check valves closed.

NEED, JUSTIFICATION, BENEFIT: Reduce maintenance time of cleaning check valves weekly and on-call or overtime pay when the pumps lose prime

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable and replacement of equipment is costly.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2012; construction in Fiscal Year 2013.

COMMENTS: Staff has observed numerous high wet well alarms due to pump loss of prime. Construction to be provided by in-house crew.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design				25,000				25,000
Land								
Construction					50,000			50,000
Miscellaneous								
Other								
TOTAL				25,000	50,000			75,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund				25,000	50,000			75,000
TOTAL				25,000	50,000			75,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Rolling Acres Pumping Station Replacement

FISCAL YEARS: 2012 - 2013

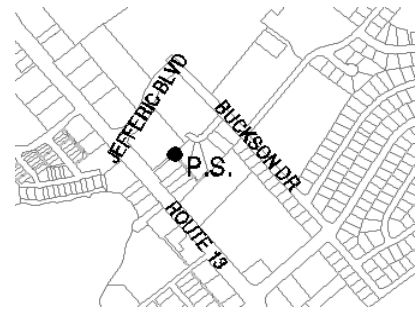
PROJECT NO:

CATEGORY: Water/Wastewater

DEPARTMENT: Public Utilities - Wastewater Mgmt

DEPT. RANKING: 9

NEW PROJECT: No



PROJECT DESCRIPTION: This project calls for replacement of the Smith & Loveless package pumping station installed in 1973 in order to handle the commercial areas from Harrington Realty Shopping Center to the Howard Johnson Hotel. The station has exceeded its life anticipated expectancy of 20-25 years and is in need of a capacity upgrade due to the high peak inflow rates.

NEED, JUSTIFICATION, BENEFIT: Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: 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.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2012; construction in Fiscal Year 2013.

COMMENTS: This station experiences periods of high inflow rates due to the hotel occupancy and is susceptible to possible inflow/infiltration. Staff has observed numerous pump high wet well alarms due to high inflows and increased runtimes during wet months.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design				56,000				56,000
Land								
Construction					373,000			373,000
Miscellaneous								
Other								
TOTAL				56,000	373,000			429,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund				56,000	373,000			429,000
TOTAL				56,000	373,000			429,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Road Pumping Station Communicator Replacement

FISCAL YEARS: 2012 - 2013
PROJECT NO:
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Wastewater Mgmt
DEPT. RANKING: 10
NEW PROJECT: No



PROJECT DESCRIPTION: The proposed project includes the replacement of the communicator at the influent line to the pumping station installed in 1995. This acts as a screen/grinder at the influent side of the station, cutting or stopping large debris from entering the wet well and clogging the pumps. The communicator motor has run 24/7 since the initial startup of the pumping station.

NEED, JUSTIFICATION, BENEFIT: Replace the aging equipment to prevent the need for costly unbudgeted repairs to maintain operation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Unbudgeted costly repairs to communicator and damage to a pump when failure occurs. Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable, and replacement of equipment is costly.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2012; construction in Fiscal Year 2013.

COMMENTS: None

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design				25,000				25,000
Land								
Construction					45,000			45,000
Miscellaneous								
Other								
TOTAL				25,000	45,000			70,000

FINANCING:

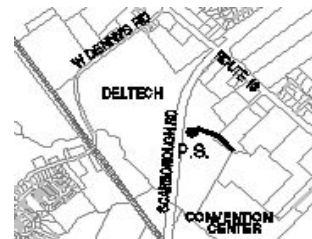
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund				25,000	45,000			70,000
TOTAL				25,000	45,000			70,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Delaware Tech Pumping Station Replacement

FISCAL YEAR S : 2013 - 2014
PROJECT NO:
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Wastewater Mgmt
DEPT. RANKING: 8
NEW PROJECT: No



PROJECT DESCRIPTION: The proposed project includes the replacement of the Smith & Loveless package capsular pumping station and wet well replacement/relocation installed in 1975. The below-grade capsular station will be replaced with a wet well mounted package pumping station eliminating a confined space entry requirement. The station is located at the rear of the Delaware Tech campus on the corner of Scarborough Road and Crawford Carroll Avenue. The station has exceeded its anticipated life expectancy of 20-25 years.

NEED, JUSTIFICATION, BENEFIT: Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable, and replacement of equipment is costly.

THIS PROJECT IS RELATED TO THE FOLLOWING: Route 13 Interceptor Sewer, and the Kent County Central Transmission Bypass (CTB).

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2013; construction in Fiscal Year 2014.

COMMENTS: This station was installed by Kent County to serve the Delaware Tech and Delaware State University campuses in the mid 1970s and transferred to the City in the late 1990s. The pumping station handles the Delaware Tech Terry Campus complex.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design					58,000			58,000
Land								
Construction						416,800		416,800
Miscellaneous								
Other								
TOTAL					58,000	416,800		474,800

FINANCING:

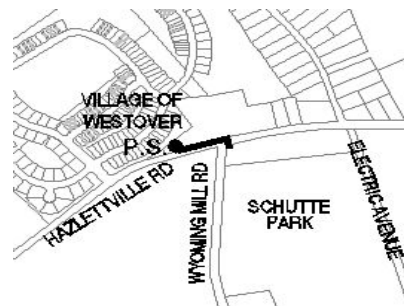
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund					58,000	416,800		474,800
TOTAL					58,000	416,800		474,800

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Westover Pumping Station and Force Main Upgrade

FISCAL YEARS: 2013 - 2014
PROJECT NO:
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Wastewater Mgmt
DEPT. RANKING: 9
NEW PROJECT: No



PROJECT DESCRIPTION: The proposed project includes the upgrade of the Smith & Loveless pumping station and force main installed in 1994. The pump station's available capacity will be consumed with the build out of the Village of Cannon Mills and will be in need of additional capacity in order to be able receive additional flow from the west. The project will include replacement of interior six-inch suction and discharge piping with eight-inch pipe, upgrade 1,400 feet of six-inch force main to 12-inch diameter pipe from the station to Electric Avenue.

NEED, JUSTIFICATION, BENEFIT: Provide adequate capacity to receive additional sewage flow from the immediate vicinity due to development and annexation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Possible pipe rupture due to high head pressures and water hammer. A rupture could cause the station to flood, damaging the motors and controls or spilling raw sewage into the Puncheon Run stream.

THIS PROJECT IS RELATED TO THE FOLLOWING: Comprehensive Plan Update.

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2013; construction in Fiscal Year 2014.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design					85,000			85,000
Land								
Construction						493,600		493,600
Miscellaneous								
Other								
TOTAL					85,000	493,600		578,600

FINANCING:

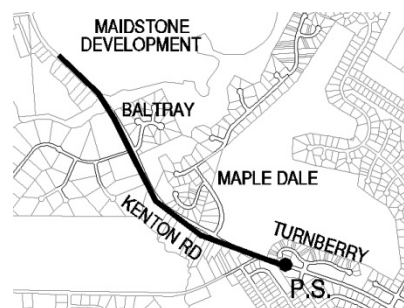
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund					85,000	493,600		578,600
TOTAL					85,000	493,600		578,600

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Turnberry Force Main Redirect

FISCAL YEARS :	2013 - 2014
PROJECT NO:	
CATEGORY:	Water/Wastewater
DEPARTMENT:	Public Utilities - Wastewater Mgmt
DEPT. RANKING:	10
NEW PROJECT:	No



PROJECT DESCRIPTION: This project will redirect the sanitary sewage handled by the Turnberry Pumping Station to the McKee Pumping Station drainage basin where it can be re-pumped into the Central Transmission Bypass(CTB). Project consists of approximately 6,000 linear feet of eight-inch force main from the Turnberry Station to Mudstone Interceptor in the Maidstone Subdivision at the intersection of Denneys and Kenton Roads. The project will require a rotating assembly change to increase the motor horsepower and pump rate.

NEED, JUSTIFICATION, BENEFIT: To provide adequate pump rates to meet the demand of new development in this basin and minimize backups in the receiving gravity sewers, the high flows added need to be redirected. This allows for more efficient utilization of the McKee Pumping Station and reduces the chance of a backup of sewer into basements due to the current layout.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Continued stress on the Walker Road pumping station.

THIS PROJECT IS RELATED TO THE FOLLOWING: This project is in line with the Kent County Central Transmission Bypass (KCCTB) project to redirect flows away from the Downtown drainage basin and Kent County Pumping Station #2.

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2013; construction in Fiscal Year 2014.

COMMENTS: This project is primarily dependent of the development in this area. The receiving sewer downstream of the Turnberry Station is nearing capacity with the increased discharges within the Turnberry collection basin.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design					45,000			45,000
Land								
Construction						461,000		461,000
Miscellaneous								
Other								
TOTAL					45,000	461,000		506,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund					45,000	461,000		506,000
TOTAL					45,000	461,000		506,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Lakeview Drive Pumping Station Replacement

FISCAL YEARS: 2014
PROJECT NO:
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Wastewater Mgmt
DEPT. RANKING: 7
NEW PROJECT: Yes



PROJECT DESCRIPTION: This project calls for replacement of the Smith & Loveless package pumping station installed in 1971. The station has exceeded its life anticipated expectancy of 20-25 years and is need of a capacity upgrade due to high peak inflow rates.

NEED, JUSTIFICATION, BENEFIT: Replace the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: 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.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2014, construction in Fiscal Year 2015.

COMMENTS: This station is located within the roadway of Lakeview Drive. The design portion of this project is to address the relocation of this station.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design						46,600		46,600
Land								
Construction							336,400	336,400
Miscellaneous								
Other								
TOTAL						46,600	336,400	383,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund						46,600	336,400	383,000
TOTAL						46,600	336,400	383,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Schoolview Pumping Station Force Main Redirect

FISCAL YEARS : 2014

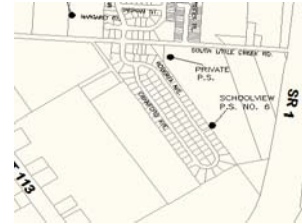
PROJECT NO:

CATEGORY: Water/Wastewater

DEPARTMENT: Public Utilities - Wastewater Mgmt

DEPT. RANKING: 8

NEW PROJECT: Yes



PROJECT DESCRIPTION: This project was identified in the Wastewater Master Plan Technical Documents and will reroute approximately 2,500 linear feet of six-inch force main exiting the Schoolview Pumping Station.

NEED, JUSTIFICATION, BENEFIT:

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project would result in continued stress on the Schoolview Pumping Station in addition to increased costs for the upgrades to the Schoolview Pumping Station.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2014, construction in Fiscal Year 2015.

COMMENTS: Rerouting of the force main will allow for the Schoolview Pumping Station to function through the 20-year planning period outlined in the 1999 Wastewater Plan Technical Documents. Current alignment proposal will utilize road right-of-way to minimize need for private easements.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design						40,000		40,000
Land								
Construction							100,000	100,000
Miscellaneous								
Other								
TOTAL						40,000	100,000	140,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund						40,000	100,000	140,000
TOTAL						40,000	100,000	140,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Silver Lake Pumping Station Replacement/Upgrade

FISCAL YEARS: 2014
PROJECT NO:
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Wastewater Mgmt
DEPT. RANKING: 9
NEW PROJECT: Yes



PROJECT DESCRIPTION: This project calls for replacement or upgrade of the Smith & Loveless package pumping station installed in 1982 in order to handle development in the area. The station has exceeded its life expectancy of 20-25 years and is in need of a capacity upgrade.

NEED, JUSTIFICATION, BENEFIT: Replace/upgrade the aged station with a completely new station to prevent the need for costly unbudgeted repairs to maintain operation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Pump failure resulting in a sewage spill into waterways or backup in a residence. Because of the age of the pump station, certain parts are no longer obtainable, and replacement of equipment is costly.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and bid in Fiscal Year 2014; construction in Fiscal Year 2015.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design						77,000		77,000
Land								
Construction							359,125	359,125
Miscellaneous								
Other								
TOTAL						77,000	359,125	436,125

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund						77,000	359,125	436,125
TOTAL						77,000	359,125	436,125

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Remote Control and Monitor Wells

FISCAL YEARS: 2010
PROJECT NO: WD0802
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Water Mgmt
DEPT. RANKING: 3
NEW PROJECT: No

PROJECT DESCRIPTION: This project, identified in the 2006 Water Master Plan Update, would provide SCADA system and monitoring upgrades for the production wells.

NEED, JUSTIFICATION, BENEFIT: This project will provide SCADA System and monitoring upgrades to improve accuracy, compatibility, and monitoring ability with SCADA system. This project will also improve VFD control and increase the ability to comply with reporting requirements.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project would result in the continuation of less than adequate control of wells and monitoring ability.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Tentative schedule: Implementation in Fiscal Year 2010.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous	139,700	55,000						194,700
Other								
TOTAL	139,700	55,000						194,700

FINANCING:

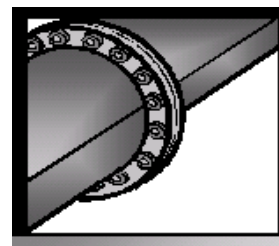
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund	139,700	55,000						194,700
TOTAL	139,700	55,000						194,700

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Miscellaneous Distribution System Improvements

FISCAL YEARS: 2010 - 2014
PROJECT NO: WD0903
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Water Mgmt
DEPT. RANKING: 1
NEW PROJECT: No



PROJECT DESCRIPTION: This project will primarily address major emergency water line repairs. In addition, it also eliminates hydraulically inefficient water mains throughout the City by interconnecting dead ends with existing mains already in place, removing bottlenecks within the system, and installing improvements identified by the flushing program. These funds can also be used to partner with private developers to oversize future mains to meet the long-term goals of the utility.

NEED, JUSTIFICATION, BENEFIT: Due to the age of the water system, it can be expected that water lines will break resulting in expense to repair the main. In addition, existing dead end mains and bottlenecks do not provide adequate circulation within the water system. The result is stagnant water which continually produces complaints from residents. Implementing improvements identified by the flushing program will aide in improved operational control of the system. Missing opportunities to oversize strategic mains will result in higher construction costs in the future.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project would result in reduced ability to properly address breaks, continued complaints from customers and residents regarding water quality, and missed opportunities to expand the transmission and distribution system.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: This is an ongoing annual program. We identify, plan, and construct improvements each year and address emergency repairs as they occur.

COMMENTS: Emergency repairs are typically performed by private contractors. Work on planned projects will be done using in house construction, and costs are for materials used to make water main improvements only. All costs for over sizing will be paid to private developers through negotiated cost and public utilities agreements.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	393,948	65,000	70,000	75,000	80,000	85,000	90,000	858,948
Miscellaneous								
Other								
TOTAL	393,948	65,000	70,000	75,000	80,000	85,000	90,000	858,948

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund	393,948	65,000	70,000	75,000	80,000	85,000	90,000	858,948
TOTAL	393,948	65,000	70,000	75,000	80,000	85,000	90,000	858,948

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Water Quality Improvements

FISCAL YEARS:	2010 - 2014
PROJECT NO:	
CATEGORY:	Water/Wastewater
DEPARTMENT:	Public Utilities - Water Mgmt
DEPT. RANKING:	4
NEW PROJECT:	No

PROJECT DESCRIPTION: This project was first identified by staff and the 2006 Water Master Plan Update, and has since become further refined with the Fiscal Year 2006 Water Quality Evaluation. Projects to be included under this category primarily consist of additional water system monitoring, 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 collections have produced a Water Line Rehabilitation Priority List, based on several criterion 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.

NEED, JUSTIFICATION, BENEFIT: 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 Fiscal Year 2006 Water Quality Evaluation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: 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.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: 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.

TIME-LINE/CURRENT STATUS: The primary Water Quality Improvement project completed to date consists of the replacement of unlined eight-inch and 14" inch cast iron pipe in Division Street between State Street and Bayard Avenue. In Fiscal Year 2008 and Fiscal Year 2009, the deep well contact chamber designs were completed and installation completed. Operational efforts, such as flushing, will occur on a continuous basis.

COMMENTS: As part of the water quality waterline rehabilitation priority program, waterlines were identified throughout the City that require replacement/relining. Using this as a guide, the following water line rehabilitation projects are scheduled for Fiscal Year 2010: North Pennsylvania Ave., Madison St., Rodney Rd., American Avenue Ext., Hazel Rd., Smith St., Maryland Ave., US Route 13, Greenhill Road, Bayard Avenue, Bayard Avenue Alley, Walker Road Design, and Loockerman Street Design. In some cases it may only be portions of the streets that require replacement; we have not differentiated that within this listing. If a street is added to the City's street program that was not anticipated, we may defer one of the listed projects to address that street before it is repaved.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	625,000	400,000	500,000	450,000	600,000	400,000		2,975,000
Land	240,000							240,000
Construction	1,987,000	2,204,017	490,000	1,164,000	1,958,800	2,699,000		10,502,817
Miscellaneous								
Other								
TOTAL	2,852,000	2,604,017	990,000	1,614,000	2,558,800	3,099,000		13,717,817

FINANCING:

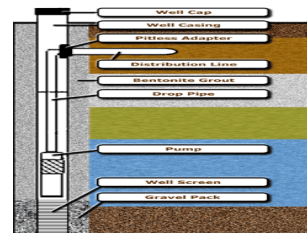
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
DE Water Revolving Loan Fund		2,604,017	990,000	1,614,000	2,558,800	3,099,000		10,865,817
Bond Financing	1,587,000							1,587,000
Water/Wastewater Fund	1,265,000							1,265,000
TOTAL	2,852,000	2,604,017	990,000	1,614,000	2,558,800	3,099,000		13,717,817

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Wellhead Redevelopment Program

FISCAL YEARS: 2010 - 2014
PROJECT NO: WD0801
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Water Mgmt
DEPT. RANKING: 2
NEW PROJECT: No



PROJECT DESCRIPTION: This project will provide for rehabilitation and repair of each deep wellhead in an effort to maintain operations and/or increase the yield of each well as it relates to the permitted allocation.

NEED, JUSTIFICATION, BENEFIT: 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.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: 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 and emergency repairs and decreased capacity. These issues can lead to increased flow pattern changes and water quality concerns.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: Improved operating efficiencies at the wellhead will slightly reduce power costs, but this savings has not been quantified.

TIME-LINE/CURRENT STATUS: This is an ongoing annual program. Fiscal Year 2010: Wells #2 (motor and redevelop), #10 (motor) and #14 (pump, motor, and redevelop) are scheduled to be complete.

COMMENTS: Fiscal Year 2005: Wells #8, #10 and #11 were completed. Fiscal Year 2006: Wells #2 and #6 were completed. Fiscal Year 2008: total well inspection and testing performed. Fiscal Year 2009: Motors at Wells #6A and #9 were rebuilt, and wells #13R and #15 were redeveloped.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	280,962	55,000	60,000	65,000	70,000	75,000	80,000	685,962
Miscellaneous								
Other								
TOTAL	280,962	55,000	60,000	65,000	70,000	75,000	80,000	685,962

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund	280,962	55,000	60,000	65,000	70,000	75,000	80,000	685,962
TOTAL	280,962	55,000	60,000	65,000	70,000	75,000	80,000	685,962

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Piney Point Well

<u>FISCAL YEARS:</u>	2010
<u>PROJECT NO:</u>	WD0805
<u>CATEGORY:</u>	Water/Wastewater
<u>DEPARTMENT:</u>	Public Utilities - Water Mgmt
<u>DEPT. RANKING:</u>	5
<u>NEW PROJECT:</u>	No

PROJECT DESCRIPTION: This project, identified by staff and confirmed by the 2006 Water Master Plan Update, proposes the drilling of a new Piney Point Aquifer Production Well to increase production capacity up to our current permitted allocation as well as increase system pressure and stabilize the chlorine residuals of the City.

NEED, JUSTIFICATION, BENEFIT: A reduction in long-term yield from our Piney Point Well is causing a greater reliance on our more costly aquifers.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project would result in the continued reduction in our production capabilities under our permitted allocation, as well as our ability to meet projected demand increases.

THIS PROJECT IS RELATED TO THE FOLLOWING: 1.0 MG Elevated Water Storage Tank

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Planning occurred in Fiscal Year 2008. Design and site procurement occurred in Fiscal Year 2009. Construction to be completed in Fiscal Year 2010.

COMMENTS: The specific location of a proposed wellhead has not been determined at this time. The location will be selected with the assistance of a consultant and through exploratory drilling. In addition, the yield from a new production well may allow us to abandon some of our poorly performing wells. Costs identified, in the 2004 Water Master Plan Update, have been increased based upon 3.5 percent per year. Land costs are based upon the need of a 1/2 acre of land for the project.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design	95,000							95,000
Land	120,000							120,000
Construction		450,000						450,000
Miscellaneous								
Other								
TOTAL	215,000	450,000						665,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Bond Financing	215,000	450,000						665,000
TOTAL	215,000	450,000						665,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

1.0 MG Elevated Water Storage Tower

FISCAL YEARS: 2010 - 2011
PROJECT NO: WD0804
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Water Mgmt
DEPT. RANKING: 6
NEW PROJECT: No

PROJECT DESCRIPTION: The proposed project, identified by staff and confirmed by the 2006 Water Master Plan Update, will construct a new 1.0 million gallon elevated storage tank within the distribution system.

NEED, JUSTIFICATION, BENEFIT: This project was determined necessary by the 2006 Water Master 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.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The City's western and southern territories will experience pressure fluctuations due to changes in demand. In addition, fire suppression measures could be affected.

THIS PROJECT IS RELATED TO THE FOLLOWING: Piney Point Well.

EXPLANATION OF IMPACT ON OPERATING BUDGET: The impact on the operating budget has not been analyzed at this time.

TIME-LINE/CURRENT STATUS: Planning occurred in Fiscal Year 2008. Design and site procurement occurred in Fiscal Year 2009. Construction is planned for Fiscal Year 2010.

COMMENTS: Original project costs were provided in the 2006 Water Master Plan based upon 2005 dollars. Out year costs have been increased by 3.5 percent per year. Contractual services will be required to assist with planning, design, site selection, land acquisition and to perform construction. Land costs are based upon the estimated need of one acre of land for the project.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction		200,000	2,390,000					2,590,000
Miscellaneous								
Other								
TOTAL		200,000	2,390,000					2,590,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Bond Financing		200,000	2,390,000					2,590,000
TOTAL		200,000	2,390,000					2,590,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Emergency Generators (Wells)

FISCAL YEAR: 2012
PROJECT NO:
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Water Mgmt
DEPT. RANKING: 4
NEW PROJECT: No

PROJECT DESCRIPTION: This project, identified in the 2006 Water Master Plan Update, would provide emergency generators for production wells.

NEED, JUSTIFICATION, BENEFIT: This project will provide emergency power to wells for continued water production and reliability in the event of power disruptions or other emergencies.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project would result in reduced or suspended water service in the event of power disruptions or other emergencies.

THIS PROJECT IS RELATED TO THE FOLLOWING: Remote Control and Monitor Wells, Water Quality

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Portable or fixed generators are currently not available to most of the deep wells. The Water Treatment Plant is equipped with a fixed generator.

COMMENTS: Provision of standby generators at each well facility was recommended in the 2006 Water Master Plan Update with original project estimates based upon 2005 dollars. Out-year costs have been increased at 3.5 percent per year. Additional funding resources such as Homeland Security funding, may become available for this program. (The generator located at Well #10 was purchased with Homeland Security funding.)

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous	140,000			150,000				290,000
Other								
TOTAL	140,000			150,000				290,000

FINANCING:

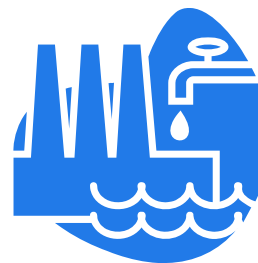
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Homeland Security Grant	140,000			150,000				290,000
TOTAL	140,000			150,000				290,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Water Treatment Plant Process Improvements

FISCAL YEARS: 2013 - 2014
PROJECT NO:
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Water Mgmt
DEPT. RANKING: 4
NEW PROJECT: No



PROJECT DESCRIPTION: This project, identified in the 2006 Water Master Plan Update, proposes process improvements to the existing Water Treatment Plant. Due to limitations with the Ozone Contactors, the capacity at the Water Treatment Plant is limited to 4.0 Million Gallons per Day from the 5.0 Million Gallons per Day originally designed. A consultant will be utilized to determine the best means and improvements necessary to increase the capacity. This project is to be performed in conjunction with the future Columbia Well installation.

NEED, JUSTIFICATION, BENEFIT: Process improvements will allow for capacity enhancements as well as improved ability to meet regulatory requirements.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project can result in production capacity decreases and/or regulatory incompliance.

THIS PROJECT IS RELATED TO THE FOLLOWING: Future Columbia Well installation.

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Planning is proposed for Fiscal Year 2013. Construction to begin in Fiscal Year 2014.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design					75,000			75,000
Land								
Construction						171,200		171,200
Miscellaneous								
Other								
TOTAL					75,000	171,200		246,200

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund					75,000	171,200		246,200
TOTAL					75,000	171,200		246,200

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Future Columbia Well Installation

FISCAL YEARS: 2013 - 2014
PROJECT NO:
CATEGORY: Water/Wastewater
DEPARTMENT: Public Utilities - Water Mgmt
DEPT. RANKING: 5
NEW PROJECT: No



PROJECT DESCRIPTION: This project, identified by staff and confirmed by the 2006 Water Master Plan Update, proposes the drilling of new shallow wells to increase production capacity at the Water Treatment Plant to design levels of 5.0 Million Gallons per Day. This project is to be completed in conjunction with the Water Treatment Plant process improvements.

NEED, JUSTIFICATION, BENEFIT: To meet increased water demand and fire suppression requirements.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying or eliminating this project would result in the continued reduction in our production capabilities.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Planning is proposed for Fiscal Year 2013. Design and site procurement are planned for Fiscal Year 2014. Construction to be completed in Fiscal Year 2015.

COMMENTS: The specific location of a proposed wellhead has not been determined at this time. The location will be selected with the assistance of a consultant during the planning and design phase. In addition, the yield from a new production well may allow us to abandon some of our poorly performing wells. Costs identified in the 2006 Water Master Plan Update has been increased based upon 3.5 percent per year. Land costs are based upon the need of 1/2 acre of land for the project.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design					25,000	98,800		123,800
Land						72,600		72,600
Construction							408,900	408,900
Miscellaneous								
Other								
TOTAL					25,000	171,400	408,900	605,300

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Water/Wastewater Fund					25,000	171,400	408,900	605,300
TOTAL					25,000	171,400	408,900	605,300

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

ELECTRIC

EXPENDITURES

CATEGORY	PAGE	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Public Utilities - Electric Eng							
Distribution Upgrades	208	3,154,000	1,154,000	500,000	500,000	500,000	500,000
Distribution Capacitors and Controls	209	620,000	120,000	200,000	100,000	100,000	100,000
Lighting Project and Rehabilitation	210	250,000	50,000	50,000	50,000	50,000	50,000
Substation PT & CT Replacement	211	784,813	260,880	256,218	267,715		
Replacement of 69 KV Breakers	212	283,000	183,000	100,000			
Hot Spot Identification	213	26,400	26,400				
Equipment Replacement	214	40,000	40,000				
Relay Test Equipment	215	48,795	48,795				
Mid City Substation	216	1,593,461	1,593,461				
Transmission Line Maintenance Program	217	248,000	23,000		75,000	75,000	75,000
Walker Road Overhead Conversion	218	633,112		350,511	282,601		
Distribution Feeder Replacement Program	219	1,510,040		377,510	377,510	377,510	377,510
Frazier Substation Reliability Upgrade	220	765,247			155,000	610,247	
College Road to McKee Substation Feeders	221	307,000			307,000		
69kV Substation Switch Replacement	222	160,000				80,000	80,000
Horsepond Substation Reliability Upgrade	223	761,812				170,000	591,812
General Scott Switchgear	224	544,700					544,700
Subtotal		11,730,380	3,499,536	1,834,239	2,114,826	1,962,757	2,319,022
Public Utilities - Trans and Dist							
New Developments	225	4,576,108	881,300	897,925	914,881	932,179	949,823
Subtotal		4,576,108	881,300	897,925	914,881	932,179	949,823
Public Utilities - Power Plant							
McKee Run Units 1 & 2 - Stack Repairs	226	75,000			75,000		
Miscellaneous Upgrades	227	51,000	51,000				
McKee Run Warehouse/Admin Smoke & Heat Detection System	228	55,000	55,000				
VanSant CT Mark IV Upgrades	229	700,000	700,000				
McKee Run Plant Driveway Repaving	230	240,000	240,000				
Work Management System Replacement	231	85,000	85,000				
Unit 3 - Remove Cyclone Separators	232	51,000	51,000				
Unit 1 Remove Cyclone Separators	233	36,000	36,000				
Unit 2 - Remove Cyclone Separators	234	36,000	36,000				
McKee Run Unit 2 COMS Replacement	235	33,000		33,000			
McKee Run - Hot Water Boilers	236	70,000		70,000			
McKee Run Unit #1 Turbine Outage	237	500,000			500,000		
McKee Run Units 1 & 2 - Stack Repairs	238	75,000			75,000		
McKee Run - Demineralizer Replacement	239	65,000			65,000		
Preservation of Structures	240	80,000			38,000		42,000

CATEGORY	PAGE	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
VanSant Auxiliary Power Backup	241	75,000				75,000	
McKee Run Unit 3 Turbine Outage	242	1,000,000					1,000,000
McKee Run - Unit 3 Flux Probe	243	60,000					60,000
McKee Run - Unit 3 Cooling Tower Fill	244	450,000					450,000
McKee Run - Unit 3 Cooling Water Line Replacement	245	40,000					40,000
Subtotal		3,702,000	1,254,000	103,000	678,000	75,000	1,592,000
TOTAL		20,008,488	5,634,836	2,835,164	3,707,707	2,969,936	4,860,845

REVENUE

REVENUE SOURCE	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Electric I and E Fund	16,672,123	2,298,471	2,835,164	3,707,707	2,969,936	4,860,845
Electric Bond	3,336,365	3,336,365				
TOTAL	20,008,488	5,634,836	2,835,164	3,707,707	2,969,936	4,860,845

Distribution Upgrades

FISCAL YEARS : 2010 - 2014

PROJECT NO:

CATEGORY: Electric

DEPARTMENT: Public Utilities - Electric Eng

DEPT. RANKING: 2

NEW PROJECT: No



PROJECT DESCRIPTION: This project involves the systemic replacement of overhead lines with underground lines whenever services are being moved, wire is damaged, trees cause a high number of outages, or development is in progress, and it is beneficial to the Utility to convert to underground. This can involve a single line section or an entire residential neighborhood. Annual outage records are reviewed and selected areas are scheduled for upgrade to underground service including Buchanan Acres and Crossgates. Additionally, this program funds the replacement of existing underground conductors and equipment that have reached their useful life and have started failing and require replacement.

NEED, JUSTIFICATION, BENEFIT: The number of storm and tree-related outages has been greatly reduced under this program and further improvements can be made to insure the most reliable electric service possible. Reliability has become one of most important factors to electric customers, second only to safety. The utility has responded by attempting to provide the most reliable system possible. Underground cable replacement is necessary as the useful, reliable, life of the original underground cable was 20–30 years. By proactively replacing this cable we will minimize outages and improve our reliability. In addition to cable replacement, overhead lines are replaced with underground to minimize outages caused by tree growth or animal contact. Lastly, overhead lines that have reached the end of their useful life are replaced with underground instead of rebuilding the overhead.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Continued outages lead to increased complaints from our customers and will lead to customer dissatisfaction. There will be increased costs for repairs made under outage conditions as well as loss of electric revenue.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: This project will be ongoing over the 12 months of the budget year.

COMMENTS: This account is used to upgrade any trouble areas during the year. The following developments are to be upgraded: Schoolview, Crossgates, and Buchanan Acres.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	500,000	1,154,000	500,000	500,000	500,000	500,000		3,654,000
Miscellaneous								
Other								
TOTAL	500,000	1,154,000	500,000	500,000	500,000	500,000		3,654,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund	500,000	351,096	500,000	500,000	500,000	500,000		2,851,096
Electric Bonds		802,904						802,904
TOTAL	500,000	1,154,000	500,000	500,000	500,000	500,000		3,654,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Distribution Capacitors and Controls

FISCAL YEARS: 2010 - 2014

PROJECT NO:

CATEGORY: Electric

DEPARTMENT: Public Utilities - Electric Eng

DEPT. RANKING: 7

NEW PROJECT: No



PROJECT DESCRIPTION: Install distribution capacitors throughout the system to correct poor power factor on distribution circuits. Install capacitor controllers capable of two-way communication to provide real-time monitoring and remote control operation. These controllers will be capable of switching the capacitors on and off to comply with system requirements. This project will also replace outdated substation meters with units capable of advanced metering such as power factor and harmonics to further analyze system performance. Lastly, distribution line recorders will be purchased and installed to provide power factor recordings to fine tune this operation.

NEED, JUSTIFICATION, BENEFIT: Additional capacitance is required in order to meet system power factor requirements at the Delmarva Power and Light interchange point. This was substantiated through a load-flow study conducted by Shaw in early 2004 and distribution study by Wilson & Wilson in 2006. The current capacitor controls are not providing the granularity required to turn them off and on as required to meet both the power quality requirements of our customers and DP&L requirements. Additional controls are required to fine tune the systems operation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Without the additional capacitor banks and more importantly controls, the City may experience a low/high voltage problem at the customer level and/or the possibility of having to pay power factor penalties to Delmarva Power and Light.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS:

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	344,995	120,000	200,000	100,000	100,000	100,000	100,000	1,064,995
Miscellaneous								
Other								
TOTAL	344,995	120,000	200,000	100,000	100,000	100,000	100,000	1,064,995

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund	344,995	120,000	200,000	100,000	100,000	100,000	100,000	1,064,995
TOTAL	344,995	120,000	200,000	100,000	100,000	100,000	100,000	1,064,995

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Lighting Project and Rehabilitation

FISCAL YEARS: 2010 - 2014

PROJECT NO: EE0000

CATEGORY: Electric

DEPARTMENT: Public Utilities - Electric Eng

DEPT. RANKING: 9

NEW PROJECT: No



PROJECT DESCRIPTION: This fund was developed to replace and repair existing street lights or install new lights upon customer request.

NEED, JUSTIFICATION, BENEFIT: The Electric Division receives numerous requests for lighting improvements. These requests are due to the lights aging, and as they age they put out less light and become unreliable. There are many developments that are in need of street light improvements. This fund would also provide funding for new large security light requests.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Constant complaints of poor street lighting and multiple failures due to antiquated lights.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: This project is ongoing.

COMMENTS: This fund will remain active as long as there are improvements to be made. Private area lighting requests are a source of revenue for the City. Areas completed are Greens of Dover, Farmview, Twelve oaks, Old Mill Acres I, White Oak Apartments, and Governors Avenue (South 100 Block). Areas to be completed this year are: Westfield, Fairview, Cranberry Run, Mill Creek, Independence Village and Sherwood, if funds remain available.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	250,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
Miscellaneous								
Other								
TOTAL	250,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund	250,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
TOTAL	250,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Substation PT & CT Replacement

FISCAL YEARS: 2010 - 2012

PROJECT NO:

CATEGORY: Electric

DEPARTMENT: Public Utilities - Electric Eng

DEPT. RANKING: 4

NEW PROJECT: Yes



PROJECT DESCRIPTION: This project will be replacing aging metering/system protection equipment in the older substations. The equipment to be replaced measures the line voltage and current which is then interpreted by the relays for system protection. Additionally, the lightning arrestors will be replaced which protects the equipment during lightning strikes.

NEED, JUSTIFICATION, BENEFIT: This equipment has a normal 30-year life and has exceeded that in all of our substations except the newest substations. By replacing the equipment during normal scheduled maintenance shut downs, it will prevent larger outages due to equipment failure.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Such equipment has caused large outages by faulting due to its age. Additionally, many of the current components have not been tested for PCB's which could result in expensive cleanup charges should they fail.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Materials to be ordered in October 2009. Equipment will start arriving in the Spring 2010 and be installed during the regular scheduled substation maintenance schedules until the project is completed in Fiscal Year 2012.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design		10,000						10,000
Land								
Construction		250,880	256,218	267,715				774,813
Miscellaneous								
Other								
TOTAL		260,880	256,218	267,715				784,813

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund		260,880	256,218	267,715				784,813
TOTAL		260,880	256,218	267,715				784,813

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Replacement of 69 KV Breakers

FISCAL YEARS: 2010 - 2011

PROJECT NO: EE0901

CATEGORY: Electric

DEPARTMENT: Public Utilities - Electric Eng

DEPT. RANKING: 5

NEW PROJECT: No



PROJECT DESCRIPTION: This is an ongoing project that involves the replacement of 69 KV breakers.

NEED, JUSTIFICATION, BENEFIT: The 69 KV breakers in the transmission system vary in age and reliability. Currently there are 39 of these breakers in the transmission system. Installation of the 230 KV substation did place the breakers in a higher fault current environment than they are rated to safely operate in. This project will replace the most vulnerable breakers first and will eventually replace all of the oil-filled breakers with SF6 gas-filled breakers designed to handle the higher fault current. Additionally, at the time the breakers are replaced the control wiring and relays will also be replaced to bring the installation into current standards.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Since these breakers have reached the end of their expected life, failure to replace them will result in miss-operation and either cause larger outages than necessary or cause greater damage to protected equipment. If the breaker failed on an interconnected customer, this failure could result in greater liability exposure.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Locations for the breakers to be installed include the following substations: McKee Run, Frazier, Danner Farm and Mid City.

COMMENTS: Implementation of this project will allow for the replacement of several old and unreliable breakers allowing full utilization of the new 230 KV substation. The expected total project cost of \$908,443 was spread out over a six-year timetable with completion in Fiscal Year 2011.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design		3,000						3,000
Land								
Construction	625,443	180,000	100,000					905,443
Miscellaneous								
Other								
TOTAL	625,443	183,000	100,000					908,443

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund	625,443	183,000	100,000					908,443
TOTAL	625,443	183,000	100,000					908,443

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Hot Spot Identification

FISCAL YEAR: 2010
PROJECT NO: 1
CATEGORY: Electric
DEPARTMENT: Public Utilities - Electric Eng
DEPT. RANKING: 8
NEW PROJECT: Yes



PROJECT DESCRIPTION: Purchase of Infrared Camera.

NEED, JUSTIFICATION, BENEFIT: The Public Utilities currently hires a contractor for the purpose of locating failing connections which show up as "hot spots" in an infrared camera. The facilities inspected include the electric divisions' substations, distribution system, and transmission system. Additionally the water and wastewater divisions inspect the motor control centers at the water treatment plant, wells and pump stations. The locating and corrective maintenance of these failing connections or "hot spots" is a critical procedure to increase the reliability of the utilities' electrical system. Staff is proposing to make this an internal function of the utility.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The price of the infrared camera and software is a onetime cost and has a relatively quick payback time, saving the City money for years to come. Training for level one certification is included with the purchase of the IR camera.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: The cost of hiring a contractor will be eliminated which will reduce the operation budgets of four of the divisions. In Fiscal Year 2008 the four divisions spent over \$10,700 for this function. The payback is less than three years.

TIME-LINE/CURRENT STATUS:

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		26,400						26,400
Other								
TOTAL		26,400						26,400

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund		26,400						26,400
TOTAL		26,400						26,400

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
		10,700	10,700	10,700	10,700	10,700		53,500

Equipment Replacement

FISCAL YEAR: 2010

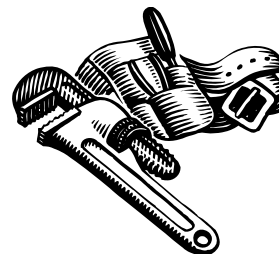
PROJECT NO:

CATEGORY: Electric

DEPARTMENT: Public Utilities - Electric Eng

DEPT. RANKING: 1

NEW PROJECT: Yes



PROJECT DESCRIPTION: Replacement of capital equipment valued between \$5,000 and \$25,000.

NEED, JUSTIFICATION, BENEFIT: This project is required to fund the replacement of capital items that are expected to reach their useful life in 2010 and will need to be replaced to maintain system reliability.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Extended equipment and/or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: Results in reduced risk of increasing maintenance budget in the future.

TIME-LINE/CURRENT STATUS:

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		40,000						40,000
Other								
TOTAL		40,000						40,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund		40,000						40,000
TOTAL		40,000						40,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Relay Test Equipment

FISCAL YEAR: 2010
PROJECT NO: 1
CATEGORY: Electric
DEPARTMENT: Public Utilities - Electric Eng
DEPT. RANKING: 1
NEW PROJECT: Yes



PROJECT DESCRIPTION: Purchase of relay test equipment and required training.

NEED, JUSTIFICATION, BENEFIT: The Public Utilities department currently hires a contractor for the purpose of testing all relaying (protection) equipment in the City's electric substations. The testing of the relays and maintaining their proper operation is necessary to protect all of the substation equipment and the customers connected to the electrical system. Additionally, the North American Electric Reliability Corporation (NERC) mandates reliability standards that require the Utility to document testing on a routine basis. This test equipment will provide the necessary testing and documentation to ensure the City of Dover maintains compliance with these requirements.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Staff is proposing to make this an internal function of the Electric Division to reduce contractor expenses. The City of Dover will be fined if NERC standards are not met and maintained. The price of the relay testing equipment and required training is a onetime cost and has a quick payback time, saving the City money for years to come.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET: The ongoing cost of hiring a contractor will be eliminated.

TIME-LINE/CURRENT STATUS: Purchase equipment and supply training as soon as possible.

COMMENTS: By moving this function into an "in-house" project, we project an \$18,292 annual savings. The payback will be approximately 2.5 years.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		48,795						48,795
Other								
TOTAL		48,795						48,795

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund		48,795						48,795
TOTAL		48,795						48,795

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
		(18,292)	(18,292)	(18,292)	(18,292)	(18,292)		(91,460)

Mid City Substation

FISCAL YEARS : 2010

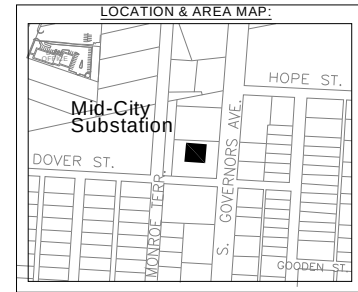
PROJECT NO:

CATEGORY: Electric

DEPARTMENT: Public Utilities - Electric Eng

DEPT. RANKING: 3

NEW PROJECT: No



PROJECT DESCRIPTION: This project will allow the Utility to provide an oil containment area for the transformer, upgrade the 69 Kv line/transformer protections to a three-breaker scheme, update the distribution breakers as they have reached the end of their useful life, and rehabilitate the switchgear to extend its life.

NEED, JUSTIFICATION, BENEFIT: The transformer does not have a containment pit to protect the environment in case of a catastrophic failure as required by standard operating procedures and mandated by the EPA. Additionally, the transmission line serving this substation is protected at Dover Air Force Base and North Street switching yards, which means that five substations (Lebanon, Danner Farm, Mid City, Mayfair, and VanSant) will lose power when a line fault occurs. The placement of the three-breaker scheme at this location will help minimize substation outages during line faults and will ensure that Mid City Substation does not lose service under normal line fault situations. It accomplishes this by determining which line section is faulted and opens only the line that is affected; whereby, the station will receive power from the other side of the loop. Lastly, the switchgear will be repaired/repainted and major moveable components will be replaced as they have reached the end of their useful life.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The failure to place the transformer in a containment pit prior to a catastrophic failure would mean oil would be spilled into the area and could contaminate the surrounding vicinity, which also includes a water well. Additionally, we could be cited by the EPA for failure to enclose the oil vessel. Not upgrading the transmission line protection will result in large, unnecessary, outages for transmission line faults, ultimately affecting a large number of customers, including the hospital as this is the normal source. Distribution breakers may not operate properly resulting in larger outages than necessary or catastrophic failure.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Engineering and long lead time material will be ordered in Fiscal Year 2010 with construction completed in Fiscal Year 2011.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design		75,000						75,000
Land								
Construction		1,518,461						1,518,461
Miscellaneous								
Other								
TOTAL		1,593,461						1,593,461

FINANCING:

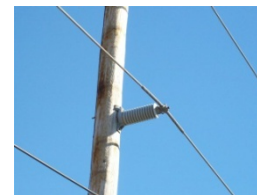
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric Bond		1,593,461						1,593,461
TOTAL		1,593,461						1,593,461

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Transmission Line Maintenance Program

FISCAL YEARS: 2010 - 2014
PROJECT NO: 1
CATEGORY: Electric
DEPARTMENT: Public Utilities - Electric Eng
DEPT. RANKING: 8
NEW PROJECT: Yes



PROJECT DESCRIPTION: Replace aging porcelain insulators on the transmission pole lines with new polymer insulators.

NEED, JUSTIFICATION, BENEFIT: 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 due to this deterioration. We have experienced several transmission outages due to insulator failure. Replacing the insulators should extend the life an additional 30 years.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Outages may occur if insulators are not replaced and fail due to deterioration.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET

TIME-LINE/CURRENT STATUS: Beginning in Fiscal Year 2010 through Fiscal Year 2014, we will replace the insulators on the older transmission lines.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		23,000		75,000	75,000	75,000	75,000	300,000
Other								
TOTAL		23,000		75,000	75,000	75,000	75,000	300,000

FINANCING:

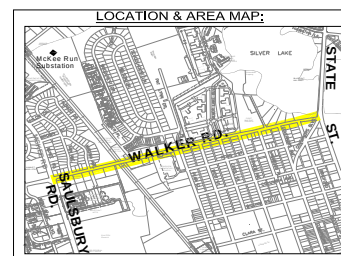
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund		23,000		75,000	75,000	75,000	75,000	300,000
TOTAL		23,000		75,000	75,000	75,000	75,000	300,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Walker Road Overhead Conversion

FISCAL YEARS: 2011 - 2012
PROJECT NO: 1
CATEGORY: Electric
DEPARTMENT: Public Utilities - Electric Eng
DEPT. RANKING: 10
NEW PROJECT: Yes



PROJECT DESCRIPTION: This project will be constructed in conjunction with the water main upgrade planned for this section of Walker Road. The Electric Division will install conduit, cable and equipment, and remove the overhead power lines as the Water Division installs the new water main.

NEED, JUSTIFICATION, BENEFIT: The installation of the new power lines will increase the power capacity and improve the reliability to the customers by decreasing the exposure of the system to weather events. Additionally, the existing overhead requires upgrading to increase the capacity of the electric system.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The aging pole line will require the replacement of new poles and overhead wire. Leaving the overhead line in service increases the chances of weather related damages.

THIS PROJECT IS RELATED TO THE FOLLOWING: Water Division Walker Road Water Main Upgrade

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and material procurement in Fiscal Year 2010. Construction is scheduled to begin in the fall of 2010 and completion is scheduled for June of 2011.

COMMENTS: This project will be in conjunction with the water main project; therefore, if the water main is delayed this project will also be delayed.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction				117,901				117,901
Miscellaneous			350,511					350,511
Other				164,700				164,700
TOTAL			350,511	282,601				633,112

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund			350,511	282,601				633,112
TOTAL			350,511	282,601				633,112

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Distribution Feeder Replacement Program

FISCAL YEARS: 2011 - 2014
PROJECT NO:
CATEGORY: Electric
DEPARTMENT: Public Utilities - Electric Eng
DEPT. RANKING: 6
NEW PROJECT: Yes



PROJECT DESCRIPTION: Substation feeders are defined as the three-phase lines that carry the load from the substations to the customers' neighborhood. Additionally they interconnect to other substations to provide load redundancy should there be a failure of an adjacent substation. Many of the older substation feeders have smaller conductors that cannot carry the load that is required during system peaks and emergency situations. This project would systematically upgrade these conductors to increase the capacity of the feeders as well as ultimately reducing system losses. Lastly, many of the feeder components have reached the end of their useful life and require substantial maintenance.

NEED, JUSTIFICATION, BENEFIT: These lines are typically older, smaller, and reaching the end of their useful life. This program will provide the needed systematic maintenance to the conductors, cross arms, switches, and insulators as well as increasing system capacity, ultimately resulting in more efficient operations by reducing line losses.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Due to the age and condition of the current feeders, delaying this systematic maintenance/upgrade program will result in reduced system utilization as well as detrimentally impacting future reliability.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: This will be a multi-year project until all circuits have been upgraded as required.

COMMENTS: The cost to run one mile of underground equates to \$135,400 per mile; the cost to run one mile of overhead equates to \$21,342. It is our goal to run two miles of underground and five miles of overhead per year. The project will begin by increasing the capacity from Dover Downs Substation to the St. Jones Substation. Areas will be along Dover Downs, Home Depot, Jefferson Boulevard and Kmart. Additional areas to be improved include South State Street and Old Mill Road. The project will include replacing switches giving them increased capacity to 600 amp throughout the system.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction			377,510	377,510	377,510	377,510	377,510	1,887,550
Miscellaneous								
Other								
TOTAL			377,510	377,510	377,510	377,510	377,510	1,887,550

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund			377,510	377,510	377,510	377,510	377,510	1,887,550
TOTAL			377,510	377,510	377,510	377,510	377,510	1,887,550

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Frazier Substation Reliability Upgrade

FISCAL YEARS: 2012 - 2013

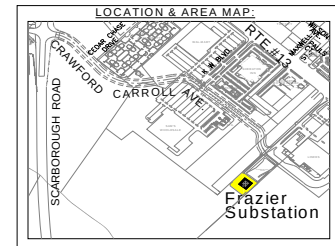
PROJECT NO:

CATEGORY: Electric

DEPARTMENT: Public Utilities - Electric Eng

DEPT. RANKING: 3

NEW PROJECT: Yes



PROJECT DESCRIPTION: The highside of the substation will be upgraded to include transmission line protection breakers as well as the transformer breaker.

NEED, JUSTIFICATION, BENEFIT: When the transmission line experiences a fault this substation loses power until the short circuit is found and the appropriate switching is accomplished. With the installation of the two new line breakers the faulted transmission line will be isolated from the substation and the customers will not experience an interruption of service.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Accepting the outages in the northwest section of the system during transmission line faults.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: The design will begin in July 2011; materials will be ordered in July 2012 and construction to be completed by June 2013.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

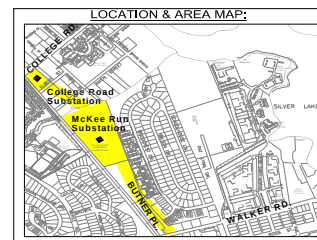
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design				155,000				155,000
Land								
Construction					610,247			610,247
Miscellaneous								
Other								
TOTAL				155,000	610,247			765,247

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund				155,000	610,247			765,247
TOTAL				155,000	610,247			765,247

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

College Road to McKee Substation Feeders**FISCAL YEAR:** 2012**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Electric Eng**DEPT. RANKING:** 7**NEW PROJECT:** Yes

PROJECT DESCRIPTION: This project will be performed in conjunction with the water main upgrade. The Electric Division will bury the overhead power lines as the Water Department installs the new water main.

NEED, JUSTIFICATION, BENEFIT: The installation of the new power lines will increase the capacity and improve the reliability to the customers by decreasing the chances of wind, rain, and lightening damage. Additionally, this will replace the overhead power lines through the trees between McKee Road and College Road, thus reducing the maintenance of the right-of-way.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The aging pole line will require the installation of new poles and overhead wire due to their age. Leaving the overhead line up increases the chances of weather related damages.

THIS PROJECT IS RELATED TO THE FOLLOWING: McKee Run Tank Water Main Upgrade

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Design and material procurement in Fiscal Year 2011, construction to begin in the fall of 2011 with along with the water line installation. Completion is scheduled for June 2012.

COMMENTS:**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design				10,000				10,000
Land								
Construction								
Miscellaneous				297,000				297,000
Other								
TOTAL				307,000				307,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund				307,000				307,000
TOTAL				307,000				307,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

69kV Substation Switch Replacement

FISCAL YEARS: 2013 - 2014

PROJECT NO:

CATEGORY: Electric

DEPARTMENT: Public Utilities - Electric Eng

DEPT. RANKING: 4

NEW PROJECT: Yes



PROJECT DESCRIPTION: This project will be replacing obsolete 69kV switches in the substation/transmission system.

NEED, JUSTIFICATION, BENEFIT: The new switches will be gang operated switches which are electrically better to operate and most importantly increase safety to the operator. The switches that are to be replaced have reached the life expectancy and have a potential of failure if not replaced.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The majority of the switches are very old, making for difficult operation and frequent maintenance to ensure operation as needed. Delaying this program will result in switch failure possibly resulting in wide spread power outages. The system has experienced more frequent switch failures in recent years.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Switch replacement will begin in Fiscal Year 2013 and will be completed in Fiscal Year 2018.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous					80,000	80,000		160,000
Other								
TOTAL					80,000	80,000		160,000

FINANCING:

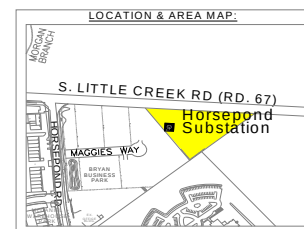
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund					80,000	80,000		160,000
TOTAL					80,000	80,000		160,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Horsepond Substation Reliability Upgrade

FISCAL YEARS: 2013 - 2014
PROJECT NO:
CATEGORY: Electric
DEPARTMENT: Public Utilities - Electric Eng
DEPT. RANKING: 6
NEW PROJECT: Yes



PROJECT DESCRIPTION: The highside of the substation will be upgraded to include two transmission line protection breakers.

NEED, JUSTIFICATION, BENEFIT: When the transmission line experiences a fault this substation loses power until the short circuit is found and the appropriate switching is accomplished. With the installation of the line breakers the faulted transmission line will be isolated from the substation and the customers will not experience an interruption of service.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Accepting the outages in the southeast section of the system during transmission line faults.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: The design and long lead time materials will be completed in Fiscal Year 2013 and the majority of the materials will be purchased and construction completed in Fiscal Year 2014.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design					70,000	60,000		130,000
Land								
Construction					100,000	531,812		631,812
Miscellaneous								
Other								
TOTAL					170,000	591,812		761,812

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund					170,000	591,812		761,812
TOTAL					170,000	591,812		761,812

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

General Scott Switchgear**FISCAL YEAR:** 2014**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Electric Eng**DEPT. RANKING:** 5**NEW PROJECT:** Yes

PROJECT DESCRIPTION: This project will recondition the metal clad switchgear and replace the distribution breakers as they have reached the end of their useful life.

NEED, JUSTIFICATION, BENEFIT: This station carries the industrial and residential load on the west side of Dover. The station distribution switch gear was installed in 1985 and the reconditioning of the switch gear should extend the life of the equipment to 2033. Additionally, the breakers have numerous moving parts, including plastic components that tend to fail with age resulting in mis-operation of the breaker.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: General Scott's switchgear is aging and reconditioning will extend the life of the switchgear, and replacing the breakers will facilitate correct fault operation.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Equipment order and work will be completed in Fiscal Year 2014 .

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction						544,700		544,700
Miscellaneous								
Other								
TOTAL						544,700		544,700

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund						544,700		544,700
TOTAL						544,700		544,700

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

New Developments

FISCAL YEARS: 2010 - 2014

PROJECT NO: EE0808

CATEGORY: Electric

DEPARTMENT: Public Utilities - Trans and Dist

DEPT. RANKING: 1

NEW PROJECT: No



PROJECT DESCRIPTION: This project purchases materials and equipment that are used to provide electric service to new housing developments, businesses, and industrial developments. Additionally, a portion of this expense is offset by the extension payments whereby new developers pay a \$1,200.00 per residential lot connection fee, or business and industrial developers pay the total material expense for line extensions.

NEED, JUSTIFICATION, BENEFIT: During the course of each budget year, new developers request line extensions for new electric projects. Some are new projects, while other projects may have received plan approval previously but were not completed for any number of reasons.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Developers would not be able to receive electric service to new facilities.

THIS PROJECT IS RELATED TO THE FOLLOWING:

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: This project is ongoing.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction	153,500	881,300	897,925	914,881	932,179	949,823		4,729,608
Miscellaneous								
Other								
TOTAL	153,500	881,300	897,925	914,881	932,179	949,823		4,729,608

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund	153,500	881,300	897,925	914,881	932,179	949,823		4,729,608
TOTAL	153,500	881,300	897,925	914,881	932,179	949,823		4,729,608

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run Units 1 & 2 - Stack Repairs

FISCAL YEAR: 2012
PROJECT NO:
CATEGORY: Electric
DEPARTMENT: Public Utilities - Power Plant
DEPT. RANKING: 1
NEW PROJECT: Yes

PROJECT DESCRIPTION: It may become necessary to repair the internal area of Units 1 and 2 common stack.

NEED, JUSTIFICATION, BENEFIT: Our current plans are to perform in-house inspections of the stack on an annual basis and to contract an internal inspection of the stack by outside contractors on an as needed basis to determine the need for repairs.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying necessary repairs could lead to more costly repairs in the future, simultaneous unplanned forced outages on both Units 1 and 2, fall out of internal material upon the surrounding community and potential injury to employees. Earnings from the sale of capacity may also be affected.

THIS PROJECT IS RELATED TO THE FOLLOWING: Continuous availability of operating Units 1 and 2.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Due to the reduced operation of Units 1 and 2 we have moved the project out to Fiscal Year 2012. Our plans to perform regular assessments of the internal damage to the common stack will determine when repairs may be necessary. Severe damage may move the repairs to an earlier date; however, the reduced run time of Units 1 and 2 may continue to afford us the ability to postpone repairs to a later date.

TIME-LINE/CURRENT STATUS: The current expectation is to perform the repairs in Fiscal Year 2012.

COMMENTS: A determination for the necessity of repairs to Units 1 and 2 common stack will be performed on an annual basis.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous				75,000				75,000
Other								
TOTAL				75,000				75,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund				75,000				75,000
TOTAL				75,000				75,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Miscellaneous Upgrades**FISCAL YEAR:** 2010**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 1**NEW PROJECT:** Yes**PROJECT DESCRIPTION:** Replace or procure capital equipment valued between \$5,000 and \$25,000.

Equipment includes the following:

- Oil conditioning system
- Station compressed air system components
- HVAC and process equipment motors
- Condensate and feed water system pump
- Cooling tower fan drive
- Boiler system safety and control valves

NEED, JUSTIFICATION, BENEFIT: This project is required to fund the replacement of capital items that are expected to reach their useful life in 2010 and will need to be replaced to maintain plant system and unit reliability.**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Extended equipment and /or unit outage time will result from lack of funding this project. This will have a direct effect on the cost of energy during the extended outage time as well as increase future energy capacity charges.**THIS PROJECT IS RELATED TO THE FOLLOWING:****EXPLANATION OF IMPACT ON OPERATING BUDGET:****TIME-LINE/CURRENT STATUS:****COMMENTS:****FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		51,000						51,000
Other								
TOTAL		51,000						51,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund		51,000						51,000
TOTAL		51,000						51,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run Warehouse/Admin Smoke & Heat Detection System**FISCAL YEARS:** 2010**PROJECT NO:** PP2010**CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 2**NEW PROJECT:** Yes**PROJECT DESCRIPTION:** The project will install a fire and heat alarm system in the warehouse and administration buildings.**NEED, JUSTIFICATION, BENEFIT:** Insurance company recommendation is to provide for smoke and heat detection in the plant's unmanned areas that contain combustible materials to provide early warning of the onset of any fire. Two areas to be addressed in the project include the administrative building and the warehouse.**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Potential for fire detection and location to be delayed thereby causing extensive fire damage to vital areas of the power plant.**THIS PROJECT IS RELATED TO THE FOLLOWING:** All three McKee Run units are currently operating with the same vintage opacity monitoring equipment. The expectation is that all three systems will need to be replaced in the years ahead. Our hopes are to spread the costs for total replacement over a three-year period by using the replaced units as an additional source of spare parts for the existing units still in service. All three units are expected to be replaced by Fiscal Year 2010-2011. This is the second unit to be replaced.**EXPLANATION OF IMPACT ON OPERATING BUDGET:** This project would be considered a capital equipment addition, and therefore is expected to be funded outside the normal operating budget.**TIME-LINE/CURRENT STATUS:** Project to be completed in Fiscal Year 2009-2010.**COMMENTS:** Delaying the completion of this project could result in an increase in damage to the warehouses or to the Plant administrative building, due to a delayed emergency response in the event of a fire.**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		55,000						55,000
Other								
TOTAL		55,000						55,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund		55,000						55,000
TOTAL		55,000						55,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

VanSant CT Mark IV Upgrades**FISCAL YEARS:** 2010**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 4**NEW PROJECT:** Yes

PROJECT DESCRIPTION: It is becoming more and more difficult to locate spare parts to repair the existing Mark IV control system at VanSant Station. The recommendation is to replace the existing Mark IV control system in Fiscal Year 2010-2011. This replacement is necessary to ensure the reliability of the combustion turbine operation for years to come.

NEED, JUSTIFICATION, BENEFIT: The existing Mark IV control system is a 1990 vintage. Replacement of the existing controls will ensure the reliability of the unit and maximization of capacity payments in the future.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Potential for unit to be unavailable for operation resulting in forced outages and loss of capacity payments.

THIS PROJECT IS RELATED TO THE FOLLOWING: Safe and reliable operation of the VanSant combustion turbine and preparation of future upgrades to the unit that will increase capacity sales.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Would expect this project to be funded outside the normal operating budget. This would be considered a direct replacement for aging equipment.

TIME-LINE/CURRENT STATUS: Would expect the project to be completed no later than June of 2009 to meet the National Electric Code's requirement to complete an Arc Flash Analysis.

COMMENTS: Delaying the completion of this project could result in increased forced outages and loss of income from capacity sales. I believe the budgetary estimate that was provided by GE indicates an estimated minimum cost for the upgrades to the existing Mark IV system. One of our supervisors recently attended a conference of frame 6 combustion turbine users who indicated that costs associated with this type of a project may increase to as high as \$2,000,000 if we elect to install all of the upgrades that GE may recommend once the project is initiated.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		700,000						700,000
Other								
TOTAL		700,000						700,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric Bond		700,000						700,000
TOTAL		700,000						700,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run Plant Driveway Repaving**FISCAL YEARS:** 2010**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 5**NEW PROJECT:** Yes

PROJECT DESCRIPTION: This project will repave the plant driveway from the entrance gate to the main plant building as well as the emergency drive around the back side of the plant and the parking areas. This project will be done in three phases starting in 2010 and completing in 2014.

NEED, JUSTIFICATION, BENEFIT: The current main driveway to the plant proper is in very poor condition making it a hazard to travel, especially in inclement weather. Additionally, there are currently numerous areas of potholes and extensive cracks which if left unrepaired, will lead to a general failure. Should this occur, the replacement of the entire plant paving will be required on an accelerated schedule.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The consequences of delaying this project will be to increase the cost of repair/replacement and will advance the timeframe for that replacement.

THIS PROJECT IS RELATED TO THE FOLLOWING: Material condition of plant structures and personnel safety.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Would expect this project to be funded outside the normal operating budget .This project should reduce future year O&M budget requirements for more extensive and costly repairs if not done as proposed.

TIME-LINE/CURRENT STATUS: This project will be done in three phases with the first phase to be completed in 2010 and the remaining phases to be executed in every other year, 2012 and 2014.

COMMENTS:**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction		240,000						240,000
Miscellaneous								
Other								
TOTAL		240,000						240,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric Bond		240,000						240,000
TOTAL		240,000						240,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Work Management System Replacement

FISCAL YEAR S : 2010

PROJECT NO:

CATEGORY: Electric

DEPARTMENT: Public Utilities - Power Plant

DEPT. RANKING: 6

NEW PROJECT: Yes

PROJECT DESCRIPTION: The project will replace the current work management system (Maximo) with a new system having additional functionality.

NEED, JUSTIFICATION, BENEFIT: The current work management system is no longer supported by the vendor and has limited functionality. The new system will provide capability to perform weekly manpower scheduling, automatic parts assignment and inventory, and Project Management interface. This system will improve the efficiency of our work management processes resulting in improved productivity.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Without this system, we will be required to do many work management processes manually which requires more manpower to track and manage resources and results in underutilization of resources.

THIS PROJECT IS RELATED TO THE FOLLOWING: Plant resource utilization.

EXPLANATION OF IMPACT ON OPERATING BUDGET: The annual renewal of the technical support for this system is estimated to be \$13,500. This cost is expected to be offset by improved productivity.

TIME-LINE/CURRENT STATUS: This project will be completed in 2010.

COMMENTS: n/a

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous		85,000						85,000
Other								
TOTAL		85,000						85,000

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund		85,000						85,000
TOTAL		85,000						85,000

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Unit 3 - Remove Cyclone Separators

FISCAL YEAR S : 2010
PROJECT NO:
CATEGORY: Electric
DEPARTMENT: Public Utilities - Power Plant
DEPT. RANKING: 7
NEW PROJECT: Yes

PROJECT DESCRIPTION: Remove the unit 3 boiler cyclone separators.

NEED, JUSTIFICATION, BENEFIT: As a part of the pollution remediation project, the change from residual to distillate oil will reduce the particulate loading in the flue gas and will make the boiler cyclone separators very inefficient. This project includes the removal of boiler particulate cyclone separators in the boiler along with the removal of flue gas recirculation system equipment. Major benefits from the project are two-fold including the reduction of pressure drop through the boiler thereby requiring less fan power for combustion and the elimination of parasitic load required to operate the flue gas recirculation system.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Eliminating this project will result in a lost opportunity to reduce unit operating costs.

THIS PROJECT IS RELATED TO THE FOLLOWING: Identical project proposed for unit 1 and unit 2. Cost basis assumes that all three projects will be bid at the same time.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Would expect this project to be funded outside the normal operating budget. The impact on the operating budget will be reduced station service during the operating period and reduced regulatory reporting requirements.

TIME-LINE/CURRENT STATUS: This project will be completed during the 2010 budget year and will require a unit maintenance outage to be performed. In addition, testing will be conducted in 2009 to determine the effectiveness of the cyclones. Assuming the efficiency is very low, we will submit these results to the regulatory agency to get approval for their removal.

COMMENTS: This project will require regulatory approval. Cost for permitting is included in the unit 3 project.

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design		6,000						6,000
Land								
Construction		30,000						30,000
Miscellaneous								
Other		15,000						15,000
TOTAL		51,000						51,000

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund		51,000						51,000
TOTAL		51,000						51,000

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Unit 1 - Remove Cyclone Separators**FISCAL YEAR :** 2010**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 8**NEW PROJECT:** Yes**PROJECT DESCRIPTION:** Remove Unit 1 boiler cyclone separators.

NEED, JUSTIFICATION, BENEFIT: As part of the pollution remediation project, the change from residual to distillate oil will reduce the particulate loading in the flue gas and will make the boiler cyclone separators very inefficient. This project includes the removal of boiler particulate cyclone separators in the boiler alone with the removal of flue gas recirculation system equipment. Major benefits from the project are twofold including the reduction of pressure drop through the boiler thereby requiring less fan power for combustion and the elimination of parasitic load required to operate the flue gas recirculation system.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Eliminating this project will result in a lost opportunity to reduce operating costs.

THIS PROJECT IS RELATED TO THE FOLLOWING: Identical project proposed for unit 2 and unit 3. Cost basis assumes that all three projects will be bid at the same time.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Would expect this project to be funded outside the normal operating budget. The impact on the operating budget will be reduced station service during the operating period and reduced regulatory reporting requirements

TIME-LINE/CURRENT STATUS: This project will be completed during the 2010 budget year and will require a unit maintenance outage to perform. In addition, testing will be conducted in 2009 to determine the effectiveness of the cyclones. Assuming the efficiency is very low, we will submit these results to the regulatory agency to get approval for their removal.

COMMENTS: This project will require regulatory approval. Cost for permitting is included in the unit 3 project.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design		6,000						6,000
Land								
Construction		30,000						30,000
Miscellaneous								
Other								
TOTAL		36,000						36,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund		36,000						36,000
TOTAL		36,000						36,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Unit 2 - Remove Cyclone Separators

FISCAL YEARS: 2010
PROJECT NO: PP2010
CATEGORY: Electric
DEPARTMENT: Public Utilities - Power Plant
DEPT. RANKING: 9
NEW PROJECT: Yes

PROJECT DESCRIPTION: Remove the unit 2 boiler cyclone separators

NEED, JUSTIFICATION, BENEFIT: As part of the pollution remediation project, the change from residual to distillate oil will reduce the particulate loading in the flue gas and will make the boiler cyclone separators very inefficient. This project includes the removal of boiler particulate cyclone separators in the boiler alone with the removal of flue gas recirculation system equipment. Major benefits from the project are two-fold including the reduction of pressure drop through the boiler thereby requiring less fan power for combustion and the elimination of parasitic load required to operate the flue gas recirculation system.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Eliminating this project will result in a lost opportunity to reduce operating costs.

THIS PROJECT IS RELATED TO THE FOLLOWING: Identical project proposed for unit 1 and unit 3. Cost basis assumes that all three projects will be bid at the same time.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Would expect this project to be funded outside the normal operating budget. The impact on the operating budget will be reduced station service during the operating period and reduced regulatory reporting requirements.

TIME-LINE/CURRENT STATUS: This Project will be completed during the 2010 budget year and will require a unit maintenance outage to perform. In addition, testing will be conducted in 2009 to determine the effectiveness of the cyclones. Assuming the efficiency is very low; we will submit these results to the regulatory agency to get approval for their removal.

COMMENTS: This project will require regulatory approval. Cost for permitting is included in the unit 3 project.

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design		6,000						6,000
Land								
Construction		30,000						30,000
Miscellaneous								
Other								
TOTAL		36,000						36,000

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund		36,000						36,000
TOTAL		36,000						36,000

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run Unit 2 COMS Replacement**FISCAL YEAR S :** 2011**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 1**NEW PROJECT:** Yes

PROJECT DESCRIPTION: It is becoming more and more difficult to locate spare parts to repair the existing opacity analyzers on all three McKee Run units. The recommendation is to replace the existing monitors beginning with Unit 3 in Fiscal Year 2008-2009. This replacement is necessary to keep Unit 2 operational.

NEED, JUSTIFICATION, BENEFIT: In accordance with the existing Title V permit, continuous opacity monitors are necessary during all periods of boiler operation. The purchase and installation of a new opacity monitor will ensure compliance with this section of the regulation, reliability of the unit and maximization of capacity payments. All three McKee Run units are currently operating with the same vintage opacity monitoring equipment. The expectation is that all three systems will need to be replaced in the years ahead. Our hopes are to spread the costs for total replacement over a three-year period by using the replaced units as an additional source of spare parts for the existing units still in service. All three units are expected to be replaced by Fiscal Year 2010-2011. This is the third and last unit to be replaced.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Potential for unit to be unavailable for operation resulting in forced outages and loss of capacity payments.

THIS PROJECT IS RELATED TO THE FOLLOWING:**EXPLANATION OF IMPACT ON OPERATING BUDGET:****TIME-LINE/CURRENT STATUS:** Unit 2 replacement to be completed in Fiscal Year 2011.

COMMENTS: Delaying the completion of this project could result in the inability to comply with the Title V operating permit, resulting in increased forced outages and loss of income from capacity sales.

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous			33,000					33,000
Other								
TOTAL			33,000					33,000

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund			33,000					33,000
TOTAL			33,000					33,000

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run - Hot Water Boilers**FISCAL YEARS:** 2011**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 5**NEW PROJECT:** Yes

PROJECT DESCRIPTION: Replace the two existing hot water boilers with smaller, more efficient (90 percent or better) boilers. This project will tie in the Units 1 and 2 plant heating system to the hot water system.

NEED, JUSTIFICATION, BENEFIT: : A result of the conversion from residual to distillate oil as part of the pollution remediation project, the existing hot water boilers will no longer be needed to heat oil. Therefore, the only load on the hot water system will be for plant heating. The existing hot water boilers are grossly oversized for this application and not suited for this seasonal operating mode. Replacing the existing boilers with properly sized boilers will reduce costs on monthly gas usage and reduced maintenance on existing boilers. Installing more efficient boilers will also result in reducing the carbon footprint of the plant.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: The quicker we replace the current boilers with the more efficient units, the quicker the payback on investment.

THIS PROJECT IS RELATED TO THE FOLLOWING: Efficiency and reliability and cost savings for the plant.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Reduced cost of gas should be realized in future budgets with the more efficient boilers.

TIME-LINE/CURRENT STATUS: The project is estimated to be completed in 2010.

COMMENTS: The plant hot water boilers would only be supplying heat to the plant. There would not be a need to supply hot water and heat tracing for the #6 oil that we are replacing with #2 oil. The existing hot water boilers are 36 years old and have an efficiency of less than 85%.

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous			70,000					70,000
Other								
TOTAL			70,000					70,000

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund			70,000					70,000
TOTAL			70,000					70,000

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run Unit 1 Turbine Outage**FISCAL YEAR :** 2012**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 1**NEW PROJECT:** Yes

PROJECT DESCRIPTION: Inspect turbine to determine if any repairs are needed to keep the unit operational and to assess the lifespan of the unit. Assess repair quotes, if repairs are needed, to determine best available options.

NEED, JUSTIFICATION, BENEFIT: An assessment of the unit needs to be performed due to insufficient data or industry standards on cycling units to determine inspection and estimated repair frequency.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Possible catastrophic equipment failure.

THIS PROJECT IS RELATED TO THE FOLLOWING: The plant will attempt a bore scope in 2008 to determine the internal conditions. If successful and conditions allow, this project can be scheduled for 2011. If the bore scope results indicate conditions that are unacceptable, this project might need to be moved up or the unit retired.

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: Bore scope will be attempted in 2008.

COMMENTS: Total project includes removing the turbine shell and inspection of all turbine parts including blades. McKee Run Units 1 and 2 are both scheduled for 2011 inspections in order to capitalize on keeping common mobilization costs low. The project price is an estimated cost to perform the work. It would be possible to split this into one unit one year and one unit the next year; however, there would be a slight increase in the expected cost for the two projects together.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other				500,000				500,000
TOTAL				500,000				500,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund				500,000				500,000
TOTAL				500,000				500,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run Units 1 & 2 - Stack Repairs**FISCAL YEARS :** 2012**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 1**NEW PROJECT:** No**PROJECT DESCRIPTION:** It may become necessary to repair the internal area of units 1 and 2 common stack.**NEED, JUSTIFICATION, BENEFIT:** Our current plans are to perform in-house inspections of the stack on an annual basis and to contract an internal inspection of the stack by outside contractors on an as needed basis to determine the need for repairs.**CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT:** Delaying necessary repairs could lead to more costly repairs in the future, simultaneous unplanned forced outages on both units 1 and 2, fall out of internal material upon the surrounding community, and potential injury to employees. Earnings from the sale of capacity may also be affected.**THIS PROJECT IS RELATED TO THE FOLLOWING:** Continuous availability of operating units 1 and 2.**EXPLANATION OF IMPACT ON OPERATING BUDGET:** Due to the reduced operation of units 1 and 2 we have moved the project out to Fiscal Year 2012. Our plans to perform regular assessments of the internal damage to the common stack will determine when repairs may be necessary. Severe damage may move the repairs to an earlier date; however, the reduced run time of Units 1 & 2 may continue to afford us the ability to postpone repairs to a later date.**TIME-LINE/CURRENT STATUS:** The current expectation is to perform the repairs in Fiscal Year 2012.**COMMENTS:** A determination for the necessity of repairs to units 1 and 2 common stack will be performed on an annual basis.**FIVE-YEAR COST BREAKDOWN SCHEDULE:**

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous				75,000				75,000
Other								
TOTAL				75,000				75,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund				75,000				75,000
TOTAL				75,000				75,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run De-mineralizer ReplacementLOCATION/AREA MAP PHOTO:**FISCAL YEARS :** 2012**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 2**NEW PROJECT:** Yes

PROJECT DESCRIPTION: This project will evaluate the existing de-mineralizer with the expectation of replacing the control system. Evaluation will determine whether it is more cost effective to replace controls rather than replace the entire system. A value engineering study will be performed to make that determination. The project costs are based on controls system replacement only.

NEED, JUSTIFICATION, BENEFIT: The existing DI system is a 1960's vintage. Replacing of the existing controls or the DI system would improve reliability. Replacement parts for our current system are becoming obsolete and hard to locate.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: : If we were to have a major problem with the de-mineralizer system, it could impact the unit run time and could result in a forced outage. Repairs requiring an extended outage of the de-mineralizer system would require having a portable de-mineralizer brought in and temporarily hooked up until the repairs were made and the system put back in service.

THIS PROJECT IS RELATED TO THE FOLLOWING: Plant efficiency and reliability and for the plant.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Would expect this project to be funded outside the normal operating budget.

TIME-LINE/CURRENT STATUS: The project will perform an analysis of the equipment in 2010 and make recommendation for repair or replacement to be completed in 2011.

COMMENTS: The system has been reliable over its operating life, but parts are getting harder to find, and maintenance of the system controls is increasing. The cost identified assumes the replacement of the controls only.

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous				65,000				65,000
Other								
TOTAL				65,000				65,000

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund				65,000				65,000
TOTAL				65,000				65,000

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

Preservation of Structures

FISCAL YEARS : 2012 - 2014

PROJECT NO:

CATEGORY: Electric

DEPARTMENT: Public Utilities - Power Plant

DEPT. RANKING: 6

NEW PROJECT: Yes

PROJECT DESCRIPTION: This project includes painting the plant structures along with the retirement of equipment placed out of service.

NEED, JUSTIFICATION, BENEFIT: Structural steel painting is needed in various areas throughout the plant proper as well as various outbuildings on the plant property to maintain the physical building structures and equipment in an acceptable condition. This project represents a minimum preservation and maintenance of structures consistent with the expected life of the station.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Deterioration of plant structures will accelerate if preservation is not done resulting in larger future costs associated with structural repairs.

THIS PROJECT IS RELATED TO THE FOLLOWING: Preservation of COD assets.

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: This work will be completed over several fiscal year budgets starting in 2012 and completing in 2014.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction				38,000		42,000		80,000
Miscellaneous								
Other								
TOTAL				38,000		42,000		80,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund				38,000		42,000		80,000
TOTAL				38,000		42,000		80,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

VanSant Auxiliary Power BackupLOCATION/AREA MAP PHOTO:**FISCAL YEARS:** 2013**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 1**NEW PROJECT:** Yes

PROJECT DESCRIPTION: This project will install a PV backup auxiliary power supply to the current system to provide supplemental power for auxiliary power requirements and offset utility supplied aux power.

NEED, JUSTIFICATION, BENEFIT: This project will provide a means of offsetting auxiliary power provided by the utility when the unit is on standby. In addition, it can provide a means of charging station batteries during a black start operation.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Lost opportunity to offset auxiliary power costs.

THIS PROJECT IS RELATED TO THE FOLLOWING: Plant operating expenses.

EXPLANATION OF IMPACT ON OPERATING BUDGET:

TIME-LINE/CURRENT STATUS: This project will be completed in 2013.

COMMENTS: The project funding will be utilizing available State renewable energy funding where possible.

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous					75,000			75,000
Other								
TOTAL					75,000			75,000

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund					75,000			75,000
TOTAL					75,000			75,000

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run Unit 3 Turbine OutageLOCATION/AREA MAP PHOTO:**FISCAL YEAR:** 2014**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 1**NEW PROJECT:** Yes

PROJECT DESCRIPTION: Inspect turbine to determine if any repairs are needed to keep the unit operational and to assess life of the unit. Assess repair quotes, if repairs are needed, to determine best available options.

NEED, JUSTIFICATION, BENEFIT: An assessment of the unit needs to be performed due to insufficient data or industry standards on cycling units to determine inspection and estimated repair frequency.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Possible catastrophic equipment failure and indefinite loss of unit availability.

THIS PROJECT IS RELATED TO THE FOLLOWING: The need for an internal inspection of the unit 3 turbine may be determined by the amount of hours that the unit operates in the years ahead and the efficiency of the unit during those periods of operation. Facility personnel will also investigate the impact our cyclic operation on the need for an internal inspection.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Would expect this project to be funded outside the normal operating budget.

TIME-LINE/CURRENT STATUS: Would expect this outage to occur during the spring outage of 2013.

COMMENTS: Total project includes removing the turbine shell and inspection of all turbine parts including blades. The project price is an estimated cost to perform the work. No bids have been solicited at this time.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous								
Other						1,000,000		1,000,000
TOTAL						1,000,000		1,000,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund						1,000,000		1,000,000
TOTAL						1,000,000		1,000,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run - Unit 3 Flux Probe**FISCAL YEAR S :** 2014**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 2**NEW PROJECT:** Yes**PROJECT DESCRIPTION:** Install a flux probe in the unit 3 generator.

NEED, JUSTIFICATION, BENEFIT: As large generators age, the incidents of failures related to turn shorts in the generator field (rotor) increase. This flux probe is utilized to monitor the condition of the generator rotor and will identify turn to turn shorts in the generator field winding. This equipment is used extensively in the industry for early identification of such problems in the generator which could lead to a catastrophic failure.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: A potential failure of the generator field windings could result in an unplanned outage or lead to such extensive damage that would impact the continued viability of the unit to return to service.

THIS PROJECT IS RELATED TO THE FOLLOWING: This work must be done during a planned outage since it requires the disassembly of the generator to install the flux probe hardware.

EXPLANATION OF IMPACT ON OPERATING BUDGET:**TIME-LINE/CURRENT STATUS:** To be completed in the 2014 planned outage on unit 3.

COMMENTS: Project assumes that the unit generator disassembly and reassembly cost is included in the CIP project for the turbine generator inspection. The data from this flux probe will be used as a tool to help predict the useful life of the generator rotor.

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design								
Land								
Construction								
Miscellaneous						60,000		60,000
Other								
TOTAL						60,000		60,000

FINANCING:

	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund						60,000		60,000
TOTAL						60,000		60,000

IMPACT ON OPERATING BUDGET:

Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run - Unit 3 Cooling Tower Fill**FISCAL YEAR:** 2014**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 3**NEW PROJECT:** Yes

PROJECT DESCRIPTION: This project will replace all cooling tower fill and fill support systems on the McKee Run Unit 3 cooling tower. The replacement includes a new design to improve heat transfer and assure that the discharge temperature of the cooling tower continues to meet regulatory requirements.

NEED, JUSTIFICATION, BENEFIT: The cooling tower fill is projected to be at end of its life over the next several years and is expected to impact the cooling tower performance to an extent that it will also affect unit performance and will limit the unit full load capability. In order to extend the life of the plant, this replacement will be required.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Continued deterioration of the cooling tower performance will lead to load reductions on the unit during periods of high ambient temperatures. This will occur during the time period when generation costs are at their peak.

THIS PROJECT IS RELATED TO THE FOLLOWING: Plant efficiency and environmental compliance.

EXPLANATION OF IMPACT ON OPERATING BUDGET: Would expect this project to be funded outside the normal operating budget. This work will eliminate the need to make emergency repairs to the cooling tower fill as the fill fails.

TIME-LINE/CURRENT STATUS: Performance testing of the tower will be completed in 2010. Engineering and bid cycle to be completed in 2013. The installation work to be completed in 2014.

COMMENTS:

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design						10,000		10,000
Land								
Construction								
Miscellaneous						440,000		440,000
Other								
TOTAL						450,000		450,000

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund						450,000		450,000
TOTAL						450,000		450,000

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

McKee Run - Unit 3 Cooking Water Line Replacement**FISCAL YEAR:** 2014**PROJECT NO:****CATEGORY:** Electric**DEPARTMENT:** Public Utilities - Power Plant**DEPT. RANKING:** 4**NEW PROJECT:** Yes

PROJECT DESCRIPTION: This project will replace the underground cooling water line from the unit 3 condenser to the cooling tower. A condition assessment and life evaluation will be performed on this pipe to develop a repair/replace action plan to address the suitability for continued operation as well as extending the life of the piping beyond 2014.

NEED, JUSTIFICATION, BENEFIT: The condition of the underground cooling water line has required numerous repairs over the life of the plant and is expected to reach its useful life in the 2012-2015 time period. It is expected that the repair frequency will accelerate over the next several years.

CONSEQUENCES OF DELAYING OR ELIMINATING THIS PROJECT: Delaying this project beyond 2014 will increase the risk of a failure causing an extended unit outage to repair or replace the failed pipe. Additional budget dollars will need to be allocated to repair/replace sections of piping.

THIS PROJECT IS RELATED TO THE FOLLOWING: Plant reliability. The work will be coordinated with the scheduled unit outage.

EXPLANATION OF IMPACT ON OPERATING BUDGET: We would expect this project to be funded outside the normal operating budget. Completion of the project as scheduled will eliminate the need to add additional O&M funding for emergency repairs in future years.

TIME-LINE/CURRENT STATUS: The condition assessment, engineering, and design will be completed in 2014 with the construction work to be completed in 2015.

COMMENTS: The results of the condition assessment will determine what action plan will be developed. The budgeted costs assume a replacement of the line from the cooling tower to the plant exterior wall.

FIVE-YEAR COST BREAKDOWN SCHEDULE:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Planning and Design						40,000		40,000
Land								
Construction							550,000	550,000
Miscellaneous								
Other								
TOTAL						40,000	550,000	590,000

FINANCING:								
	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL
Electric I and E Fund						40,000	550,000	590,000
TOTAL						40,000	550,000	590,000

IMPACT ON OPERATING BUDGET:								
Description	Prior to 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	After 2014	TOTAL

VEHICLE REPLACEMENT EXPENDITURES

Total Vehicle Summary

PROJECT	PAGE	TOTAL FIVE YEAR COST	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
General Fund							
Electric Meter Reading	247	20,250		20,250			
Facilities Management	247	48,288		48,288			
Mayor	247	19,528		19,528			
Parks and Recreation	247	17,400		17,400			
Police	248	1,969,677		592,919	315,592	339,139	722,027
Public Services - Administration	250	25,600		25,600			
Public Services - Grounds	250	676,689		190,800	195,817	110,540	179,532
Public Services - Inspections	251	60,000		28,000	32,000		
Public Services - Planning	251	16,177		16,177			
Public Services - Sanitation	252	2,005,200		1,232,575	310,575	462,050	
Public Services - Streets	252	1,501,159		769,219	436,350	295,590	
Tax Assessor	256	20,000		20,000			
Subtotal		6,379,968		2,980,756	1,290,334	1,207,319	901,559
Water/Wastewater Fund							
Public Utilities - Water/Wastewater Engineering & Inspections	254	21,200		21,200			
Public Utilities – Wastewater Management	254	559,600	8,300	67,400	79,800	140,000	264,100
Public Utilities - Water Construction	255	506,000		66,000	97,400	98,700	243,900
Public Utilities - Water Management	255	199,700	8,300	28,400	38,800	60,500	63,700
Public Utilities - Water Treat Plant	256	83,000	39,000	21,200	22,800		
Subtotal		1,369,500	55,600	204,200	238,800	299,200	571,700
Electric Improvement and Extension Fund							
Public Utilities - Electric Engineering	253	74,825		28,700	46,125		
Public Utilities – Transmission & Distribution	253	423,572	245,847	17,000	160,725		
Subtotal		498,397	245,847	45,700	206,850		
TOTAL		8,247,865	301,447	3,230,656	1,735,984	1,506,519	1,473,259

VEHICLE DETAIL

Electric Meter Reading

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Full-Size Pick Up	155	2001 Dodge Ram 1500 Pick Up		20,250			
TOTAL				20,250			

Facilities Management

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Ford ¾ Ton E350 Van	436	1996 Ford Van		16,096			
Ford ¾ Ton E350 Van	435	1999 Dodge RMV Van		16,096			
Ford ¾ Ton E350 Van	438	1996 Dodge B2500		16,096			
TOTAL				48,288			

Mayor

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Ford Crown Victoria	2	2000 Ford Taurus		19,528			
TOTAL				19,528			

Parks and Recreation

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
7-Passenger Mini Van	590	2002 Dodge Van		17,400			
TOTAL				17,400			

Police

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Ford E450 Custom Van	246	1996 Ford E450 Van		84,348			
Ford Crown Victoria	277	2005 Ford Crown Victoria		26,393			
Ford Crown Victoria	279	2005 Ford Crown Victoria		26,393			
Ford Crown Victoria	252	2004 Ford Crown Victoria		26,366			
Ford Crown Victoria	235	2001 Ford Crown Victoria		25,866			
Ford Crown Victoria	253	2004 Ford Crown Victoria		25,866			
Ford Crown Victoria	275	2005 Ford Crown Victoria		24,693			
Ford Crown Victoria	276	2005 Ford Crown Victoria		24,693			
Ford Crown Victoria	288	2005 Ford Crown Victoria		24,693			
Ford Crown Victoria	234	2000 Ford Crown Victoria		24,166			
Ford Crown Victoria	286	2003 Ford Crown Victoria		24,166			
Ford Crown Victoria	250	2004 Ford Crown Victoria		24,166			
Ford Crown Victoria	255	2004 Ford Crown Victoria		24,166			
Ford Crown Victoria	222	1999 Ford Crown Victoria		24,166			
Ford Crown Victoria	251	2004 Ford Crown Victoria		24,166			
Ford Crown Victoria	254	2004 Ford Crown Victoria		24,166			
Ford Crown Victoria	297	2003 Ford Crown Victoria		24,166			
GMC Savana 1500	207	1998 Ford E250 Van		18,811			
Ford Fusion	210	1999 Ford Taurus		18,381			
Ford Fusion	205	199 Ford Taurus		18,381			
Ford Fusion	204	1999 Ford Taurus		18,381			
Ford Fusion	269	1999 Ford Taurus		18,381			
Ford Fusion	225	1999 Ford Crown Victoria		17,945			
Ford Crown Victoria	238	2008 Ford Crown Victoria			25,232		
Ford Crown Victoria	219	2006 Ford Crown Victoria			25,232		
Ford Crown Victoria	226	2006 Ford Crown Victoria			25,232		
Ford Crown Victoria	229	2006 Ford Crown Victoria			25,232		
Ford Crown Victoria	233	2006 Ford Crown Victoria			25,232		
Ford Crown Victoria	232	2006 Ford Crown Victoria			25,232		
Ford Crown Victoria	217	2007 Ford Crown Victoria			25,232		
Ford Crown Victoria	218	2007 Ford Crown Victoria			25,232		
Harley Davidson FLHTP1	257	2008 HD FLHTP1			19,596		
Ford Fusion	282	2001 Chevrolet Malibu			18,828		
Ford Fusion	283	2001 Chevrolet Malibu			18,828		
Ford Fusion	284	2001 Chevrolet Malibu			18,828		

Police – Continued

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Ford Fusion	241	2000 Ford Taurus			18,828		
Ford Fusion	242	2000 Ford Taurus			18,828		
Ford Crown Victoria	201	2007 Ford Crown Victoria				25,786	
Ford Fusion	206	2002 Ford Taurus				19,286	
Ford Fusion	208	2002 Ford Taurus				19,286	
Ford Crown Victoria	216	2007 Ford Crown Vic				25,786	
Ford Crown Victoria	220	2007 Ford Crown Victoria				25,786	
Ford Crown Victoria	227	2007 Ford Crown Victoria				25,786	
Ford Crown Victoria	236	2007 Ford Crown Victoria				25,786	
Ford Crown Victoria	228	2007 Ford Crown Victoria				25,786	
Harley Davidson FLHTP1	256	2008 HD FLHTP1				20,076	
Harley Davidson FLHTP1	267	2007 HD FLHTP1				20,076	
Ford E250 Custom	281	1999 Ford E-250				105,699	
Ford Fusion	203	2009 Ford Fusion					19,756
Ford Crown Victoria	291	2008 Ford Crown Victoria					26,353
Ford Crown Victoria	258	2008 Ford Crown Victoria					26,353
Ford Crown Victoria	280	2007 Ford Crown Victoria					26,353
Ford Fusion	209	2009 Ford Fusion					19,756
Ford Crown Victoria	293	2008 Ford Crown Victoria					26,353
Ford Fusion	221	2008 Ford Fusion					19,756
Ford Fusion	230	2008 Ford Fusion					19,756
Ford Fusion	202	2009 Ford Fusion					19,756
Ford Crown Victoria	292	2007 Ford Crown Victoria					26,353
Ford Crown Victoria	259	2008 Ford Crown Victoria					26,353
Ford Crown Victoria	290	2007 Ford Crown Victoria					26,353
Ford Crown Victoria	272	207 Ford Crown Victoria					26,353
Ford F150 Pick Up	296	2002 Ford F-150					22,717
Ford E-350 Custom	299	2001 Ford E-350					54,874
Ford Fusion	260	2007 Ford Fusion					19,756
Ford Crown Victoria	278	2007 Ford Crown Victoria					26,353
Ford Crown Victoria	239	2008 Ford Crown Victoria					26,353
Ford Fusion	274	2008 Ford Fusion					19,756
Harley Davidson FLHTP1	266	2009 HD FLHTP1					20,568
Harley Davidson FLHTP1	268	2009 HD FLHTP1					20,568
Ford F150 4WD Pick Up	245	2005 Ford F-150-4WD					22,717

Police – Continued

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Ford Fusion	261	2007 Ford Fusion					19,756
Ford E450 SD Cutaway	298	2001 Ford E450 SD Cutaway					140,740
Ford E250 Cargo Van	295	2005 Ford E250					18,265
TOTAL				592,919	315,592	339,139	722,027

Public Services, Administration

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
2010, 4-door, Gas/Hybrid SUV	6	1999 Ford Explorer		25,600			
TOTAL				25,600			

Public Services, Grounds

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
¾ Ton 4WD Pick Up	553	2001 Dodge Pick-up		45,575			
¾ Ton 4WD Pick Up	558	1999 Dodge Pick-Up		28,000			
4WD Wing Mower	562	2002 Toro Wing Mower		57,500			
52" Cut Front Mount Mower	563	1993 X-Mark Mower EXS20K0		13,250			
1-Ton Dump Truck	577	1992 Ford 1-Ton Dump		46,475			
¾ Ton 4WD Pick Up	550	2002 Dodge ¾ Ton Pick Up			53,900		
Dump Truck w/Chip Body	554	1999 Chevrolet Dump			54,491		
Stump Grinder	566	1988 Vermeer Stump Grinder			44,000		
Cut Front Mount 52" Mower	568	1998 Ex-Mark Mower			14,310		
Tractor with 4WD	569	2001 Kubota Tractor			29,116		
1-Ton Crew Cab Dump Truck	551	1998 Chevrolet 1Ton Crew Cab Dump				58,962	
X-Mark Mower	573	2006 X-Mark Mower				15,456	
Utility Trailer	578	1991 Intn'l Trailer				14,000	
300 Gallon Sprayer	585	2002 John Bean 300 Gallon Sprayer				22,122	

Public Services, Grounds - Continued

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
1-Ton Crew Cab Dump	552	1995 Ford 1 Ton Crew					63,650
300 Gallon Sprayer	565	1990 FMC Sprayer 300 Gallon					23,760
Brush Chipper	579	1999 Bandit Chipper					46,122
Brush Chipper	588	1994 Vermeer Chipper					46,000
TOTAL				190,800	195,817	110,540	179,532

Public Services, Inspections

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Full-Size ½ Ton Pick Up	19	2001 Dodge Pick Up		16,000			
Mid-Size sedan	20	1997 Dodge Neon		12,000			
Full-Size ½ Ton Pick Up	18	2002 Dodge Pick Up			16,000		
Full-Size ½ Ton Pick Up	22	2001 Dodge Pick Up			16,000		
TOTAL				28,000	32,000		

Public Services, Planning

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Uplander 7 Passenger Mini Van	3	2009 Chevrolet Uplander		16,177			
TOTAL				16,177			

Public Services, Sanitation

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Automated Trash Truck	444	2003 Peterbilt Automated Truck		235,075			
Automated Trash Truck	450	2003 Peterbilt Automated Truck		235,100			
Bulky Trash Truck	447	2003 Sterling Bulk Truck		125,275			
20-Yard Rear Loader	449	2002 Int'l Rear Loader		129,375			
Automated Trash Truck	442	2004 Peterbilt Automated Truck		253,875			
Automated Trash Truck	443	2004 Peterbilt Automated Truck		253,875			
Automated Trash Truck	441	2008 Peterbilt Automated Truck			296,075		
Trailer	453	2002 Hurst Trailer			14,500		
Rear Loader	445	2008 Internl Rear Loader				165,975	
Peterbilt Side Loader	451	2008 Peterbilt Side Loader				296,075	
TOTAL				1,232,575	310,575	462,050	

Public Services, Streets

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Case Backhoe	319	1986 Case Backhoe		94,075			
6-Wheel Dump Truck with Snow Plow	322	2001 Int'l Dump Truck		123,275			
6-Wheel Dump Truck with Snow Plow	324	2001 Int'l Dump Truck		133,074			
International Dump Truck	326	1992 Int'l Dump Truck		123,275			
International Dump Truck	328	1992 Int'l Dump Truck		123,275			
Full-Size ½ Ton Pick Up with V8	330	1999 Dodge Pick-Up		19,500			
Full-Size ½ Ton Pick Up with V8	331	2001 Dodge Pick-Up		19,745			
Truck Mounted Leaf Vac	366	1992 Int'l Leaf Truck		110,000			
Air Compressor	382	2002 Airman Air Compressor		23,000			

Public Services, Streets - Continued

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
1-Ton Diesel Utility Truck	345	2001 Dodge Utility Truck			46,875		
6-Wheel Dump Truck w with Snow Plow	321	2001 Int'l Dump Truck			115,075		
Case Front End Loader	312	2001 Case F/E Loader			129,700		
Case Front End Loader	316	2002 Case Front End Loader			129,700		
Blacktop Trailer	394	1986 Hudson Trailer			15,000		
1-Ton Dump Truck	325	2006 Ford 1 Ton Dump				58,395	
Leaf Vacuum Trailer	361	2002 ODB Leaf Vacuum Trailer				42,120	
International Sweeper	356	2006 Internat'l Sweeper				195,075	
TOTAL				769,219	436,350	295,590	

Public Utilities, Electric Engineering

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Compact Crewcab Pick Up	785	1993 Ranger Pick-Up			17,425		
¾ Ton Utility w/Tow Package	784	2000 Dodge Pick-Up		28,700			
¾ Ton Utility w/Tow Package	786	2000 Dodge Ram			28,700		
TOTAL				28,700	46,125		

Public Utilities, Transmission and Distribution

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
¾ Ton Pick Up	740	2001 Dodge Pick-Up		17,000			
Int'l w/ Reel Loader	757	1995 International 40S			75,000		
Plow/Trencher	705	LM-42 Plow/Trencher			40,725		
Trencher/Hoe	702	Trencher/Hoe			45,000		
Digger	775	1999 Kenworth Digger	245,847				
TOTAL			245,847	17,000	160,725		

Public Utilities, Water/Wastewater Engineering & Inspections

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
½ Ton 4WD Pick-Up	418	2003 Chevrolet Pick-Up		21,200			
TOTAL				21,200			

Public Utilities, Wastewater Management

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Case Jackhammer/Backhoe		New	8,300				
1-Ton Utility Truck with Crane	664	2002 Ford 1-Ton Pickup		39,000			
1-Ton Utility Truck	680	2001 Dodge 1-Ton Pick up		17,800			
Full-Size ½ Ton Pick Up	695	2001 Dodge Pick-up		10,600			
1-Ton Utility Truck with Crane	655	2003 Chevrolet Pick-up			41,000		
Full-Size ½ Ton Pick-Up	663	2002 Dodge Pick-Up			15,100		
Full-Size ½ Ton Pick-Up	668	2002 Dodge Pick-Up			12,800		
Compact Ext. Cab Pick- Up	661	2001 Dodge Pick-up			10,900		
Trailer Mounted Generator	601	1987 Empire Generator				26,500	
Trailer Mounted Generator	602	1987 Empire Generator				26,500	
Trailer Mounted Generator	603	1987 Empire Generator				26,500	
Dump Truck w/10' Body	671	2002 Sterling Dump Truck				51,700	
Air Compressor	683	2000 Airman Air Compressor				8,800	
Jet Truck	691	2003 Sterling Jet Truck					200,400
Case 590 Backhoe	674	1997 Holland 575E					63,700
TOTAL			8,300	67,400	79,800	140,000	264,100

Public Utilities, Water Construction

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
¾ Ton Utility with Tow Package	426	2001 Dodge Pick-Up		28,700			
1-Ton Utility Truck	403	1999 Dodge 1 Ton Pick-Up		37,300			
International Flat Bed Truck	422	1991 International Flat Bed Truck			75,200		
Compact Ext Cab Pick Up	419	2001 Dodge Pick-Up			22,200		
Caterpillar Bulldozer	408	1995 Caterpillar Dozer				98,700	
1-Ton Dump Truck	417	2004 Ford 1-Ton Dump Truck					61,600
Caterpillar Loader	402	1995 Caterpillar Loader					182,300
TOTAL				66,000	97,400	98,700	243,900

Public Utilities, Water Management

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Case Jackhammer/Backhoe		New	8,300				
1-Ton Utility Truck	680	2001 Dodge 1-Ton Utility Truck		17,800			
Compact Ext. Cab Pick Up	695	2001 Dodge Pick-Up		10,600			
½ Ton Pick-Up with Tow Package	663	2002 Dodge Pick-Up			15,100		
½ Ton Pick-Up	668	2002 Dodge Pick-Up			12,800		
Compact Ext. Cab Pick Up	661	2001 Dodge Pick-UP			10,900		
Dump Truck w/10' body	671	2002 Sterling Dump Truck				51,700	
Air Compressor	683	2000 Airman Air Compressor				8,800	
Case 590 Backhoe	674	1997 New Holland Backhoe					63,700
TOTAL			8,300	28,400	38,800	60,500	63,700

Public Utilities, Water Treat Plant

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Ford ¾ Ton E350 Van	621	1992 Dodge Van		21,200			
¾ Ton Pick Up	660	2001 Dodge Pick-Up			22,800		
1-Ton Utility Truck with Gate	620	2003 Chevrolet ¾ Ton Utility with Gate	39,000				
TOTAL			39,000	21,200	22,800		

Tax Assessor

DESCRIPTION	NO.	REPLACES	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Full-Size 4-Door Sedan	4	2002 Dodge Stratus		20,000			
TOTAL				20,000			

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
VEHICLE/EQUIPMENT TOTALS BY FISCAL YEAR	301,447	3,230,656	1,735,984	1,506,519	1,473,259

DEBT SERVICE

**CONTAINS THE FOLLOWING
SUBSECTIONS:**

DEBT LIMIT

DEBT SERVICE SCHEDULES

DEBT POLICY

1. The City will maintain a policy of full disclosure on financial reports and bond prospectus.
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 years.
5. The City will pay for all capital projects and capital improvements on a pay-as-you-go-basis using current revenues whenever possible. If a project or improvement cannot be financed with current revenues, long-term debt 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 of other self-supporting bonds instead of general obligation bonds, when practical.
8. The City will see refinancing of outstanding debt, if it is determined that the City will benefit by reduced interest expense over the remaining life of the bonds.

DEBT LIMIT

The Mayor and Council are empowered to borrow monies up to \$1,000,000 and not exceeding one percent of the total taxable assessment for a general tax in the aggregate outstanding at any one time without referendum. These monies may be used to finance public storm sewers, streets, and appurtenances. Any other borrowing must be approved by a referendum vote of the qualified voters of the City of Dover.

The aggregate of the amounts borrowed on the full faith and credit of the City of Dover shall not exceed a sum equal to 25 percent of the total assessed value of real property within the City of Dover.

The Mayor and Council are empowered to issue special assessment revenue bonds to finance public projects for which the City may levy and collect special assessments. These bonds do not obligate the faith and credit of the City, but are payable solely from the proceeds of the special assessments pledged. These bonds are authorized without a referendum vote by a resolution having a three-fourths vote of the Council and approval of the Mayor.

NOTE: For a more thorough description of Debt Limit, refer to Article IV, Section 50 of the City Charter.

BOND RATINGS AS OF JUNE 30, 2008

BOND TYPE	RATING AGENCY	RATING
General Obligation Insured Bonds	Moody's Fitch	AAA AAA
Water/Wastewater Insured Bonds	Moody's Fitch	AAA AAA
Electric Revenue Bonds Taxable Series, Insured	Moody's Fitch	AAA AAA
Electric Revenue Bonds Tax Exempt Series, Non-Insured	Moody's Fitch	A1 A+

LONG-TERM OBLIGATIONS AS OF JUNE 30, 2008

Long-term indebtedness of the City of Dover consists of the following general purpose General Obligation Bonds:

GENERAL OBLIGATION BONDS	GENERAL PURPOSE
1993 Series	\$ 80,000
2003 Series	2,365,000
Total	\$2,445,000

The total General Obligation Bonds outstanding amount includes \$365,000 payable within one year.

CHANGE IN LONG-TERM DEBT

The following tables summarize the debt transactions for the year ended June 30, 2008.

GENERAL LONG-TERM DEBT

ITEM	BALANCE JULY 1, 2007	ADDITIONS	REDUCTIONS	BALANCE JUNE 30, 2008	PAYABLE WITHIN ONE YEAR
Compensated Absences	\$ 1,368,155	\$1,611,437	\$1,223,381	\$1,756,211	\$785.178
General Obligation Bonds	2,795,000	-	350,000	2,445,000	365,000
Subtotal of General Long-Term Debt	\$4,163,155	\$1,611,437	\$1,573,381	\$4,201,211	\$365,785

ENTERPRISE FUNDS DEBT Water/Wastewater Fund

ITEM	BALANCE JULY 1, 2007	ADDITIONS	REDUCTIONS	BALANCE JUNE 30, 2008	PAYABLE WITHIN ONE YEAR
Compensated Absences	\$ 102,142	\$126,008	\$ 80,825	\$ 47,325	\$ 79,916
Revenue Bonds Water & Wastewater	5,115,000	-	620,000	4,495,000	640,000
State of Delaware Municipal Revenue Bond	545,657	-	33,385	512,072	34,804
Subtotal of Water/Wastewater Fund	\$5,762,799	\$126,008	\$734,210	\$5,154,397	\$754,720

ENTERPRISE FUNDS DEBT Electric Revenue Fund

ITEM	BALANCE JULY 1, 2007	ADDITIONS	REDUCTIONS	BALANCE JUNE 30, 2008	PAYABLE WITHIN ONE YEAR
Compensated Absences	\$ 383,389	\$ 330,757	\$ 246,753	\$ 467,393	\$ 166,447
Revenue Bond	18,950,000	-	1,780,000	17,170,000	1,840,000
Subtotal of Electric Revenue Fund	\$19,333,389	\$ 330,757	\$2,026,753	\$17,637,393	\$2,006,447

Subtotal of Enterprise Fund Debt	\$25,096,188	\$ 456,765	\$2,761,163	\$22,791,790	\$2,761,167

GRAND TOTAL OF LONG-TERM DEBT	\$29,259,343	\$2,068,202	\$4,334,544	\$26,993,001	\$3,911,345

DEBT SERVICE REQUIREMENTS

The following are the debt service requirements to maturity on the City's general obligation bonds and revenue bonds.

GOVERNMENTAL ACTIVITIES

FISCAL YEAR	1993 GENERAL OBLIGATION BONDS		2003 GENERAL OBLIGATION BONDS		TOTAL
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	
2009	\$ 80,000	\$ 2,050	\$ 285,000	\$ 75,269	\$ 442,319
2010	-	-	260,000	68,410	328,410
2011	-	-	270,000	60,850	330,850
2012	-	-	275,000	52,262	327,262
2013	-	-	285,000	42,738	327,738
2014	-	-	295,000	32,440	327,440
2015	-	-	220,000	22,950	242,950
2016	-	-	230,000	14,285	244,285
2017	-	-	245,000	4,900	249,900
TOTAL	\$ 80,000	\$ 2,050	\$2,365,000	\$ 374,104	\$2,821,154

BUSINESS –TYPE ACTIVITIES

FISCAL YEAR	WATER/WASTEWATER FUND				2004 ELECTRIC REVENUE FUND		TOTAL
	2003 REVENUE BONDS		MUNICIPAL REVENUE BONDS		TAXABLE REVENUE BONDS		
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	
2009	\$ 640,000	\$ 142,706	\$ 34,804	\$ 18,124	\$ 1,840,000	\$ 726,448	\$ 3,402,082
2010	655,000	125,022	36,070	16,859	1,905,000	647,580	3,385,531
2011	290,000	116,322	37,379	15,550	1,955,000	560,300	3,014,551
2012	300,000	106,422	38,737	14,192	2,080,000	464,620	3,003,971
2013	310,000	95,572	40,144	12,785	2,180,000	361,070	2,999,571
2014	320,000	84,052	41,601	11,326	2,270,000	248,706	2,975,685
2015	330,000	71,512	43,113	9,815	2,390,000	128,010	2,972,450
2016	155,000	65,468	44,679	8,250	2,510,000	-	2,783,397
2017	160,000	59,068	46,301	6,626	-	-	271,995
2018	165,000	52,302	47,984	4,946	-	-	270,232
2019	175,000	44,866	49,727	3,202	-	-	272,795
2020	180,000	37,126	51,533	1,397	-	-	270,056
2021	190,000	28,766	-	-	-	-	218,766
2022	200,000	19,764	-	-	-	-	219,764
2023	210,000	10,106	-	-	-	-	220,106
2024	215,000	-	-	-	-	-	215,000
TOTAL	\$4,495,000	\$1,059,074	\$512,072	\$123,072	\$17,170,000	\$3,136,734	\$26,495,952

The above tables do not include compensated absences.

COMPUTATION OF LEGAL DEBT MARGIN AS OF JUNE 30, 2008

Net (Taxable) Assessed Value on Books	<u>\$2,790,485,215</u>
Debt Limit – 25 Percent of Total Assessed Value	\$ 697,621,304
DEBT (for which the City's full faith and credit has been pledged)	
Gross Bonded Debt	<u>2,445</u>
LEGAL DEBT MARGIN	<u>\$ 697,618,859</u>

Source: City of Dover Financial Reports, City of Dover Charter, Section 50(b), and the Tax Assessor's Office.

COMPUTATION OF DIRECT AND OVERLAPPING DEBT JUNE 30, 2008

Capital School District

JURISDICTION	NET DEBT OUTSTANDING	PERCENTAGE APPLICABLE TO CITY OF DOVER	AMOUNT APPLICATION TO CITY OF DOVER
City of Dover	\$ 2,363,629	100%	\$2,363,629
Kent County ⁽¹⁾	21,661,375	10%	2,166,138
Capital School District ⁽²⁾	<u>21,342,480</u>	-	<u>-</u>
TOTAL	<u>\$45,367,484</u>		<u>\$4,529,767</u>

Source: City of Dover Financial Records, Kent County Levy Court-Accounting Department, and Capital School District-Administrative Department

NOTES

1. Kent County: Total debt for Kent County is \$21,661,375 at June 30, 2008. Although Kent County's bonds are general obligation bonds, \$15,864,411 is payable from the Kent County Sewer Fund(s) or other committed sources.
2. Capital School District: As of June 30, 2008, the net outstanding debt was \$21,342,480. Percentage and amount applicable to the City is not available.

COMPUTATION OF DIRECT AND OVERLAPPING DEBT JUNE 30, 2008

Caesar Rodney School District

JURISDICTION	NET DEBT OUTSTANDING	PERCENTAGE APPLICABLE TO CITY OF DOVER	AMOUNT APPLICATION TO CITY OF DOVER
City of Dover	\$ 2,363,629	100%	\$2,363,629
Kent County ⁽¹⁾	21,661,375	10%	2,166,138
Caesar Rodney School District ⁽²⁾	<u>10,791,810</u>	-	<u>-</u>
TOTAL	<u>\$34,816,814</u>		<u>\$4,529,767</u>

Source: City of Dover Financial Records, Kent County Levy Court-Accounting Department, and Capital School District-Administrative Department

NOTES

1. Kent County: Total debt for Kent County is \$21,661,375 at June 30, 2008. Although Kent County's bonds are general obligation bonds, \$15,864,411 is payable from the Kent County Sewer Fund(s) or other committed sources.
2. Caesar Rodney School District: As of June 30, 2008, the net outstanding debt was \$10,791,810. Percentage and amount applicable to the City is not available.

RATIO OF ANNUAL DEBT SERVICE EXPENDITURES FOR GENERAL BOND DEBT TO TOTAL GENERAL EXPENDITURES

LAST TEN FISCAL YEARS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE ⁽¹⁾	TOTAL GENERAL EXPENDITURES ⁽²⁾	RATIO OF DEBT SERVICE TO TOTAL GENERAL EXPENDITURES
1999	\$ 390,000	\$ 304,514	\$ 694,514	\$15,334,104	4.53%
2000	405,000	282,904	687,904	16,196,852	4.25%
2001	425,000	301,625	726,625	18,486,047	3.93%
2002	445,000	244,813	689,813	18,117,823	3.81%
2003	465,000	223,543	688,543	20,214,952	3.41%
2004	485,000	200,740	685,740	26,085,239	2.63%
2005	330,000	110,371	440,371	27,912,865	1.58%
2006	335,000	103,718	438,718	30,169,206	1.45%
2007	345,000	96,232	441,232	34,651,840	1.27%
2008	350,000	87,468	437,468	35,469,721	1.23%

Source: City of Dover Financial Records

NOTES

1. The debt service figures include the General Obligation Bonds payable from the General Fund only.
2. The General Expenditures include all operating items, capital items, and debt service.

REVENUE BOND COVERAGE ELECTRIC REVENUE BONDS

LAST TEN FISCAL YEARS

FISCAL YEAR	GROSS REVENUE	OPERATING EXPENSES	AVAILABLE FOR DEBT SERVICE	DEBT SERVICE REQUIREMENTS FOR EACH FISCAL YEAR			
				PRINCIPAL	INTEREST	TOTAL	COVERAGE
1999	\$ 49,354,963	\$ 37,160,994	\$ 12,193,969	\$ 900,000	\$ 1,755,363	\$ 2,655,363	4.59%
2000	52,264,065	40,153,523	12,110,542	960,000	1,690,922	2,650,922	4.57%
2001	51,765,524	41,007,889	10,757,635	1,025,000	1,620,938	2,645,938	4.07%
2002	54,903,340	44,315,614	10,587,726	1,095,000	1,549,344	2,644,344	4.00%
2003	59,737,571	46,611,778	13,125,793	1,170,000	1,480,203	2,650,203	4.95%
2004	59,611,552	47,393,103	12,218,449	1,255,000	1,380,002	2,635,002	4.64%
2005	63,467,514	51,505,300	11,962,214	1,335,000	1,115,728	2,450,728	4.88%
2006	68,377,892	53,839,945	14,537,947	1,855,000	931,867	2,786,867	5.22%
2007	87,606,858	83,006,505	4,600,353	1,730,000	844,652	2,614,652	1.76%
2008	97,354,991	82,132,360	15,222,631	1,780,000	828,076	2,608,076	5.84%

Source: City of Dover Financial Records

NOTES

1. Coverage required by the bond resolutions is 1.25%.
2. Calculation of gross revenue for Fiscal Year 2008 is as follows:

Gross Revenue:	
Operating Revenues	\$96,858,790
Interest Earned-Operating Funds	<u>496,201</u>
Total Gross Revenue	<u>\$97,354,991</u>
3. Direct Operating expenses do not include depreciation expense.
4. Figures presented in this table compare the net revenue available for debt service to the debt service requirements of the same fiscal year.
5. In June 1990, The City issued Electric Revenue Bonds in the amount of \$29,830,000 for partial defeasance of 1985 Electric Revenue Refunding Bonds, and for financing the Combustion Turbine Project. The debt service for Fiscal Year 1991 reflects only the actual debt service on 1985 Electric Revenue Refunding Bonds as no amount was paid on the 1990 issue. The debt service for the Fiscal Year 1991-1992 includes the debt service on un-refunded 1985 Series and full year debt service on the 1990 Series.
6. In January 2009, the City issued Electric Revenue Refunding Bonds in the amount of \$20,985,000 to partially refund the 1990 Series.
7. Up to Fiscal Year 1996, the total debt service includes payments on the 1985, 1990 and 1993 series bonds. The debt service for Fiscal Years 1996, 1997, and 1998 includes the City's payments on un-refunded 1990 series and 1993 series bonds.
8. In August 2004, the City issued Electric Revenue Refunding Bonds in the amount of \$22,535,000 to refund the outstanding Electric Revenue Bonds Series 1990 and Electric Revenue Refunding Bonds Series 1993.

WATER/WASTEWATER BOND COVERAGE REVENUE BONDS

LAST TEN FISCAL YEARS

FISCAL YEAR	GROSS REVENUE	DIRECT OPERATING EXPENSES	NET REVENUE AVAILABLE FOR DEBT SERVICE	MAXIMUM REQUIREMENTS		
				MAX. DEBT SERVICE REQUIREMENT	ACTUAL COVERAGE	COVERAGE REQUIRED
1999	\$ 7,772,228	\$ 5,124,037	\$ 2,648,191	\$ 1,484,797	1.78%	1.20%
2000	8,236,506	5,777,844	2,458,662	1,484,310	1.66%	1.20%
2001	8,932,763	6,620,732	2,312,031	1,524,280	1.52%	1.20%
2002	9,639,256	6,185,232	3,454,024	1,524,380	2.27%	1.20%
2003	10,604,052	7,180,175	3,423,877	1,472,412	2.33%	1.20%
2004	10,101,660	7,608,196	2,496,464	1,553,713	1.60%	1.20%
2005	10,619,688	7,223,283	3,396,405	1,553,713	2.19%	1.20%
2006	12,372,563	7,805,396	4,567,167	1,551,228	2.94%	1.20%
2007	12,294,847	8,242,898	4,051,949	797,148	5.08%	1.20%
2008	13,672,442	8,763,407	4,909,035	777,748	6.31%	1.20%

Source: City of Dover Financial Records

NOTES

1. In January 1993, the City issued Water and Wastewater Revenue Refunding Bonds in the amount of \$7,745,000. These bonds were issued to partially defease Water and Wastewater Revenue Bonds 1986 Series A, 1986 Series B, and fully defease all outstanding bonds of Series 1989.
2. In September 1993, the City issued Water and Sewer Revenue Bonds in the amount of \$4,595,000 through 1993 Series A.
3. The maximum debt service requirement presented above includes all outstanding revenue bonds including non-refunded Series 1993, 1993 A, and 2003.
4. Direct operating expenses do not include depreciation expense for coverage purposes as per the bond indenture.
5. The operating expenses for Fiscal Year 1997 include 18 months of Kent County sewer fees. This was due to a change in the County's billing system. The extraordinary item is for this one year only.
6. In October 2003, the City issued Water and Sewer Revenue Bonds in the amount of \$7,980,000. These bonds were issued to fully defease Water and Wastewater Revenue Bond Series 1986 B, to partially defease Water and Wastewater Revenue Bond Series 1993 and Series 1993 A and to provide approximately \$1,600,000 for future capital projects.

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GENERAL

CONTAINS THE FOLLOWING SUBSECTIONS:

MAYOR

CITY COUNCIL

CITY MANAGER

CENTRAL SERVICES

CITY CLERK

CUSTOMER SERVICES

FINANCE

FIRE

HUMAN RESOURCES

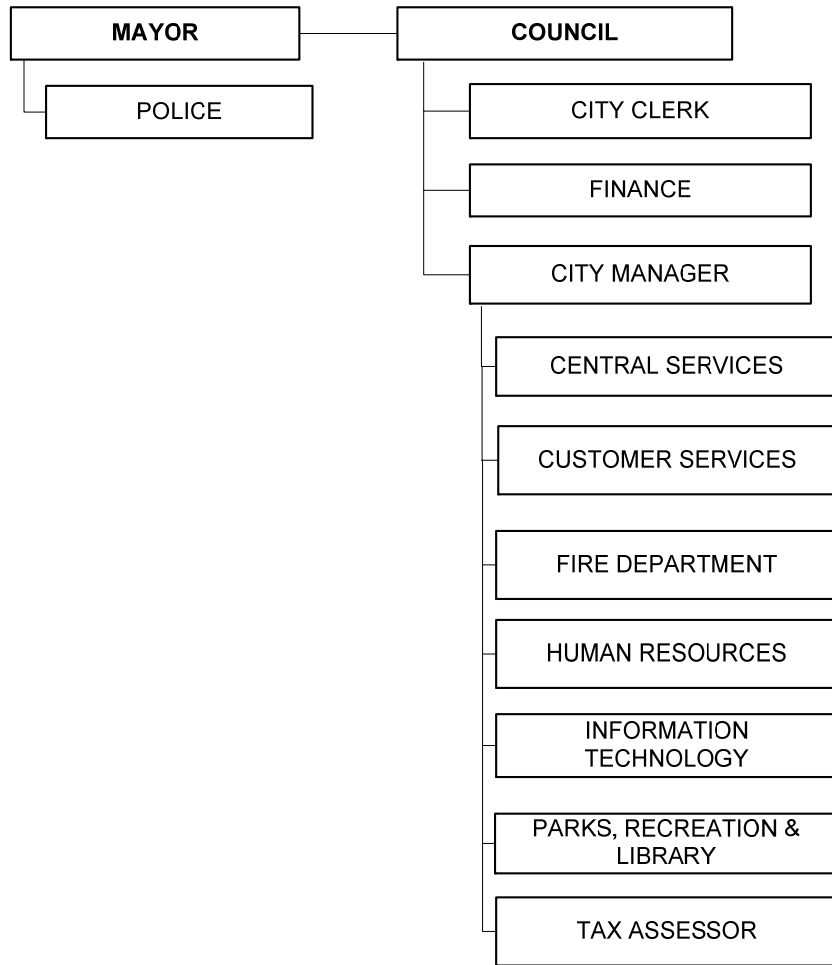
INFORMATION TECHNOLOGY

PARKS, RECREATION, AND LIBRARY

POLICE

TAX ASSESSOR

**GENERAL
ORGANIZATION CHART
FISCAL YEAR 2010**



MAYOR

DEPARTMENT VISION

The Mayor is the senior elected official in the City of Dover, the elected representative of all of the citizens of Dover. The Mayor appoints the Chief of Police and is responsible for the Police Department.

The Mayor promotes the economic and social interests of the City and the general welfare of its citizens by:

1. Interacting with private citizens, City employees, business people, and other major employers;
2. Interacting with civic and neighborhood associations;
3. Interacting with officials and representatives of other governments and lobbying said officials, as necessary, to promote the welfare of the City and its citizens;
4. Maintaining memberships and/or contacts with various organizations and committees whose purposes, services, or results significantly affect or could significantly affect the government or the citizens of the City;
5. Representing the City at various community functions;
6. Consulting with the Council on policy issues and, from time to time, offering policy initiatives;
7. Consulting with the City Manager on budgeting, policy, and operational issues;
8. Representing the City, in consultation with the Council and City Manager, regarding major projects within or near the corporate boundaries of the City;
9. Making appointments to various commissions and committees as delineated in the City Charter and elsewhere in the City Code;
10. Making other decisions and taking actions as designated within the City's Charter and Code, which may include being given the assigned authority, as necessary, to promote the safety, health, and welfare of the citizens of Dover.

MAJOR PROGRAMS

ECONOMIC DEVELOPMENT

Objective: Maintain strong ties to the local business community so that we protect the jobs we have and attract new businesses and new job opportunities to Dover. (Employment statistics sources: US Bureau of Labor Statistics and Delaware Department of Labor)

Measures:

1. Maintain the unemployment rate below five percent.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	4.6% unemployment rate as of February 2008	8.1% unemployment rate as of February 2009	≤5.0% unemployment rate

2. Maintain the unemployment rate below the average for the State of Delaware. (Source: Delaware Department of Labor)

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	4.8% unemployment rate as of March 2008	7.4% unemployment rate as of March 2009	≤7.4% unemployment rate

3. Maintain the unemployment rate below the national average. (US Bureau of Labor Statistics)

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	5.1% unemployment rate as of March 2008	8.5% unemployment rate as of March 2009	≤8.5% unemployment

4. Maintain job growth above the national average: +.2%* (May 2007 – May 2009). *Source: Philadelphia Federal Reserve.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	-0.4% - Delaware average job growth	-0.2% Delaware average job growth	≥ 0.2% average job growth

5. Maintain close ties with Dover Air Force Base (DAFB), and provide an atmosphere conducive to promoting DAFB's current missions and expansion to new missions.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Goal met	Goal met	Goal will be met

COMMUNITY DEVELOPMENT

Objective: Encourage balanced growth, and protect our quality of life.

Measures:

1. Encourage the advancement of high quality residential developments including, but not limited to, Eden Hill Farm, Brittingham Farm, McClements property, and the Bush Farm.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	- Eden Hill Farm construction began on the office building and construction infrastructure improvements (water, sewer, stormwater management, and streets). - Plan review process started for development of the Bush Farm as a Planned Neighborhood Design.	- Construction of other buildings, including residential units and infrastructure will continue at Eden Hill. - Other developments take advantage of TND and PND ordinances.	- Construction of Eden Hill Development continues. - Apartment complex adjacent to proposed location for new high school.

2. Increase the City's home ownership rate from 52% in 2000 to at least 60% by 2010.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Home ownership rates not available until completion of the 2010 Census	Home ownership rates not available until completion of the 2010 Census	Home ownership rates not available until completion of the 2010 Census

3. Increase the home ownership rate downtown from 36% to 50% over the next five years.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	20.3% increase in home ownership rate downtown	50% in home ownership rate downtown	≥50% in home ownership rate downtown

4. Increase the commercial occupancy rate downtown from 80% to 90% over the next five years.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	84.7% commercial occupancy rate downtown	86% commercial occupancy rate downtown	≥90% commercial occupancy rate downtown

Note: Statistics provided by Downtown Dover Partnership.

5. Attend an average of at least two community events each month.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Attended 89 to 100 community events.	Attended over 100 community events.	Attend more than 200 community events

6. Attend at least ten neighborhood association meetings.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Attended 10 to 12 neighborhood association meetings.	Attended 11 neighborhood association meetings.	Attend ≥10 neighborhood association meetings.

EFFICIENT OPERATIONS

Objective: The objective of this program is to improve efficiency and productivity in City operations and transparency in City financial statements.

Measures:

1. Encourage and facilitate additional, efficient, and productive uses of technology.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Promoted Green Energy initiatives, continued to look for Homeland Security funds to rectify City security weaknesses.	Additional projects will be identified in Fiscal 2009.	Seek grant funds for installation of security cameras downtown.

2. Support effort to create paperless packets for planning and zoning documents.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Paperless packets created and available online for members of the Planning Commission.	Goal completed in Fiscal 2008.	New goal to be developed.

3. Mitigate the need for tax increases.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Continued to receive increases in State's Payment in Lieu of Taxes. Garnered \$4 million in State funding for the new Library Project.	Continued to receive an increase in State Payment in Lieu of Taxes. Efforts continued to gather support and funding for the new Library Project.	Maintain Payment in Lieu of Taxes from the State and various entities. Continue to gather support and funding for the Anchor Library Project.

4. Ensure license and other fees remain reasonable and competitive with other government jurisdictions and fair to the rate payers.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	No changes in license fees. All fees remained reasonable and competitive with other government jurisdictions and fair to the rate payers. Maintained electric rates among the lowest municipal rates in Delaware.	No changes in license fees. All fees remained reasonable and competitive with other government jurisdictions and fair to the rate payers. Maintained electric rates among the lowest municipal rates in Delaware.	Ensure that all fees remain reasonable and competitive with other local jurisdictions. Maintain electric and water rates at levels that are among the lowest in Delaware.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Continue to work closely with the Delaware Economic Development office, the Kent County Economic Development Partnership, and the Dover Economic Development to address future job opportunities.** This objective is a part of the Economic Development program and advances the critical success factors of Economic Development and Job Growth.

Measure: Attract two major employers to Dover; replace Bank of America's call center and facilities vacated by Discover Card. This goal has not been met and will be moved forward to Fiscal Year 2010.

2. **Secure funding for the Delaware Civic Center to be built in Dover.** This objective is part of the Economic Development program and advances the critical success factors of Economic Development and Job Growth.

Measure: Work with the Civic Center Commission to secure agreements that provide the necessary funding to begin the architectural design for the Delaware Civic Center. The Civic Center project is currently on hold. This goal has not been met and will be moved forward to Fiscal Year 2010.

3. **Secure the necessary funding for the City's new library project.** This objective is a part of the Community Development program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Work with Library Project committees, County and State representatives to secure agreements to provide all necessary funding sources to establish an anchor library in Dover. This goal has been partially met with funding provided by the State. This goal will be moved forward to Fiscal Year 2010.

4. **Work with the Downtown Housing Partnership to increase affordable housing and reduce foreclosure rates in the Dover area.** This objective is part of the Community Development program, advancing the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Establish three to six new affordable homes for ownership by June 2009. Five vacant lots were purchased, one home was sold, and one property was leased. This goal has been met.

5. **Work with the merchants in the downtown area to install security camera at designated intersections and sites.** This objective is part of the Community Development program and advances the critical success factors of Citywide Safety.

Measure: Install four to six initial cameras by June 2009. A committee has been established to explore funding options. This goal has been partially met and will be moved forward to Fiscal Year 2010.

6. **Participate as a member of the Veterans Fund Raising Committee to establish a Vietnam Memorial in the City of Dover.** This objective is part of the Community Development program and advances the critical success factors of Customer Satisfaction and Community Communication.

Measure: Assist the committee with all fund raising efforts in order to establish a Vietnam Memorial in the City of Dover. This goal has been partially met and will be moved forward to Fiscal Year 2010.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Continue to work closely with the Delaware Economic Development office, the Kent County Economic Development Partnership, and the Dover Economic Development to address future job opportunities.** This objective is a part of the Economic Development program and advances the critical success factors of Economic Development and Job Growth.

Measure: Attract two major employers to Dover; replace Bank of America's call center and facilities vacated by Discover Card.

2. **Secure funding for the Delaware Civic Center to be built in Dover.** This objective is part of the Economic Development program and advances the critical success factors of Economic Development and Job Growth.

Measure: Work with the Civic Center Commission to secure agreements that provide the necessary funding to begin the architectural design for the Delaware Civic Center.

3. **Secure the necessary funding for the City's new library project.** This objective is a part of the Community Development program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Work with Library Project committees, County and State representatives to secure agreements to provide all necessary funding sources to establish an anchor library in Dover.

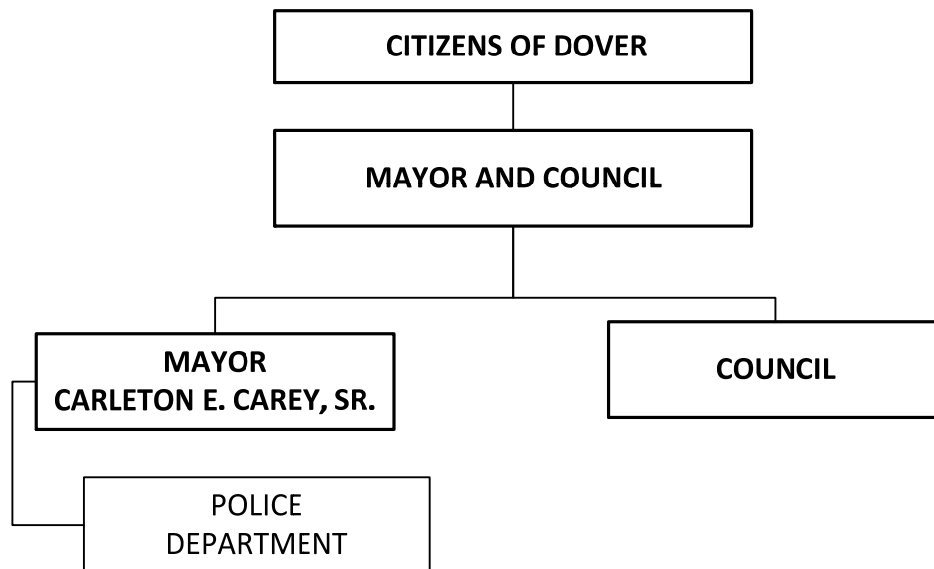
4. **Work with the merchants in the downtown area to install security camera at designated intersections and sites.** This objective is part of the Community Development program and advances the critical success factors of Citywide Safety.

Measure: Continue to work with committee members to secure funding to install four to six initial cameras by June 2010.

5. **Participate as a member of the Veterans Fund Raising Committee to establish a Vietnam Memorial in the City of Dover.** This objective is part of the Community Development program and advances the critical success factors of Customer Satisfaction and Community Communication.

Measure: Assist the committee with all fund raising efforts in order to establish a Vietnam Memorial in the City of Dover.

MAYOR
ORGANIZATION CHART
FISCAL YEAR 2010



MAYOR

110-3200-519

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	45,174	45,124	45,124	45,124
10-14	FICA TAXES	3,514	3,539	3,539	3,532
10-15	HEALTH INSURANCE	4,795	6,678	6,185	6,856
10-16	L I D INSURANCE	226	342	342	342
10-17	WORKERS COMPENSATION	84	239	202	239
10-19	PENSION	120	-	-	-
	PERSONNEL COSTS	53,913	55,922	55,392	56,093
20-22	OFFICE SUPPLIES	233	127	127	127
20-23	PRINTING AND DUPLICATING	1,373	408	408	408
20-24	PHOTOGRAPHIC	597	51	51	51
20-38	COMPUTER HARDWARE	3,249	-	-	-
	MATERIALS & SUPPLIES	5,452	586	586	586
30-21	TELEPHONE/FAX	943	1,275	1,666	1,666
30-25	ADVERTISEMENT	-	4,675	2,124	-
30-27	SUBSCRIPTIONS AND DUES	100	3,900	3,900	3,900
30-28	TRAINING/CONF/FOOD/TRAVEL	5,160	4,000	4,000	-
30-35	COMMUNITY RELATIONS EXP	6,399	6,800	6,800	1,800
30-37	OTHER EXPENSES	4,232	5,000	5,000	5,000
30-62	GASOLINE	706	650	850	650
30-63	AUTO REPAIRS/MAINTENANCE	1,136	204	204	204
30-91	ECONOMIC DEVELOPMENT	39,500	15,000	15,000	-
	ADMINISTRATIVE EXPENSES	58,176	41,504	39,544	13,220
	TOTAL EXPENDITURES	117,541	98,012	95,522	69,899
	REVENUES:				
	GENERAL FUND	117,541	98,012	95,522	69,899
	GOVERNMENTAL CAPITAL PROJECTS FUNDS	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0

CITY COUNCIL

DEPARTMENTAL 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.

MAJOR PROGRAMS

LEGISLATIVE, POLICY, AND ADMINISTRATION

Objective: The objective of this program is to enact legislation; determine policy; exercise powers conferred by the City Charter and Law; and to appoint and evaluate the performance of those appointed by Council, City agencies, departments, and citizen advisory boards and commissions.

Measures:

1. Review and adopt measurable goals and objectives within the concept of the Strategic Organization Plan developed by the City Manager. Monitor and evaluate the performance of the City Manager and departments throughout the year to ensure that high standards for performance are maintained by reviewing and approving 12 monthly reports from each department.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	100 percent	100 percent	100 percent

2. Maintain a Council presence during recognition programs, including service awards, Munch Lunch, and Employee Appreciation Day for employee satisfaction so our work force is proud, safe, and motivated to complete the City mission.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	100 percent	100 percent	100 percent

FIDUCIARY

Objective: The objective of this program is to annually adopt and monitor a balanced budget and capital spending plan and to develop and implement policies, procedures, and controls to ensure adherence to these financial plans.

Measures:

1. Identify areas where additional or amended policies, procedures, and controls are needed in order to carry out the Council's fiduciary responsibilities. Develop, review, or adopt three policies a year.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	100 percent	100 percent	100 percent

2. Ensure that adequate funding, personnel, and organizational resources are provided in support of the City's mission, policies, and administration by adopting a balanced budget and capital program by reviewing and approving 12 budget reports and four quarterly revenue reports.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	100 percent	100 percent	100 percent

3. Set Budget guidelines for City Manager in February/March.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	March 2008	March 2009	March 2010

COMMUNITY INTERACTION

Objective: The objective of this program is to interact with citizens and community leaders in private and public sectors so that Dover's vision is voiced, and citizen concerns are heard.

Measures:

- Respond effectively to issues and problems identified by citizens and propose ways of dealing with them in a timely manner. Respond to 100% of citizen concerns received in writing and expressed during the Open Forum within seven days.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	100 percent	100 percent	100 percent

- Ensure that citizens have opportunities to be heard and that City policies, procedures, regulations, and programs are acceptable to citizens. Ensure that citizens are included in the process as the City administration implements the Council's policies and delivers City services. Hold 22 Open Forum sessions to allow public comment.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	100 percent	100 percent	100 percent

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

- Planning and Funding of Dover Public Anchor Library.** This objective is part of the Community Interaction Program and advances the critical success factors of Customer Satisfaction and Improving Downtown and Surrounding Neighborhoods.

Measure: Our goal is to complete the Library by the fall of 2012. This goal is on schedule.

2. **Restructure the Permitting Process to Create a Known and Efficient Process.** This objective is part of the Community Interaction Program and advances the critical success factor of Effective Organizational and Community Communications.

Measure: Our goal is to implement a new permitting process by June 30, 2009. This goal was not met.

3. **Develop a Strategy to Address Affordable Housing and Development Costs.** This objective is part of the Community Interaction Program and advances the critical success factor of Effective Organizational and Community Communications.

Measure: Our goal is to develop a strategy to address issues by June 30, 2009. This goal was not met.

4. **Review City Funding of Non-Profits and Conduct Due Diligence Evaluation.** This objective is part of the Fiduciary Program and advances the critical success factor of Cost and Revenue Efficiency.

Measure: Our goal is to have review and evaluation completed by June 30, 2009. This goal was not met.

5. **Implement Steps Necessary to Obtain IAAO Certification for the City Assessor's Office.** This objective is part of the Legislative, Policy, and Administration Program and advances the critical success factor of Customer Satisfaction.

Measure: Our goal is to implement the recommendations of the IAAO and to obtain certification by June 30, 2011. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Planning and Funding of Dover Public Anchor Library.** This objective is part of the Community Interaction Program and advances the critical success factors of Customer Satisfaction and Improving Downtown and Surrounding Neighborhoods.

Measure: Our goal is to complete the Library by the fall of 2012.

2. **Continue the development of the Garrison Tract and the Dover Sun Park Solar Energy Project.** The objective is a part of several programs and advances the critical success factors of Cost and Revenue Efficiency.

Measures: Ensure the project moves forward with substantial completion by June 2010.

3. **Through the "Hiring Freeze and Right Size" review process, ensure proper staffing levels by authorizing only those positions deemed critical during a period of reduced revenue.** This objective is a part of the Legislative, Policy and Administration program and advances the critical success factors of Employee Satisfaction and Effective Organization Communication.

4. **Understand the high risks associated with deferring maintenance on infrastructure.** This objective is a part of all of the Council programs and advances several critical success factors including Cost and Revenue Efficiency.

Measure: Ensure that the necessary levels of maintenance on infrastructure are maintained through June 2010.

5. **Increase cultural activities within the City of Dover.** This objective is a part of the Community Interaction program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Consider the creation of a Council on Cultures by June 2010.

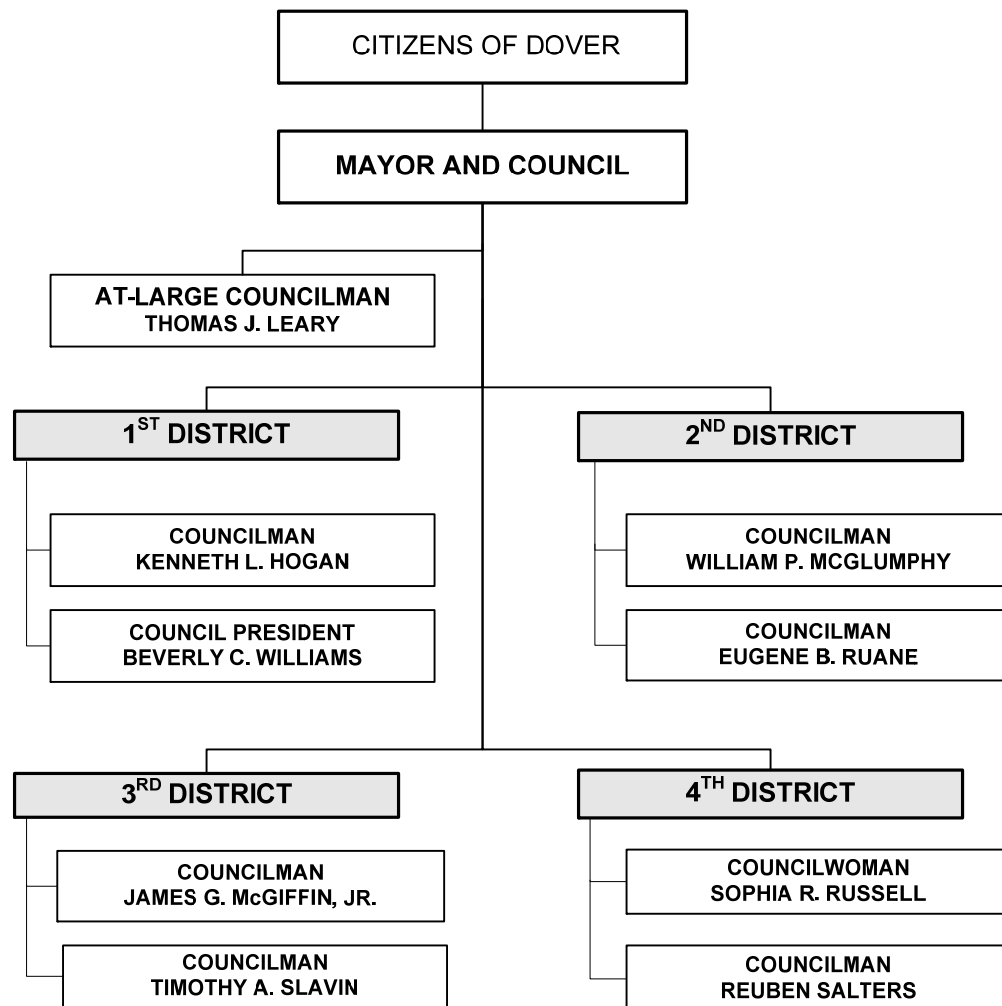
6. **Discuss the feasibility of alternative employee staff options in an effort to reduce costs.** This objective is a part of the Legislative, Policy and Administration program and advances the critical success factors of Cost and Revenue Efficiency.

Measure: Consider early retirement; flex time; job sharing; voluntary reduction in hours; in addition to other cost saving options by June 2010.

7. **Increase availability of affordable, safe, clean rental housing program.** This objective is a part of the Community Interaction program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures: Accomplish through the CDBG Rental Rehabilitation Program

CITY COUNCIL
ORGANIZATION CHART
FISCAL YEAR 2010



CITY COUNCIL

110-1200-512

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-13	TEMPORARY HELP	76,477	92,740	92,740	84,326
10-14	FICA TAXES	5,798	7,147	7,147	6,487
10-17	WORKERS COMPENSATION	339	497	441	451
	PERSONNEL COSTS	82,614	100,384	100,328	91,264
20-21	FURNITURE/FIXTURES	350	-	-	-
20-22	OFFICE SUPPLIES	176	400	400	400
20-23	PRINTING AND DUPLICATING	294	450	450	450
20-24	PHOTOGRAPHIC	-	50	50	50
20-37	COMPUTER SOFTWARE	128	420	420	420
20-38	COMPUTER HARDWARE	6,500	-	-	2,800
	MATERIALS & SUPPLIES	7,448	1,320	1,320	4,120
30-21	TELEPHONE/FAX	239	250	250	250
30-27	SUBSCRIPTIONS AND DUES	10,743	11,050	11,050	11,050
30-28	TRAINING/CONF/FOOD/TRAVEL	13,903	17,513	13,950	-
30-35	COMMUNITY RELATIONS EXP	918	2,600	2,438	2,000
30-37	OTHER EXPENSES	-	-	-	1,000
30-92	HRC-OFFICE SUPPLIES	2,509	3,705	3,631	3,000
	ADMINISTRATIVE EXPENDITURES	28,312	35,118	31,319	17,300
	TOTAL EXPENDITURES	118,374	136,822	132,967	112,684
	REVENUES				
	GENERAL FUND	118,374	136,822	132,967	112,684
	PERSONNEL:				
	FULL-TIME EQUIVALENT	-	-	-	-

CITY MANAGER

DEPARTMENTAL VISION

The City Manager's Office is known for its helpfulness and excellent service. It is also highly valued by the Mayor, City Council, citizens, and department heads for its leadership, resourcefulness, program development, and guidance in planning, budgeting, and managing the activities of the City. This is especially true for the eight departments (Central Services; Customer Services; Human Resources; Information Technology; Parks, Recreation and Library; Public Services and Public Utilities) that report to the City Manager. Through these coordinated efforts, the City Manager's office contributes to maintaining Dover's high quality of life and being a place where people want to live.

MAJOR PROGRAMS

BUDGET PREPARATION

Objective: The objective of this program is to provide City Council with an Annual Budget, Capital Investment Plan, and Strategic Organization Plan that together are cost effective, fiscally sound, and politically acceptable.

Measures:

1. Coordinate, schedule, and facilitate a City Council retreat, each fiscal year, which is rated better than 3.0 on a 4.0 point scale by members of City Council.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Rated 3.25 on a 4.0 point scale	Rated 3.5 on a 4.0 scale	Rate $\leq$ 3.4 on a 4.0 point scale

2. Complete the budget approval process, requiring no more than five scheduled workshop sessions annually.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Budget approval process completed in eight workshops	Budget approval process completed in two workshops	Complete the budget approval process in five workshops

3. Annually receive a better than average rating (≥ 70 points on a 100 point scale) in the Annual Citizen Survey for the following: "I receive good value for the City of Dover taxes that I pay."

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Average rating of 64 points on a 100 point scale	Annual Citizen Survey Not Conducted	Receive average rating of ≥ 60 points on a 100 point scale

DEPARTMENT MANAGEMENT

Objective: The objective of this program is to provide support and guidance to the City Manager departments so they can achieve their goals and objectives.

Measures:

1. Ninety percent of all departmental operating expenses and revenues are within 95% of their budget, indicating that all budgetary needs have been met.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	70% of all departments were within 95% of their budget	64% of all departments were within 95% of their budget	≤90% of all departments are within 95% of their budget

2. Annually, have 90% of Capital Investment Plan (CIP) projects completed on time and under budget, indicating that needed projects are complete.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	62% of CIP projects completed on time and under budget	89% of CIP projects completed on time and under budget	≥75% of CIP projects completed on time and under budget

3. Ensure 90% of departmental strategic objectives are met annually.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	56% of strategic goals were met; 29% of strategic objectives were partially met; 15% of strategic objectives were not met.	84% of strategic goals were met; 14% of strategic objectives were partially met; 2% of strategic objectives were not met.	≥90% of strategic objectives to be met annually.

PROJECT DEVELOPMENT

Objective: The objective of this program is to provide research, selection, development, and implementation of new programs identified as being needed or desired to move the City toward its overall vision, with particular attention being paid to programs that do not clearly fit within one of the existing departments.

Measure: Annually, identify two to four new strategic objectives related to new programs that advance the City's vision.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	1. Customer Relations Management System selected and implemented. 2. Economic Development division created. 3. Implementation of IAAO recommendations for Assessor's office.	1. Summer Youth Employment Program implemented. 2. Developed business license strategy for gaming tables and sports betting.	Identify two new strategic objectives.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Advance the new library project initiatives.** This objective is a part of the Department Management program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures: All measures to be complete by June 2009.

- a. Finalize the concept, design, and cost estimates with architectural design firm, within scope of work, on time, and within budget. This goal has been met.
- b. Launch fund raising campaign with the goal of raising \$3 million. This goal has been met.
- c. In cooperation with the County Administrator, develop a City/County Library Administration Proposal for consideration by City Council and Levy Court. This goal has been met.

2. **Oversee the implementation of the IAAO recommendations for the Assessor's Office.** The implementation of the IAAO recommendations will improve the overall operations of the Assessor's office, in addition to establishing best practices. This objective is a part of the Department Management program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Prepare a timeline for implementation by January 2009 and provide Council with necessary Charter/Code Change recommendations by May 2009. This goal has been met.

3. **Implement the recommendations identified in the Economic Development Strategy,** establish and monitor the goals and objectives created for the new Economic Development division. This objective is a part of the Department Management program and advances the critical success factors of Economic Development and Job Growth, in addition to Customer Satisfaction and Effective Community Communication.

Measures:

- a. Recruit Economic Development Coordinator and develop goals based on the City's Economic Strategy by November 15, 2008. This goal has been met.
- b. Schedule and conduct one special meeting, with City Council, to focus on the progress of the Economic Development Strategy in February or March 2009. This goal has been met.
- c. Implement strategies identified for completion in Fiscal 2008-2009 by May 2009. This goal has been met.

4. **Implement three new practices that support the "U.S. Mayor's Climate Protection Agreement".** This objective is a part of the Project Development program and advances the critical success factor of Cost and Revenue Efficiency.

Measure: LED Street Light Test Program, Home Energy Audits, and six acres of land converted to natural state for conservation completed implemented by May 2009. This goal has been met.

5. **Explore, develop, and implement one new revenue source.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measure: The newly developed revenue source should be implemented for the next budget cycle. This goal has been met.

6. **Manage Power contracts to ensure reliability and competitive rates.** This objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measure:

- a. Continue to chair the Energy Management and Risk Management Committee. This goal has been met.
- b. Ensure that PACE and NAES are operating within their contracts and respective budgets. This goal has been met.
- c. Assure that Dover's electric rates remain competitive in Delaware by being less costly than other electric rates in the state. This goal has been met.
- d. Manage the contracts in order to obtain the desired results through June 2009. This goal has been met.

7. **Improve the City's overall public relations efforts** by increasing usage of the CRM program, improving the Verizon public access channel (Dover TV), expanding Dover's presence at community events and assisting the Assessor, Library Director, and Public Services Manager with public relations needs. This objective is a part of the Department Management program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measures:

- a. Improve the overall usage of the CRM program and the Verizon public access channel (Dover TV) through promotion in the newsletter and quarterly billing inserts by June 30, 2009. This goal has been met.
- b. Determine the appropriate reports to be used from the CRM program by December 2008 and create a monthly report for review and inclusion in the City Manager's Report by February 2009. This goal has been met.
- c. Finalize an Assessment Brochure by January 2009. This goal has been met.
- d. Finalize a Senior Citizen & Disabled Tax Reduction Program by February 2009. This goal has been met.
- e. Update the City's website by May 2009. This goal has been met.
- f. Assist the Library Director with overall goals by December 2008 and assist the Public Services Manager with NPDES Storm water public outreach by May 2009. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Continue to advance the initiatives of the Dover Anchor Library Project.** This objective is a part of the Department Management program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measures:

- a. Finalize design development phase and cost estimates with Holzman-Moss within scope of work.
- b. Oversee fund-raising campaign efforts in order to reach the set goal of raising \$5 million over two years.
- c. Ensure measures are completed on time and within budget by June 2010.

2. **Complete negotiation of IUE & IBEW labor contracts.** This objective is a part of the Department Management program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measures:

- a. Conduct a preliminary strategy meeting with staff by December 1, 2009.
- b. Develop strategy based on staff input and present to Council for review.
- c. Develop negotiating timeline and deliver an acceptable contract to Council within the timeline.

3. **Continue management of the power contracts with PACE and NAES to ensure system reliability and competitive rates.** The objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Continue to Chair the Energy Management and Risk Management Committees.
- b. Ensure the PACE and NAES are operating within their contracts and respective budgets.
- c. Assure that Dover's electric rates remain competitive and less costly than most other electric utilities in the state of Delaware.
- d. Manage contracts in order to obtain the desired results through June 2010.

4. **Develop an Energy Management Request for Proposal in preparation of the expiring PACE contract.** The objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

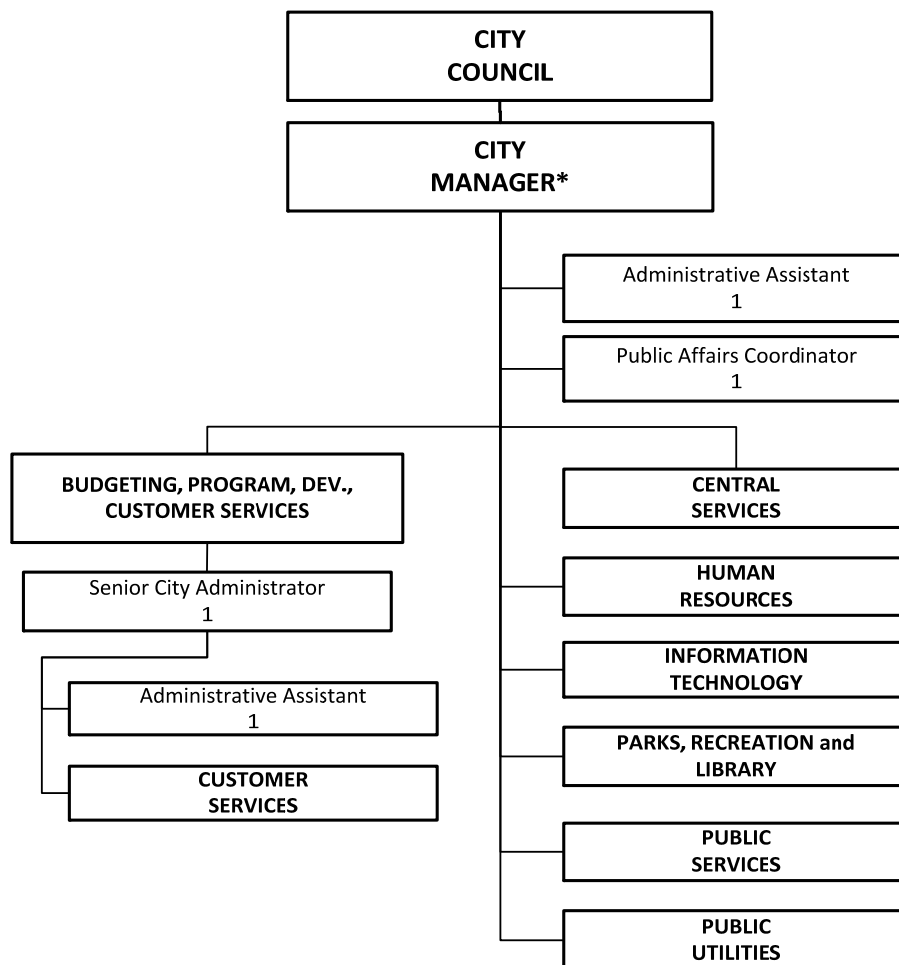
- a. Advertise and solicit bidders for Energy Management services.
- b. Develop bid evaluation criteria.
- c. Based upon results of the bids received, select the appropriate vendor.
- d. Ensure all the above measures are completed by June 2010.

5. **Continue the development of the Garrison Tract and the Dover Sun Park Solar Energy Project.** The objective is a part of the Project Development program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- a. Move the project forward with substantial completion by June 2010.
- b. Complete the combined cycle plant concept for Council consideration.
- c. Complete transportation, stormwater, and utility plan for Garrison Tract.

CITY MANAGER
ORGANIZATION CHART
FISCAL YEAR 2010



* Appointed by Council

CITY MANAGER

110-2100-515

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	329,285	324,623	324,623	323,247
10-14	FICA TAXES	23,927	22,782	22,782	22,255
10-15	HEALTH INSURANCE	41,372	42,403	39,263	34,872
10-16	L I D INSURANCE	2,039	2,152	2,152	1,993
10-17	WORKERS COMPENSATION	602	1,720	1,465	1,713
10-18	EDUCATIONAL ASSISTANCE	-	-	-	11,525
10-19	PENSION	52,460	47,608	47,608	40,634
10-20	OPEB	-	8,116	8,116	-
	PERSONNEL COSTS	449,685	449,404	446,009	436,239
20-21	FURNITURE/FIXTURES	1,772	-	-	-
20-22	OFFICE SUPPLIES	695	1,160	1,160	1,000
20-23	PRINTING AND DUPLICATING	17,315	26,077	26,077	26,077
20-26	PROGRAM EXPENSES/SUPPLIES	408	-	-	-
20-31	BOOKS	354	400	400	200
20-37	COMPUTER SOFTWARE	934	-	-	-
20-38	COMPUTER HARDWARE	9,751	-	2,550	2,700
	MATERIALS & SUPPLIES	31,229	27,637	30,187	29,977
30-21	TELEPHONE/FAX	2,214	3,032	2,032	2,000
30-27	SUBSCRIPTIONS AND DUES	1,049	1,900	1,900	1,900
30-28	TRAINING/CONF/FOOD/TRAVEL	5,655	6,820	6,820	2,000
30-31	CONTRACTUAL SERVICES	19,947	5,300	5,300	600
30-32	LEGAL EXPENSES	112,906	79,556	67,006	77,006
30-35	COMMUNITY RELATIONS EXP	-	6,475	6,475	2,000
30-61	OFF EQUIP/REPAIRS & MAINT	-	1,895	895	1,000
30-62	GASOLINE	455	408	408	408
	ADMINISTRATIVE EXPENDITURES	142,226	105,386	90,836	86,914
	TOTAL EXPENDITURES	623,140	582,427	567,032	553,130
	REVENUES:				
	GENERAL FUND	623,140	582,427	567,032	553,130
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0

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CENTRAL SERVICES

DEPARTMENTAL VISION

Central Services endeavors to provide on time and accurate distribution of internal communications; cost-effective procurement of all supplies and equipment; quality facility maintenance; and quality vehicle maintenance. With the assistance of our customers and suppliers, we provide a clean and safe working environment for all employees, elected officials, and citizens of Dover.

MAJOR PROGRAMS

WAREHOUSE

Objective: The objective of this program is to procure and maintain sufficient stock to support customer requirements based on past usage and current lead times while remaining in compliance with the purchasing policy.

Measures:

1. Maintain a 90% or better issue effectiveness rate. $[\text{Issues} / (\text{issues} + \text{back orders})] * 100$

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	99.82% issue effectiveness rate	100% issue effectiveness rate	≥95% issue effectiveness rate

2. Maintain an inventory turnover rate of four to five per year. (Cost of goods sold/average inventory investment, past 12 months) not including transformers or contingency stock.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	.128 or one turnover every 8.5 years	One turnover every 6.3 years	One turnover every 10 years

Note: The turnover rate of four to five per year is the Electrical industry standard. The City of Dover has approximately \$1.6 million in allocated items, awaiting project commencement, and approximately \$424,000 in excess items (not used in over three years). We are currently working to reduce the excess items.

PURCHASING

Objective: The objective of this program is to acquire materials and services in a timely manner, in accordance with the City of Dover Purchasing Policy, 80% of the time.

Measures:

1. Quantity and percentage of formal sealed bids for non-inventory items that are converted to purchase orders within the time frame specified within the bid package.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	37 sealed bids, 94% converted to purchase orders	31 sealed bids, 86% converted to purchase orders	≥20 sealed bids, ≥80% converted to purchase orders

- Quantity and percentage of formal, sealed bids specifications prepared and received by purchasing, and distributed to vendors within seven working days of receipt of request more than 80% of the time.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	42 bids received, 63% distributed within seven working days	46 bids received, 93% distributed within seven working days	≥50 bids received, ≥90% distributed within seven working days

MAIL ROOM

OBJECTIVE: The objective of this program is to provide internal distribution and efficient postal services to support City of Dover activities, while conforming to U.S. Postal Regulations and receiving the lowest possible postage rates 95% of the time.

Measures:

- Quantity and percentage of outgoing, first class, pre-sort, U.S. mail that qualifies for the lowest two discounted rates.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	309,901 pieces of outgoing mail, 94.5% qualified for lowest rates	320,000 pieces of outgoing mail, 95% qualify of lowest rates	≥300,000 pieces of outgoing mail, ≥95% qualify of lowest rates

FLEET MAINTENANCE

Objective: The objective of this program is to provide on-time preventative maintenance (PM) to all City vehicles (excluding police vehicles) more than 70% of the time.

Measure: Quantity and percentage of scheduled PMs completed.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	252 vehicles, 53.8% of scheduled PMs completed on-time	400 vehicles, 70% of scheduled PMs completed on-time	≥400 vehicles, ≥75% of scheduled PMs completed on-time

FACILITIES MANAGEMENT

Objective: The objective of this program is to maintain all City buildings in a safe and clean condition.

Measure: Quantity and percentage of Facilities Maintenance work order requests that are completed within five workdays (routine) and two workdays (emergency) from notification to crew dispatch.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Routine	479 work orders, 88.7% completed within 5 workdays	427 work orders, 86% completed within 5 workdays	≥453 work orders, ≥80% completed within 5 workdays
Emergency	65 work orders, 100% completed within 2 workdays	53 work orders, 95% completed within 2 workdays	≥62 work orders, ≥95% completed within 2 workdays

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Continue with Space Needs Projects.** This objective is a part of the Facilities Management program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication. This is an ongoing project with several projects scheduled for Fiscal Year 2009. Projects have been completed as scheduled including installation of new audio equipment in the new City Hall conference room. This goal has been met.

Budget: \$75,000

Account Number: 147-2500-552.40-31

2. **Replace fuel pumps in the City yard by December 2008.** This objective is part of the Warehouse program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication.

Measures:

- a. Prepare bid in July 2008. This goal has been met.
- b. Award to vendor by September 2008. This goal has been met.
- c. Contract for installation by December 2008. Completion of this measure was delayed by Costal Pump due to coordination with Track Engineering. Overall project was over budget due to environmental factors. This goal has been met.

Fiscal 2008 Budget: \$16,000

Account Number: 147-2700-571.40-25

3. **Ensure implementation of "Green" Purchasing goals** by ensuring the Contract and Purchasing Manager begins evaluating and stocking "green" certified products such as cleaning materials, paper products, and plastics. This objective is part of the Warehouse program and advances the critical success factor of Citywide Safety.

Measure: Convert at least 20 types of stocked products to green "certified" products by June 2009. All procurement originating from the purchasing office reflects our green purchasing objectives. A three percent preference has been implemented. Bid for janitorial supplies closed with only two green items submitted by vendors. This has not been met; however progress towards the goal continues.

4. **Develop an ADA Plan Implementation schedule.** This objective is part of the Facilities Maintenance program and advances the critical success factor of Citywide Safety.

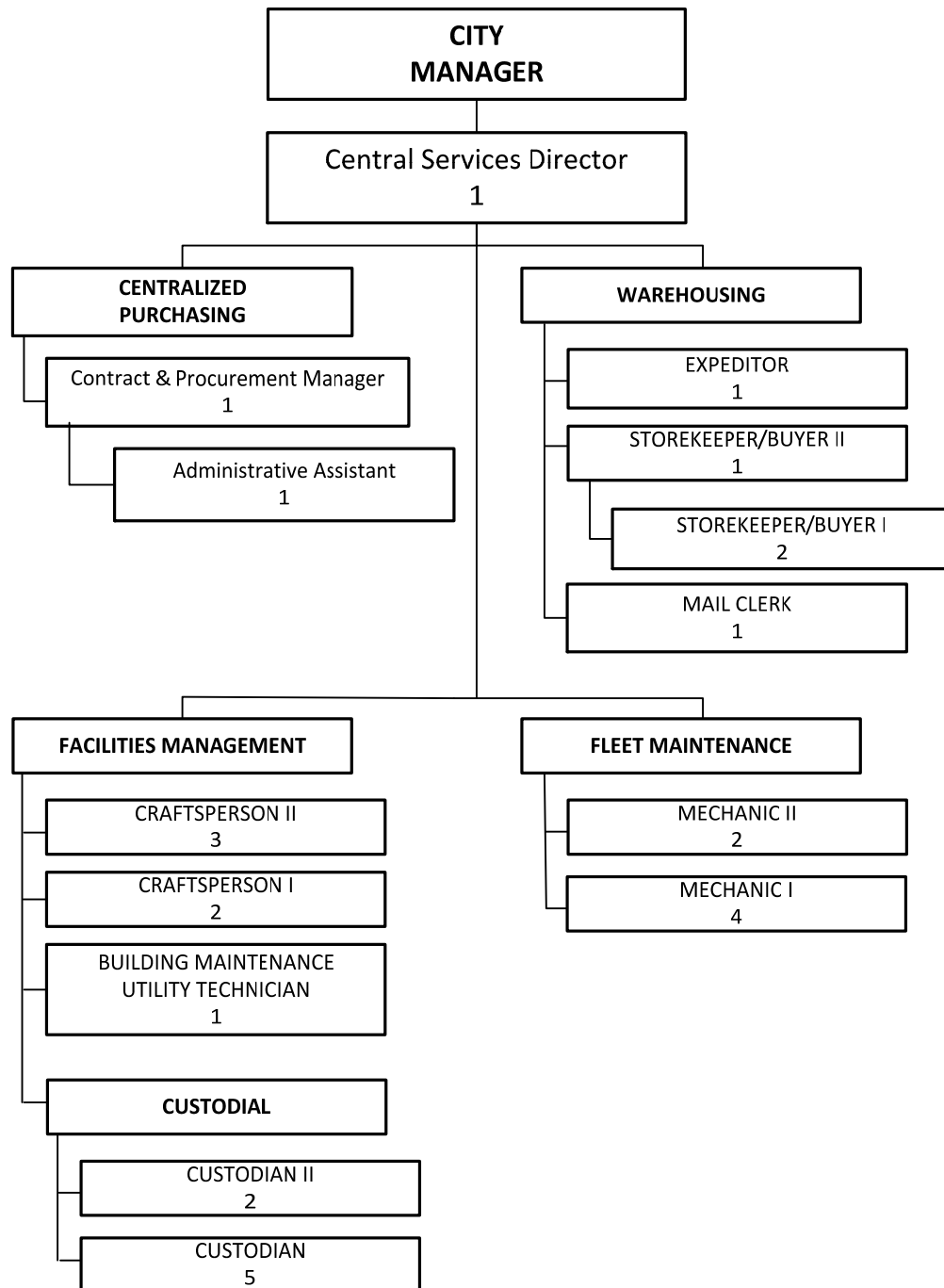
Measure:

- a. Conduct a meeting with Public Services staff to determine the most pressing ADA improvements needed, in accordance with the last HUD survey. Meeting conducted with Public Services staff with several ADA projects identified. This goal has been met.
- b. Develop recommendations, for review by the City Manager, that use the \$25,000 budgeted amount by November 2008. Recommendations and projects submitted and approved by City Manager. This goal has been met.
- c. Implement recommendations and complete identified projects by May 2009. The following ADA projects were completed: Automatic handicap accessible doors installed at Pitts Recreation Center; ADA compliant faucets/handles installed at Customer Service; Handicap accessible bathroom installed at City Hall. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Perform low cost improvements to City buildings.** This objective is a part of the Facilities Management program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication. This is an ongoing project and involves general painting, replacement and repair projects.

**CENTRAL SERVICES
ORGANIZATION CHART
FISCAL YEAR 2010**



FACILITIES MANAGEMENT

110-2500-552

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	539,076	573,965	556,936	562,616
10-12	OVERTIME	125	500	500	300
10-13	TEMPORARY HELP	4,161	-	13,049	-
10-14	FICA TAXES	40,793	44,009	43,710	42,998
10-15	HEALTH INSURANCE	93,304	126,542	113,957	106,375
10-16	L I D INSURANCE	2,933	3,301	3,265	3,096
10-17	WORKERS COMPENSATION	6,678	20,773	17,531	21,015
10-19	PENSION	147,195	150,166	145,651	145,833
10-20	OPEB	-	14,495	14,097	-
	PERSONNEL COSTS	834,265	933,751	908,696	882,233
20-22	OFFICE SUPPLIES	62	102	102	102
20-25	CUSTODIAL	7,579	10,200	10,200	8,500
20-29	UNIFORMS/UNIFORM ALLOW	2,814	3,700	3,700	3,700
20-32	SECURITY/SAFETY MATERIALS	1,034	2,026	1,026	2,026
20-33	SMALL TOOLS	534	1,000	1,000	1,000
20-46	CITY BLDG MAINT SUPPLIES	13,514	10,261	10,261	10,261
20-58	WATER/SEWER	1,151	1,275	1,275	1,275
20-61	ELEC MATERIALS/SUPPLIES	2,350	2,627	2,627	2,627
	MATERIALS & SUPPLIES	29,038	31,191	30,191	29,491
30-21	TELEPHONE/FAX	1,741	2,040	2,040	2,040
30-23	ELECTRICITY	73,665	80,356	80,356	80,356
30-24	HEATING OIL/GAS	1,720	1,051	1,051	1,051
30-28	TRAINING/CONF/FOOD/TRAVEL	100	200	-	200
30-31	CONTRACTUAL SERVICES	67,460	70,715	70,715	38,577
30-62	GASOLINE	7,443	6,950	6,950	6,950
30-64	TRUCK REPAIRS/MAINTENANCE	-	500	-	500
30-65	MAINT EQUIP REPAIRS/MAINT	-	300	300	300
30-67	RADIO REPAIRS/MAINTENANCE	531	800	531	800
	ADMINISTRATIVE EXPENDITURES	152,660	162,912	161,943	130,774
40-31	CONSTRUCTION - PURCHASE	44,085	140,000	75,000	-
	CAPITAL OUTLAY	44,085	140,000	75,000	-
	TOTAL EXPENDITURES	1,060,048	1,267,854	1,175,830	1,042,498
	REVENUES:				
	GENERAL FUND	1,015,963	1,127,854	1,100,830	1,042,498
	GOVERNMENTAL CAPITAL PROJECTS FUND	44,085	140,000	75,000	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	13.0	13.0	13.0	13.0

CENTRAL SERVICES

110-2700-571

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	266,486	285,069	285,069	272,720
10-12	OVERTIME	465	1,000	1,000	-
10-13	TEMPORARY HELP	2,631	-	-	-
10-14	FICA TAXES	20,460	21,843	21,843	22,156
10-15	HEALTH INSURANCE	48,513	52,931	49,043	53,083
10-16	L I D INSURANCE	1,684	1,760	1,760	1,731
10-17	WORKERS COMPENSATION	2,518	4,429	3,665	6,261
10-19	PENSION	54,629	54,897	54,897	67,874
10-20	OPEB	-	7,472	7,472	-
	PERSONNEL COSTS	397,386	429,401	424,749	423,825
20-21	FURNITURE/FIXTURES	-	850	173	850
20-22	OFFICE SUPPLIES	2,188	2,128	2,128	2,128
20-23	PRINTING AND DUPLICATING	-	4,100	4,100	4,100
20-25	CUSTODIAL	1,297	833	833	833
20-29	UNIFORMS/UNIFORM ALLOW	1,450	1,271	1,271	1,271
20-31	BOOKS	52	200	-	200
20-32	SECURITY/SAFETY MATERIALS	720	1,050	600	600
20-37	COMPUTER SOFTWARE	-	70	70	70
20-38	COMPUTER HARDWARE	6,375	-	-	7,600
20-46	CITY BLDG MAINT SUPPLIES	2,896	6,296	4,296	6,296
20-58	WATER/SEWER	2,952	-	3,300	3,300
	MATERIALS & SUPPLIES	17,930	16,798	16,771	27,248
30-21	TELEPHONE/FAX	2,313	2,900	2,900	2,900
30-22	POSTAGE	181,389	199,116	199,116	209,071
30-23	ELECTRICITY	86,605	88,500	80,500	88,500
30-24	HEATING OIL/GAS	170	200	408	408
30-25	ADVERTISEMENT	4,155	4,300	4,300	4,300
30-27	SUBSCRIPTIONS AND DUES	731	1,051	1,051	1,051
30-28	TRAINING/CONF/FOOD/TRAVEL	2,202	5,000	2,240	1,000
30-31	CONTRACTUAL SERVICES	2,416	2,150	2,150	2,150
30-43	ENVIRONMENTAL EXPENSES	-	77	77	77
30-61	OFF EQUIP/REPAIRS & MAINT	4,467	5,466	8,226	9,048
30-62	GASOLINE	3,479	4,386	4,386	4,386
30-66	OTHER EQUIP REPAIRS/MAINT	2,357	3,862	3,654	3,654
30-67	RADIO REPAIRS/MAINTENANCE	468	477	477	477
	ADMINISTRATIVE EXPENDITURES	290,752	317,485	309,485	327,022
40-25	OTHER EQUIP - PURCHASE	-	-	25,996	-
40-31	CONSTRUCTION - PURCHASE	-	9,996	-	-
	CAPITAL OUTLAY	-	9,996	25,996	-
	TOTAL EXPENDITURES	706,068	773,680	777,001	778,095
	REVENUES:				
	GENERAL FUND	290,752	763,684	751,005	778,095
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	9,996	25,996	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0

FLEET MAINTENANCE

110-2800-572

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	232,334	247,704	247,704	244,543
10-12	OVERTIME	473	1,900	1,900	1,500
10-14	FICA	17,339	18,912	18,912	18,407
10-15	HEALTH INSURANCE	49,356	53,290	48,959	60,211
10-16	LID	1,270	1,322	1,322	1,322
10-17	WORKMANS COMP.	3,289	10,158	8,594	9,989
10-19	PENSION	44,310	42,185	42,185	43,589
10-20	OPEB	-	6,193	6,193	-
	PERSONNEL COSTS	348,371	381,664	375,769	379,561
20-22	OFFICE SUPPLIES	163	204	204	204
20-23	PRINTING AND DUPLICATING	302	356	356	356
20-25	CUSTODIAL	18	102	102	102
20-26	PROGRAM EXPENSES/SUPPLIES	299,466	300,344	297,044	300,344
20-29	UNIFORMS/UNIFORM ALLOW	1,275	1,560	1,560	1,560
20-31	BOOKS	-	102	102	102
20-32	SECURITY/SAFETY MATERIALS	716	1,385	885	1,385
20-33	SMALL TOOLS	3,815	5,050	5,050	5,050
20-37	COMPUTER SOFTWARE	1,442	2,142	2,142	2,142
20-38	COMPUTER HARDWARE	-	-	-	2,800
20-46	CITY BLDG MAINT SUPPLIES	1,021	1,020	1,020	1,020
	MATERIALS & SUPPLIES	308,218	312,265	308,465	315,065
30-21	TELEPHONE/FAX	468	1,085	1,085	500
30-28	TRAINING/CONF/FOOD/TRAVEL	1,084	800	800	800
30-43	ENVIRONMENTAL EXPENSES	1,344	1,200	1,200	1,200
30-62	GASOLINE	2,200	2,244	2,244	2,244
30-67	RADIO REPAIRS/MAINTENANCE	300	306	300	306
	ADMINISTRATIVE EXPENDITURES	5,396	5,635	5,629	5,050
40-25	OTHER EQUIP - PURCHASE	26,568	-	-	-
	CAPITAL OUTLAY	26,568	-	-	-
	TOTAL EXPENDITURES	688,553	699,564	689,863	699,676
	REVENUES:				
	GENERAL FUND	661,985	699,564	689,863	699,676
	GOVERNMENTAL CAPITAL PROJECTS FUND	26,568	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	6.0	6.0	6.0	6.0

CITY CLERK

DEPARTMENTAL VISION

The City Clerk's Office is a link between the Community, City Council, and City staff. We are committed to maximizing access to municipal government in a timely and professional manner and to accurately record and preserve the history of the City of Dover. The City Clerk's Office staff values the diversity of Dover's population and is dedicated to serving everyone in a courteous and professional manner that lends itself to bringing respect to the City and the citizens we serve. We strive to work in unison with City Council and Staff to increase and promote opportunities for citizens to communicate their needs, suggestions, and concerns so they may continue to enjoy a high quality of life.

MAJOR PROGRAMS

ADMINISTRATIVE SUPPORT

Objective: The objective of this program is to provide administrative support for Council and Council Committees, including preparation of agendas and minutes; attendance at Council and Council Committee meetings; tracking of agenda items; research; correspondence; processing resolutions and ordinances; ensuring publication/posting of public hearing notifications, agendas, legal notices, etc.; and providing elected and appointed officials assistance to assure they can perform their duties.

Measures:

1. Number of meeting agendas prepared.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Prepared 160 agendas	Prepared ≥145 agendas	Prepare ≥160 agendas

2. Number of meeting minutes transcribed.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Transcribed minutes for 133 meetings	Transcribed minutes for ≥115 meetings	Transcribe minutes for ≥160 meetings

3. Number of meeting hours attended.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Attended 175 meeting hours	Attend ≥176 meeting hours	Attend ≥160 meeting hours

RECORDS MANAGEMENT

Objective: The objective of this program is to ensure the safety of essential records; to provide for an archival depository for the permanent preservation of historical records; to provide an orderly system of maintaining, retrieving, and storing records, as well as the proper and legal disposal of records in accordance with City procedures specific to state law, City Charter, and City Code; to serve as the City's liaison with the State Bureau of Archives and Records and coordinator of all City departments, to assist in setting up a records system; to maintain all City contracts, deeds, and other such vital records for the City; to research and retrieve records for the public, elected/appointed officials, and City staff as requested; develop and maintain the City records management program.

Measures:

1. Number of records processed (measured in cubic feet), including transfers to records center, transfers to State Archives, and records destroyed.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	460 cubic feet of records processed.	Process 742 cubic feet of records.	Process $\geq 1,000$ cubic feet of records.

2. Number of vital and/or historical documents imaged.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Imaged 43,599 documents	Imaged $\geq 55,447$ documents	Image $\geq 50,000$ documents

CODIFICATION

Objective: The objective of this program is to provide current legal requirements to the public, elected officials, and City employees so that they can operate within the laws of the City of Dover.

Measure: Number of Charter/Code Amendments processed.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Processed 27 amendments	Process ≥ 28 amendments	Process ≥ 30 amendments

OMBUDSMAN

Objective: The objective of this program is to provide a point of contact to citizens so that they have a means to immediately submit questions, concerns, complaints, and suggestions so that they can enjoy a high quality of life and so that Council can be made aware of the desires of their constituents; receive and process all claims and summonses against the City.

Measure: Number of inquiries handled on behalf of the City Council

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Data not available	Data available through Customer Relations Management Software did not accurately represent a true measure of this goal.	Prepare a Customer Service survey to obtain measurement data.

MUNICIPAL ELECTIONS AND REFERENDA

Objective: The objective of this program is to assure that all residents are made aware of the requirements for voting in municipal elections and referendums so that they are given a fair and equal opportunity to cast a vote for a representative or vote for or against an issue; to assure that the election and referendums are conducted in accordance with the Delaware Code and City of Dover Charter and Code; and that the process runs smoothly so that citizens are able to exercise their constitutional right and ensure that their voices are heard.

Measures:

1. Number of voters registered (assigning City district).

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	3,154 voters registered	This process has been automated through GIS software.	This process has been automated and will no longer be tracked.

2. Number of voters processed during municipal elections.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Processed 4,747 voters (September 2007, December 2007, and April 2008 Municipal Elections)	Processed ≥1,231 voters	Process ≥3,000 voters

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Develop ordinance amendments**, with the assistance of the City Solicitor, based on Council's approval of recommendations included in the 2005 Charter Review Committee report and present to appropriate committees for their review and recommendation. This objective is part of the Codification program and Administration program and advances the critical success factor of Effective Organizational and Community Communications.

Measure: Submit all ordinance amendments by June 30, 2009. Charter amendments were approved by the Legislature and signed by the Governor on July 8, 2009. Related ordinances are in process. This goal has been met.

2. **Improve the City Clerk's webpage** to include pending legislation, public notices, and other pertinent information. This objective advances the critical success factor of Effective Organizational and Community Communications.

Measure: Have items routinely included on the webpage by December 30, 2008. The website has been revised to include an "Ordinances and Resolutions" page with links to all proposed legislation and its status (Pending, Adopted, or Denied). Public Notices are also included on the webpage under "Public Announcements". This goal has been met.

3. **Provide agenda subscription service on the website** so that residents may "subscribe" to new agenda notifications. This objective advances the critical success factor of Effective Organizational and Community Communications.

Measure: Ensure subscription service is in place by December 30, 2008. The agenda subscription has been developed and is ready for implementation. Due to staffing, the service is currently scheduled for completion by September 2009. This goal has been met.

4. **Provide audio recordings of Council and Committee meetings on the website.** This objective advances the critical success factor of Effective Organizational and Community Communications.

Measure: Have audio recordings routinely posted to the website by May 31, 2009. Due to staffing in the Information Technology department, this project has been placed on hold. This goal has not been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Review and revise internal and external policies and procedures** to provide information in a more user-friendly format. This objective is part of the Administrative Support program and advances the critical success factors of Effective Organizational and Community Communications.

Measure: Complete one internal and one external policy or procedure by June 2010.

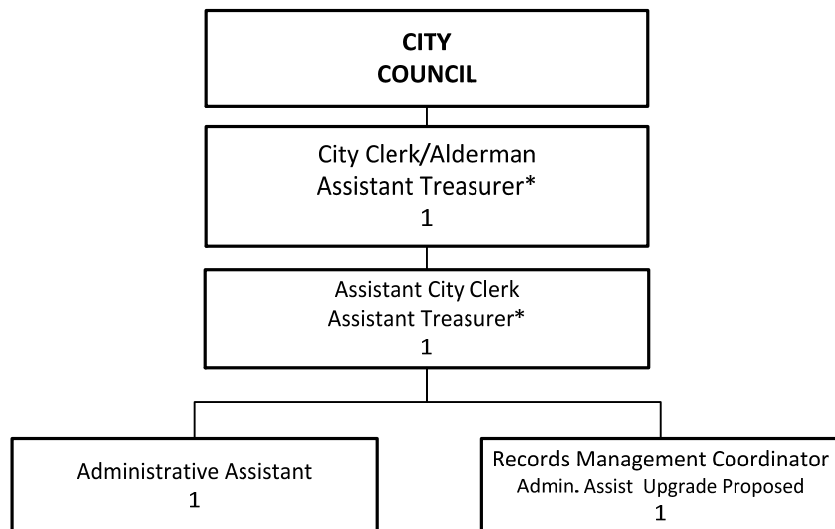
2. **Post prior years Committee Minutes to the City's website.** This objective is part of the Administrative Support program and advances the critical success factors of Effective Organizational and Community Communications.

Measure: Complete the posting of minutes from 1992 to 1997 (Five Years), by June 2010.

3. **In cooperation with all City departments, promote and utilize the City's paperless document storage system (FORTIS).** This objective is part of the Administrative Support program and advances the critical success factors of Effective Organizational and Community Communications.

Measure: Work with one department per year until all are fully functional and complete by June 2010.

**CITY CLERK
ORGANIZATION CHART
FISCAL YEAR 2010**



* Appointed by Council

CITY CLERK

110-1100-511

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	117,594	164,235	157,983	157,339
10-13	TEMPORARY HELP	8,037	-	-	-
10-14	FICA TAXES	9,396	12,421	12,421	11,732
10-15	HEALTH INSURANCE	19,111	45,233	42,862	33,021
10-16	L I D INSURANCE	857	1,324	1,324	1,118
10-17	WORKERS COMPENSATION	230	870	747	834
10-18	EDUCATIONAL ASSISTANCE	-	-	-	7,500
10-19	PENSION	31,391	46,562	46,562	38,946
10-20	OPEB	-	4,106	4,106	35
	PERSONNEL COSTS	186,616	274,751	266,005	250,525
20-22	OFFICE SUPPLIES	2,535	2,900	2,900	2,900
20-23	PRINTING AND DUPLICATING	2,122	3,570	3,570	3,000
20-31	BOOKS	63	-	-	-
20-37	COMPUTER SOFTWARE	498	-	245	245
20-38	COMPUTER HARDWARE	-	-	-	2,800
	MATERIALS & SUPPLIES	5,218	6,470	6,715	8,945
30-21	TELEPHONE/FAX	640	646	646	646
30-25	ADVERTISEMENT	404	550	550	550
30-27	SUBSCRIPTIONS AND DUES	486	625	625	625
30-28	TRAINING/CONF/FOOD/TRAVEL	203	284	985	985
30-31	CONTRACTUAL SERVICES	22,955	17,100	16,154	16,154
30-34	ELECTION RELATED EXPENSES	25,552	9,990	11,053	9,990
30-61	OFF EQUIP/REPAIRS & MAINT	496	2,160	2,160	2,160
	ADMINISTRATIVE EXPENDITURES	50,736	31,355	32,173	31,110
	TOTAL EXPENDITURES	242,570	312,576	304,893	290,580
	REVENUES:				
	GENERAL FUND	242,570	312,576	304,893	290,580
	PERSONNEL:				
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0

CUSTOMER SERVICES

DEPARTMENTAL VISION

Customer Services is a department where customers enjoy transacting their business. Through the team effort of our employees, Customer Services will endeavor to maintain our reputation for being a professional, courteous, friendly, efficient, accurate, safe, fair, and consistent department in the City of Dover. Customer Services will also endeavor to continue to efficiently budget, bill, and receive monies for services provided, so that the City has the necessary revenue to carry out its functions in a timely manner.

MAJOR PROGRAMS

CUSTOMER SERVICE

Objective: The objective of this program is to provide professional, fair, courteous, friendly, efficient, and accurate service, so all residents feel comfortable conducting their business.

Measure: Obtain a 95 percent or better satisfaction rating from customers completing our survey and/or comment card.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	95.13 satisfaction rating	95 percent satisfaction rating	≥ 95 percent satisfaction rating

Note: In Fiscal Year 2008, the survey and comment card questions were revised to reflect all aspects of Customer Service. Approximately 19,000 surveys were mailed with the February 2008 utility bills. Of the 267 surveys/comment cards returned, 254 contained favorable responses and 13 contained unfavorable responses.

Objective: The objective of this program is to provide professional, friendly, accurate, and timely telephone response time by reducing holding times to less the five minutes, even during peak calling times.

Measure: Obtain less than five minutes of hold time 95 percent of the time.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Not measured this fiscal year	95 percent hold time	≥95 percent hold time

Note: This is measured by reviewing call center logs for wait times.

BILLING

Objective: The objective of this program is to provide accurate, timely, and understandable bills to our customers in order to facilitate the orderly and timely collection of revenue.

Measures:

1. Bills should be prepared with a 98 percent accuracy rate.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	99 percent accuracy	98 percent accuracy	≥98 percent accuracy

2. Percent of on-time billings are completed as scheduled.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	98 percent of on-time billings completed	98 percent of on-time billings completed	≥98 percent of on-time billing completed

Note: We mail approximately 20,000 utility bills monthly. Bills are processed based on an estimated monthly schedule, prepared by the Billing Clerk and Meter Reading Supervisor. The Billing Clerk verifies that the actual billing date is logged to ensure that billing is completed as scheduled.

3. Obtain a 98 percent positive response to the annual citizen survey question, “Do you find the City’s utility bill is easy to understand?”

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	98 percent response rate	98 percent response rate	≥98 percent response rate

Note: In Fiscal Year 2008, we updated our website with a link to “Understanding your Utility Bill” and providing customers with a brochure to assist them in understanding their utility bill. Also, as part of our survey, we included questions about our bills to help us measure our customers’ understanding of their bill. This is a new measurement that will be recorded for the first time in Fiscal Year 2008. In Fiscal Year 2008, 236 surveys were mailed and the question was posed, “How are we doing at providing accurate utility bills?” Of the responses received, 204 individuals rated the question as excellent, very good or good; four individuals indicated poor/fair; and 28 individuals did not answer the question.

DELINQUENT COLLECTIONS

Objective: The objective of this program is to minimize the City’s loss of revenue due to delinquent accounts.

Measure: Percent of delinquent accounts collected.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	99.8 percent of delinquent accounts collected	99.9 percent of delinquent accounts collected	≥99.9 percent of delinquent accounts collected

Note: Results are based on the average of the quarterly write-offs approved by City Council.

METER READING

Objective: The objective of this program is to read the City's electric and water meters in an efficient, accurate, and courteous manner.

Measure: Read all meters according to the schedule 100 percent of the time.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	99.9 percent of meters read according to schedule	99.9 percent of meters read according to schedule	≥99.9 percent of meters read according to schedule

CASH PROCESSING

Objective: The objective of this program is to process payments in a timely, accurate, and efficient manner.

Measure: Percentage of accurately processed customer payments.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	99.97 percent of payments processed accurately	99.97 percent of payments processed accurately	≥99 percent of payments processed accurately

TAX BILLING & COLLECTIONS

Objective: The objective of this program is to monitor the percentage of delinquent tax accounts that are sent for Monition Sale.

Measure: Percentage of accounts which are collected in-house.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Not measured this fiscal year	Not measured this fiscal year	≥99.0 percent of accounts collected in house.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Sign on with a third party credit card processor.** The third party processor will processes all our credit card payments as well as handle our on-line bill payments. This objective is part of the Customer Service program and advances the critical success factor of Customer Service and Effective Community Communication. New system implemented by September 30, 2008. This goal has been met.
2. **Restructure the Meter Reading Division.** Complete a management review of the Meter Reading division and note specific areas for performance improvements. The report should include recommendations for staffing and assignments. This objective is part of the Meter Reading program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. Report due by January 31, 2009. This goal has been met.

3. **Provide customers with the opportunity to complete the annual survey on-line.** This objective is a part of the Customer Service program and advances the critical success factor of Customer Satisfaction and Effective Community Communication. The survey to be completed and results tallied by January 30, 2009. This goal has been met.
4. **Complete a management review of the Utility Billing Department.** Report should include recommendations for improvements to the billing process to make it more efficient and accurate. This objective is a part of the Billing program and advances the critical success factors of Cost and Revenue Efficiency. Report completed by November 30, 2008. This goal has been met.
5. **Establish a Customer Care List.** The list should include key accounts representing customers with billing issues, in addition to special problems or requests. This would work similar to the CRM module, but on a department level. The customer would be assigned to work with one staff member, and that individual would do the research and report back to the customer. Appoint a “special care” staff member to personalize and review with the customer problem resolution. This objective is a part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication. The customer care list process implemented by June 30, 2009. This goal has been met.
6. **Review and update the department correspondence and brochures in order to provide commercial customers with pertinent utility billing information.** Commercial customers should receive information from the electric handbook and rate class assignments. This objective is a part of the Customer Service program and advances the critical success factors of Customer Satisfaction and Effective Community Communication. Review and update completed by June 30, 2009. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Provide customers with the ability to view utility bill and account history on the City of Dover web site.** The customer will be able to access their utility account charge and consumption history, chart usage and make yearly/monthly usage comparisons. They will have the option line to the Choice Pay web site to make a payment. This objective is part of the Customer Service program and meets the critical success factor of Customer Satisfaction.

Measure: Work with IT to ensure utility bills and account histories are viewable on the website by June 30, 2010.

2. **Improve the design of the utility and tax bill form and bill content.** The current bill design for the tax and utility bills has been used for over ten years. There are features we can add such as consumption history, rate class, and current rate. Many customers have been requesting this information on their utility bill. This objective is part of the Customer Service and Bill programs advancing the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Improved designs and bill content to be completed and approved by June 30, 2010.

3. **Review the Sarbanes Oxley (SOX) audit requirements. Evaluate current internal control operating procedures; make recommendations for distribution of duties, tests of controls and reporting to ensure compliance.** The Finance department conducts a yearly audit. Customer Service staff will become familiar with the requirements in order to conduct monthly evaluations.

Measure: Complete recommendations and implement evaluations, by division, to test controls and review assignments on a monthly basis beginning in January 2010.

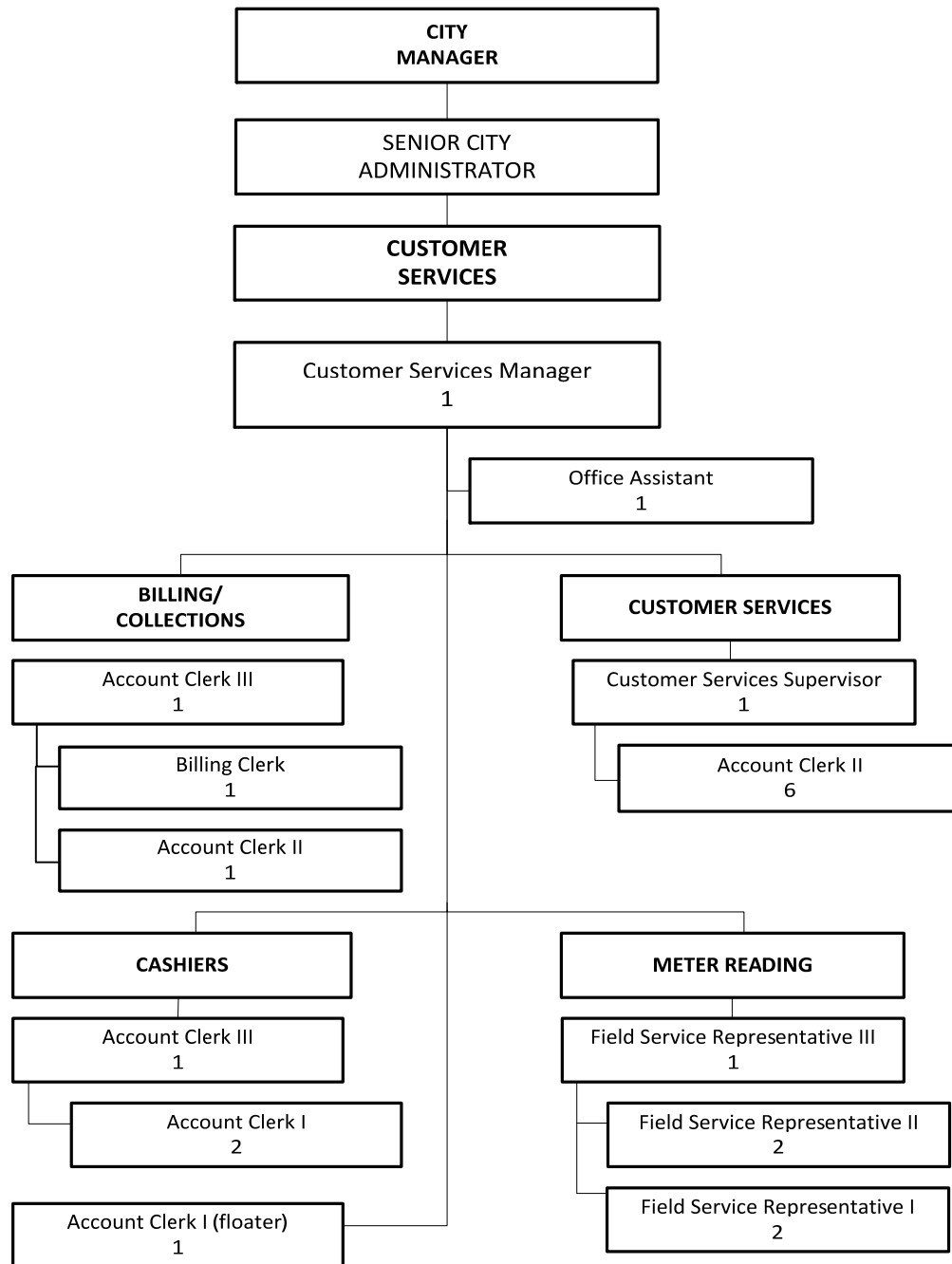
4. **Review revenue resources and policies by benchmarking other utilities and municipalities.** Select local utility companies and municipalities to discuss current revenue, fee and penalty resources. This objective is part of the Customer Services program, advancing the critical success factors of Cost and Revenue Efficiency and Effective Organizational Communication.

Measure: Select companies and/or municipalities and compile information for review by January 2010.

5. **Set up administration authorization to ensure compliance with Federal FACT Act.** Identity Theft Prevention program and guidelines became effective November 1, 2008. This goal will ensure that the policies for the protection of customer's identity are in place. Conduct a review of the standards, set by the department, and assign an administrator to oversee that the established guidelines are being maintained.

Measure: Review standards and assign administrator by January 2010.

CUSTOMER SERVICES ORGANIZATION CHART FISCAL YEAR 2010



CUSTOMER SERVICE

110-2900-529

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	585,638	579,911	579,911	522,504
10-14	FICA TAXES	43,897	44,294	44,294	39,627
10-15	HEALTH INSURANCE	113,958	130,200	118,002	123,392
10-16	L I D INSURANCE	3,689	3,843	3,843	3,334
10-17	WORKERS COMPENSATION	1,071	3,105	2,626	2,798
10-18	EDUCATIONAL ASSISTANCE	-	-	-	2,250
10-19	PENSION	117,567	123,329	119,929	111,517
10-20	OPEB	-	14,645	14,645	-
	PERSONNEL COSTS	865,820	899,327	883,250	805,422
20-21	FURNITURE/FIXTURES	812	310	310	-
20-22	OFFICE SUPPLIES	17,160	16,900	16,900	16,900
20-23	PRINTING AND DUPLICATING	25,682	26,986	27,266	26,986
20-31	BOOKS	-	250	250	-
20-37	COMPUTER SOFTWARE	-	200	200	-
20-38	COMPUTER HARDWARE	10,717	-	-	9,800
20-46	CITY BLDG MAINT SUPPLIES	1,590	1,610	1,610	1,610
	MATERIALS & SUPPLIES	55,961	46,256	46,536	55,296
30-21	TELEPHONE/FAX	3,051	2,936	2,936	2,936
30-25	ADVERTISEMENT	240	400	400	400
30-28	TRAINING/CONF/FOOD/TRAVEL	1,475	3,000	-	-
30-31	CONTRACTUAL SERVICES	220,173	19,800	9,300	9,000
30-61	OFF EQUIP/REPAIRS & MAINT	18,930	23,000	22,000	20,000
	ADMINISTRATIVE EXPENDITURE	243,869	49,136	34,636	32,336
	TOTAL EXPENDITURES	1,165,650	994,719	964,422	893,054
	REVENUES:				
	GENERAL FUND	1,165,650	994,719	964,422	893,054
	PERSONNEL:				
	FULL-TIME EQUIVALENTS	16.0	16.0	16.0	16.0

WATER METER READING

412/417-6600-566

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	35,599	38,251	38,251	37,767
10-12	OVERTIME	3,237	2,021	2,021	2,603
10-14	FICA TAXES	2,916	3,019	3,019	3,022
10-15	HEALTH INSURANCE	8,025	8,665	8,159	8,677
10-16	L I D INSURANCE	200	206	206	206
10-17	WORKERS COMPENSATION	550	1,636	1,381	1,698
10-19	PENSION	11,000	11,421	11,421	11,722
10-20	OPEB	-	956	956	-
	PERSONNEL COSTS	61,527	66,175	65,414	65,695
20-29	UNIFORMS/UNIFORM ALLOW	469	1,229	1,229	1,000
20-32	SECURITY/SAFETY MATERIALS	40	75	75	75
20-33	SMALL TOOLS	440	1,835	1,835	1,500
20-55	METER READING SUPPLIES	20	53	53	53
	MATERIALS & SUPPLIES	969	3,192	3,192	2,628
30-21	TELEPHONE/FAX	538	380	380	380
30-62	GASOLINE	2,813	2,730	2,730	2,730
30-64	TRUCK REPAIRS/MAINTENANCE	-	164	164	164
30-66	OTHER EQUIP REPAIRS/MAINT	470	700	700	700
30-67	RADIO REPAIRS/MAINTENANCE	220	236	236	236
	ADMINISTRATIVE EXPENDITURES	4,041	4,210	4,210	4,210
40-25	OTHER EQUIP - PURCHASE	4,300	-	-	-
	CAPITAL OUTLAY	4,300	-	-	-
	TOTAL EXPENDITURES	70,837	73,577	72,816	72,533
	REVENUES:				
	WATER/WASTEWATER FUND	66,537	73,577	72,816	72,533
	WATER IMPROVEMENT AND EXTENSION FUND	4,300	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENTS	1.0	1.0	1.0	1.0

ELECTRIC METER READING

480/487-8500-565

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	174,532	157,879	157,879	155,894
10-12	OVERTIME	9,260	8,018	8,018	12,100
10-14	FICA TAXES	14,030	12,572	12,572	12,706
10-15	HEALTH INSURANCE	34,413	31,619	29,346	32,270
10-16	LI D INSURANCE	1,077	957	957	951
10-17	WORKERS COMPENSATION	2,599	6,673	5,628	7,059
10-19	PENSION	46,401	37,886	37,886	41,289
10-20	OPEB	-	3,950	3,950	-
	PERSONNEL COSTS	282,312	259,554	256,236	262,269
20-21	FURNITURE/FIXTURES	225	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	2,135	4,626	4,626	4,500
20-32	SECURITY/SAFETY MATERIALS	329	336	336	336
20-33	SMALL TOOLS	-	78	78	78
20-38	COMPUTER HARDWARE	1,409	4,480	4,480	-
20-55	METER READING SUPPLIES	2,370	4,534	5,534	4,534
	MATERIALS & SUPPLIES	6,468	14,054	15,054	9,448
30-21	TELEPHONE/FAX	2,125	1,596	2,041	1,596
30-28	TRAINING/CONF/FOOD/TRAVEL	-	2,000	-	-
30-62	GASOLINE	14,206	11,640	11,640	11,640
30-64	TRUCK REPAIRS/MAINTENANCE	191	500	500	-
30-66	OTHER EQUIP REPAIRS/MAINT	3,554	3,400	3,955	3,400
30-67	RADIO REPAIRS/MAINTENANCE	547	750	750	750
	ADMINISTRATIVE EXPENDITURES	20,623	19,886	18,886	17,386
40-25	OTHER EQUIP - PURCHASE	20,400	-	-	-
	CAPITAL OUTLAY	20,400	-	-	-
	TOTAL EXPENDITURES	329,803	293,494	290,176	289,103
	REVENUES:				
	WATER/WASTEWATER FUND	309,403	293,494	290,176	289,103
	ELECTRIC IMPROVEMENT AND EXTENSION FUND	20,400	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENTS	5.0	4.0	4.0	4.0

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FINANCE

DEPARTMENTAL VISION

The Finance Department continues to serve our customers in Dover with open communication, timely reporting of financial results, and prudent cash management. Through the team effort of City Council, the Mayor, City Manager, and employees, the Finance Department will ensure compliance of policies and procedures. The Finance Department will continue to enhance government accountability with a high standard of ethics and integrity. We will take a proactive approach to changes in economic conditions and accounting methods.

MAJOR PROGRAMS

TREASURY AND CASH MANAGEMENT

Objective: The objective of this program is optimization of cash through prudent receipts and disbursement procedures in order to maximize investment earnings and to provide a comparable annual return to the current market while maintaining low risk and high quality investments. Monitor external markets for impact on City investments.

Measure: Realize a comparable rate of return for the City's short-term and intermediate-term investments with the following: 90-day and one-year certificate of deposit, 90-day Treasury Bill, Merrill Lynch one-to-three year Treasury index, and the State of Delaware Local Government Investment Pool.

	2007-2008	2008-2009 Actual	2009-2010 Projected
Results	Goal was met for all benchmarks except ML Treasury 1-3 Year Index	Benchmarks +/- .50 percent	Benchmarks +/- .50 percent

FINANCIAL REPORTING

Objective: The objective of this program is to provide monthly and annual reports that are accurate and timely to external and internal customers in order to provide them with the results of operations and the information necessary to make managerial decisions.

Measure: Meet 95 percent of due dates and deadlines.

	2007-2008	2008-2009 Actual	2009-2010 Projected
Results	Met 93 percent of due dates and deadlines.	Meet 90 percent of due dates and deadlines.	Meet $\geq$ 95 percent of due dates and deadlines.

ADMINISTRATION

Objective: The objective of this program is to provide adequate oversight of departmental progress towards achieving our goals and objectives; assist with policy development; provide staff with training and development opportunities that will enhance their skills and knowledge; and provide quality and responsive service to our external and internal customers.

Measure: Staff training and development workshops. This process will enhance the skills and knowledge of the staff that are not familiar with the responsibilities of their peers.

	2007-2008	2008-2009 Actual	2009-2010 Projected
Results	Not applicable	Implement eight improvements	Each Staff Member-Conduct one Workshop

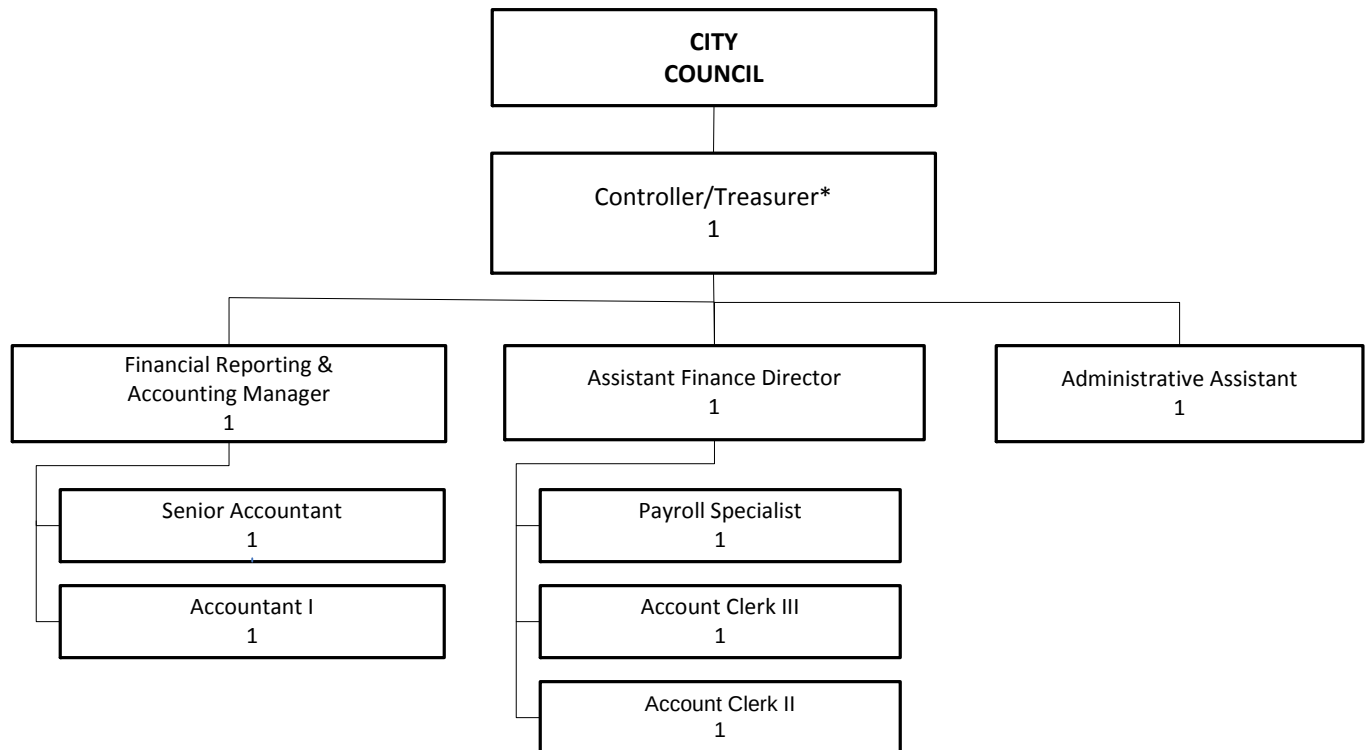
FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Coordinate the yearly Audit Program with the Legislative, Finance, & Administrative Committee.** Meet all deadlines as established in the audit program. This project advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. This goal has been met.
2. **Test of internal controls by the auditor. Not to exceed the tolerable rate established by the auditors by more than five percent.** This project advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. This goal has been met.
3. **Create a database, in Fortis, and scan ten percent of files and other financial documents.** This objective advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and is scheduled to be completed by May 31, 2009. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Coordinate audit program with the Legislative, Finance, & Administrative Committee. Meet all deadlines as established in the audit program.** This project advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.
2. **Fortis training and implementation for Payroll and Accounts Payable.** This project advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and Cost and Revenue Efficiency.
3. **Each Staff Member will take three in-house Sungard training sessions.** This objective advances the critical success factors of Employee Satisfaction and Effective Organizational Communication and is scheduled to be completed by June 30, 2010.

FINANCE
ORGANIZATION CHART
FISCAL YEAR 2010



* Appointed by Council

FINANCE

110-2300-517

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	438,038	487,194	487,194	468,731
10-12	OVERTIME	2,695	-	-	-
10-13	TEMPORARY HELP	10,146	-	-	-
10-14	FICA TAXES	33,904	36,083	36,083	33,351
10-15	HEALTH INSURANCE	54,769	62,200	57,257	83,301
10-16	L I D INSURANCE	2,747	3,232	3,232	3,051
10-17	WORKERS COMPENSATION	825	2,619	2,223	2,482
10-18	EDUCATIONAL ASSISTANCE	-	2,000	-	-
10-19	PENSION	59,959	69,625	69,625	66,108
10-20	OPEB	-	12,175	12,175	-
	PERSONNEL COSTS	603,083	675,128	667,789	657,024
20-21	FURNITURE/FIXTURES	2,591	-	-	-
20-22	OFFICE SUPPLIES	4,249	2,500	2,500	2,500
20-23	PRINTING AND DUPLICATING	5,960	6,500	6,500	6,500
20-38	COMPUTER HARDWARE	3,877	-	-	2,800
	MATERIALS & SUPPLIES	16,677	9,000	9,000	11,800
30-21	TELEPHONE/FAX	2,397	2,800	2,400	2,000
30-22	POSTAGE	99	220	120	220
30-25	ADVERTISEMENT	152	300	150	300
30-27	SUBSCRIPTIONS AND DUES	1,606	1,720	1,720	1,720
30-28	TRAINING/CONF/FOOD/TRAVEL	6,517	5,000	4,500	5,000
30-29	CONSULTING FEES	-	-	10,000	-
30-31	CONTRACTUAL SERVICES	80,510	92,887	89,887	95,617
30-32	LEGAL EXPENSES	14,000	-	-	-
30-37	OTHER EXPENSES	162	200	200	200
30-61	OFF EQUIP/REPAIRS & MAINT	949	7,910	7,910	7,910
	ADMINISTRATIVE EXPENDITURES	106,392	111,037	116,887	112,967
	TOTAL EXPENDITURES	726,152	795,165	793,676	781,791
	REVENUES:				
	GENERAL FUND	726,152	795,165	793,676	781,791
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0

FIRE

DEPARTMENTAL VISION

The Dover Fire Department provides quality fire protection and rescue services to the citizens of the City of Dover through the team effort of volunteer firefighters from the community. Our firefighters are highly trained and dedicated individuals who value the needs of the public by holding themselves to the highest standards ensuring the public's trust in the services we provide.

MAJOR PROGRAMS

FIRE SUPPRESSION AND RESCUE RESPONSE

Objective: The objective of this program is to continue to provide a timely and quality response to emergency calls for service.

Measures:

1. Maintain a 72% or better confidence rating in the Annual Citizen Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	72% confidence rating	Annual Citizen Survey Not Conducted	≥75% confidence rating

2. Maintain 90% or better quality service rating in the Annual Citizen Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	88% quality service rating	Annual Citizen Survey Not Conducted	≤90% quality service rating

3. Maintain an average 6.0 minute response time or better Citywide.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	6.1 minutes	6.0 minutes	6.0 minutes

FIRE COMMUNICATIONS

Objective: The objective of this program is to provide capable, competent fire dispatchers through training to increase their knowledge, skills, and abilities in handling emergency 911 calls, mapping, and other procedures.

Measures:

1. Percent of monitored calls handled correctly.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	95% of monitored calls handled correctly	95% of monitored calls handled correctly	≥95% of monitored calls handled correctly

2. Percent of training hours per dispatcher.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Provided eight hours of training per dispatcher.	Provided eight hours of training per dispatcher.	Provide ≥ten hours of training per dispatcher.

FIRE PREVENTION

Objective: The objective of this program is to minimize injuries and deaths related to fire by educating citizens on the dangers of fire and by providing smoke detectors to those who need them.

Measures:

1. Monitor fire related injuries and deaths within the City. Fire related injuries (calendar year): 2004 – two injuries; 2005 – three injuries; 2006 – three injuries. Our firefighters are trained in all aspects of fire ground safety.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Three injuries, One death	Three injuries, One death	0 injuries, 0 deaths

2. Continue to educate at least 3,000 children per year on fire prevention.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Educated ≥ 3,000 children	Educated ≥ 3,500 children	Educate ≥ 3,500 children

3. Hand out 1,000 or more smoke detectors each fiscal year.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Handed out ≥ 1500 smoke detectors	Handed out ≥ 1000 smoke detectors	Hand out ≥ 1,000 smoke detectors

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Increase recruitment of new firefighters.** This goal has been met.
2. **Develop an Urban Search and Rescue Team.** Personnel have been recruited for the team. Training exercises continue. This goal has been met.
3. **Replace phone system and upgrade the Red Alert Computer Aided Dispatching Program.** All of the necessary equipment has been purchased and installed. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Increase recruitment of new firefighters.** This objective is important to maintain staffing levels and for prompt responses to emergencies. This objective is part of the Fire Suppression and Rescue Response program and advances the critical success factor of Citywide Safety.

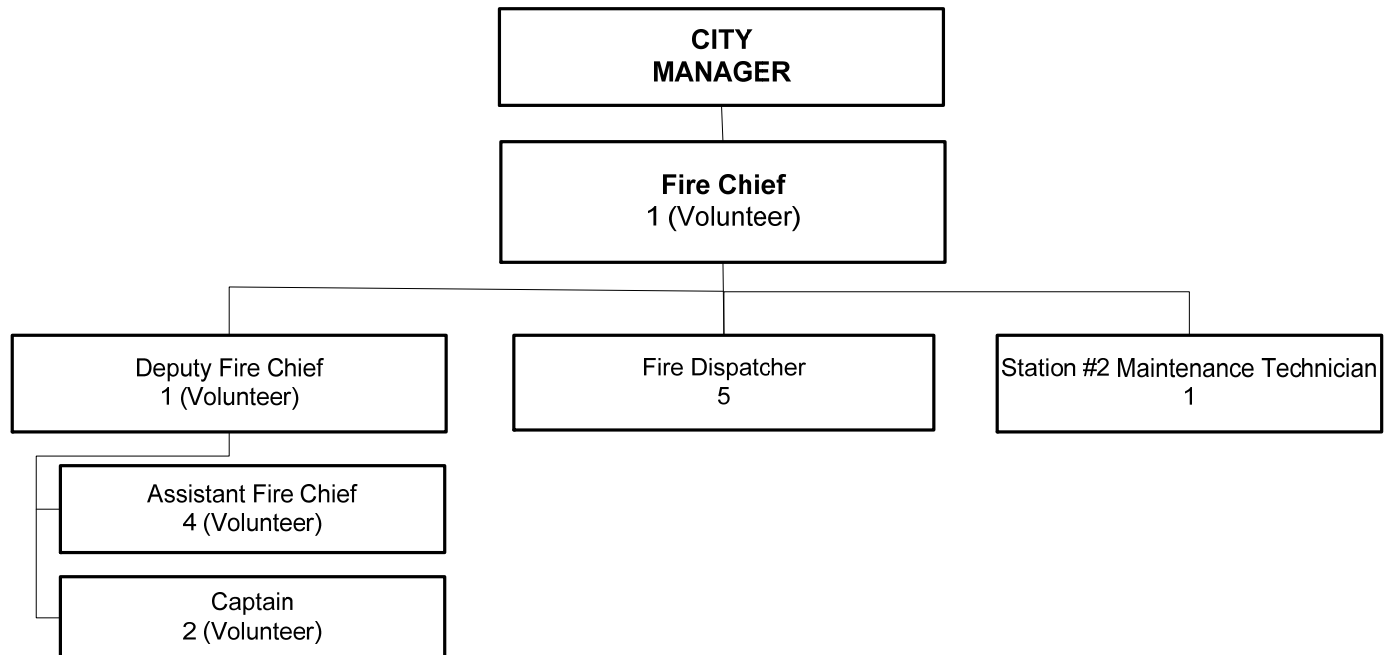
Measure: Training and recruitment of 12 new firefighters by July 2009.

2. **Maintain a Special Operations Rescue Team.** This objective is an important initiative in which we will become responsible for all trench, confined space, high angle, and structural collapse rescue situations in Central Delaware. This is will be a Kent County Team run by the Dover Fire Department. This objective is part of the Fire Suppression and Rescue Response program and advances the critical success factor of Citywide Safety.

Measure: Develop Team by November 2009

Note: By increasing the number of firefighters who are trained for these specialized tasks and providing them with the proper equipment, we will insure a higher level of safety and emergency responses for our citizens and the citizens of Delaware.

FIRE
ORGANIZATION CHART
FISCAL YEAR 2010



FIRE

110-1400-514

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	247,935	289,410	239,410	291,582
10-12	OVERTIME	3,771	-	35,000	8,000
10-13	TEMPORARY HELP	16,246	25,069	15,069	25,070
10-14	FICA TAXES	20,534	24,057	24,057	28,355
10-15	HEALTH INSURANCE	37,206	41,829	38,732	42,672
10-16	L I D INSURANCE	1,238	1,378	1,378	1,302
10-17	WORKERS COMPENSATION	1,530	4,796	4,512	1,970
10-19	PENSION	62,065	58,716	58,716	70,202
10-20	OPEB	-	7,235	7,235	-
	PERSONNEL COSTS	390,525	452,490	424,109	469,153
20-22	OFFICE SUPPLIES	255	200	200	200
20-26	PROGRAM EXPENSES/SUPPLIES	44,186	37,300	36,630	36,630
20-28	MEDICAL SUP & PHYSICALS	131	700	700	700
20-29	UNIFORMS/UNIFORM ALLOW	27,382	26,100	26,100	26,100
20-32	SECURITY/SAFETY MATERIALS	734	3,150	3,150	3,150
20-33	SMALL TOOLS	1,049	4,800	4,800	4,800
20-46	CITY BLDG MAINT SUPPLIES	1,775	1,950	1,950	1,950
20-58	WATER/SEWER	2,364	2,150	2,150	2,150
	MATERIALS & SUPPLIES	77,876	76,350	75,680	75,680
30-21	TELEPHONE/FAX	18,680	19,340	19,340	19,340
30-23	ELECTRICITY	48,423	53,820	53,820	53,820
30-24	HEATING OIL/GAS	19,535	22,000	22,000	20,000
30-28	TRAINING/CONF/FOOD/TRAVEL	6,540	8,365	8,365	8,365
30-31	CONTRACTUAL SERVICES	27,872	15,000	15,000	16,587
30-62	GASOLINE	22,074	21,000	21,000	21,000
30-64	TRUCK REPAIRS/MAINTENANCE	51,511	48,500	60,500	60,500
30-66	OTHER EQUIP REPAIRS/MAINT	4,525	4,000	9,000	4,000
30-67	RADIO REPAIRS/MAINTENANCE	2,235	2,000	2,000	2,000
	ADMINISTRATIVE EXPENDITURES	201,395	194,025	211,025	205,612
40-25	OTHER EQUIP - PURCHASE	55,872	-	-	-
40-26	RADIO - PURCHASE	12,803	8,000	24,323	4,000
40-31	CONSTRUCTION - PURCHASE	185,235	288,210	288,210	288,210
	CAPITAL OUTLAY	253,910	296,210	312,533	292,210
	TOTAL EXPENDITURES	923,706	1,019,075	1,023,347	1,042,655
	REVENUES:				
	GENERAL FUND	669,796	722,865	710,814	750,445
	GOVERNMENTAL CAPITAL PROJECTS FUNDS	253,910	296,210	312,533	292,210
	PERSONNEL:				
	FULL-TIME EQUIVALENT	6.0	6.0	6.0	6.0

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HUMAN RESOURCES

DEPARTMENTAL VISION

The Human Resources Department leads and supports City departments in maintaining a competent and capable workforce and in creating a work environment that reflects respect for employees and promotes effective service delivery to customers. Through the Department's efforts, Dover's workforce is diverse and satisfied.

MAJOR PROGRAMS

RECRUITMENT AND EMPLOYMENT

Objective: The objective of this program is to provide and retain qualified applicants to departments following the equal employment opportunity standards so they can effectively provide service to the citizens of Dover.

Measures:

1. Six months after hire, 98% of new hires complete probation and are performing satisfactorily.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	78% of new hires performing satisfactorily	80% of new hires performing satisfactorily	≥85% of new hires performing satisfactorily

2. Five years after hire, 97% of new hires are performing satisfactorily.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	95% of new hires performing satisfactorily after five years	96% of new hires performing satisfactorily after five years	≥97% of new hires performing satisfactorily after five years

EMPLOYEE BENEFITS

Objective: The objective of this program is to provide cost-effective and competitive benefits to all employees of the City of Dover.

Measures:

1. On an annual basis, analyze the City's salary and benefits package to ensure it is competitive with other municipalities and make recommendations for necessary adjustments.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Analyzed surveys; prepared adjustment recommendations	Surveys analyzed; prepared adjustment recommendations	Analyze surveys; prepare adjustment recommendations

2. Deliver recommendations to the City Manager by March of each fiscal year.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Recommendations were made to City Manager in March 2008	Recommendations to be made to City Manager in March 2009	Recommendations to be made to City Manager in March 2010

EMPLOYEE AND LABOR RELATIONS

Objective: The objective of this program is to maintain employee satisfaction, morale, and to promote a positive working relationship with employees and Dover's labor unions and to provide adequate training in order to maintain a capable and satisfied workforce.

Measures:

1. Conduct an Employee Satisfaction Survey every three years.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Next survey is scheduled to be completed in Fiscal Year 2009	Survey results to be reviewed and shared with employees by December 2009	Employee Survey conducted by NCS completed in March 2010

2. In the next fiscal year address one weakness identified by the Employee Satisfaction Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Another identified weakness was addressed in Fiscal Year 2007	Another identified weakness will be addressed	Weakness will be identified and addressed

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Update the 2004 City of Dover Personnel Policy Handbook by June 2009.**
This objective is part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure: The updated Handbook will be revised, reviewed by the City Manager and approved by Council by June 2009. This goal will be carried forward to Fiscal Year 2010.
2. **Develop an Employee-Paid Vision Benefit.** This objective is part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication

Measure: The benefit information was submitted to City Council for approval in the fall of 2008 and the benefit was implemented November 2008. This goal has been completed.

3. **Manage the contract with Management Advisory Group (MAG) for the evaluation of the Pay-For-Performance system.** Ensure the contract and scope of work requirements are being met by coordinating meetings and disseminating information between the City and MAG. This objective is part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure:

- a. The evaluation of the Pay-For-Performance System was completed in January 2009. This goal has been completed.
 - b. Implement the recommendations adopted by the City Council and/or City Manager. Completion dates will be determined at the conclusion of the study. This goal has been partially completed as the recommendations are continuing to be discussed with Council.
4. **Conduct contract negotiations with the union representing the Fraternal Order of Police.** Schedule a preliminary strategy meeting with the City Manager, Treasurer, and Police Chief. Prepare and present a report, that includes the agreed upon strategy, to City Council. Receive input; develop a negotiating timeline and an acceptable contract. This objective is part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure: Contract negotiations to be in final stages by June 2009. This goal is partially complete as a contract has been actively negotiated; however, a settlement has not been reached with the FOP.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Update the 2004 City of Dover Personnel Policy Handbook by June 2010.** This objective is part of the Employee and Labor Relations program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure: The updated Handbook will be revised, reviewed by the City Manager and approved by Council by June 2010.

2. **Enhance the Human Resources link on the City of Dover's website by providing more in-depth details about the benefits the City offers.** This objective advances the critical success factor of Customer Satisfaction and Effective Community Communication. An indicator of success will be the unspoken satisfaction from outside sources researching our benefit package.

Measure: Enhancement to be completed by January 2010.

3. **Organize a Benefit Fair in which all vendors of current employee benefits are invited to attend.** The objective advances the critical success factor Employee Satisfaction and Effective Organization Communication. The indicator of success will be the satisfaction from the employees. The benefit fair is to educate employees about the benefits that the City offers.

Measure: The benefit fair to be held by June 2010.

4. **Implement the PFP evaluation system for bargaining unit employees.** The objective advances the critical success factor Employee Satisfaction and Effective Organization Communication. Success will be determined upon eagerness by supervisors to utilize the program.

Measure: This objective is to be completed by January 2010.

**HUMAN RESOURCES
ORGANIZATION CHART
FISCAL YEAR 2010**



HUMAN RESOURCES

110-3100-518

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	181,162	196,908	196,908	200,702
10-12	OVERTIME	597	1,000	1,000	-
10-14	FICA TAXES	13,523	14,883	14,883	14,967
10-15	HEALTH INSURANCE	29,736	44,396	41,638	38,376
10-16	L I D INSURANCE	1,223	1,481	1,481	1,323
10-17	WORKERS COMPENSATION	333	1,049	889	1,063
10-18	EDUCATIONAL ASSISTANCE	-	-	-	16,000
10-19	PENSION	40,638	45,319	45,319	57,868
10-20	OPEB	-	4,923	4,923	-
	PERSONNEL COSTS	267,212	309,959	307,041	330,299
20-21	FURNITURE/FIXTURES	-	500	500	-
20-22	OFFICE SUPPLIES	1,559	1,590	1,590	1,590
20-23	PRINTING AND DUPLICATING	5,347	6,200	6,200	5,500
20-26	PROGRAM EXPENSES/SUPPLIES	2,142	1,850	1,850	1,850
20-28	MEDICAL SUP & PHYSICALS	23,797	25,000	22,694	29,800
20-32	SECURITY/SAFETY MATERIALS	14,329	20,000	20,000	9,500
20-37	COMPUTER SOFTWARE	-	100	100	100
20-38	COMPUTER HARDWARE	244	-	-	2,800
20-48	PERSONNEL RELATED SUP	18,932	22,200	22,200	20,750
	MATERIALS & SUPPLIES	66,350	77,440	75,134	71,890
30-21	TELEPHONE/FAX	642	700	700	700
30-25	ADVERTISEMENT	17,587	14,000	5,000	6,000
30-27	SUBSCRIPTIONS AND DUES	2,819	3,330	3,330	3,000
30-28	TRAINING/CONF/FOOD/TRAVEL	3,434	6,120	6,120	1,000
30-29	CONSULTING FEES	14,464	2,000	1,163	9,500
30-31	CONTRACTUAL SERVICES	6,993	1,000	28,972	1,000
30-39	IN-HOUSE TRAINING	-	2,000	2,000	1,000
30-41	UNEMPLOYMENT COMP EXPENSE	5,921	16,971	25,971	26,971
30-61	OFF EQUIP/REPAIRS & MAINT	-	600	600	600
	ADMINISTRATIVE EXPENDITURES	51,860	46,721	73,856	49,771
	TOTAL EXPENDITURES	385,422	434,120	456,031	451,960
	REVENUES:				
	GENERAL FUND	385,422	434,120	456,031	451,960
	PERSONNEL:				
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0

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INFORMATION TECHNOLOGY

DEPARTMENTAL VISION

Information Technology is a valued resource for all City departments. Through the team effort of departmental staff, customers, and vendors, Information Technology has a reputation for being responsive, knowledgeable, proactive, and flexible. We support the existing technology infrastructure with a constant eye on opportunities for continual improvement and efficiencies.

MAJOR PROGRAMS

SUPPORT

Objective: The objective of this program is to provide our customers with the right hardware and software within standards; maintain the reliability of this as well as the reliability of the network infrastructure; and train employees on usage so they can perform their jobs more efficiently.

Measures:

1. Maintain a 99 percent or greater rating on system availability during business hours.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	99 percent system availability rating	99 percent system availability rating	≥99 percent system availability rating

2. Replace desktop, laptop, server, and printer hardware according to the four-year rotation hardware life cycle management program. Closely monitor the need to upgrade/replace the iSeries computer based on utilization. The iSeries is a critical component of City operations as it houses HTE, one of the City's core applications.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Replaced 39 desktop/laptop, 11 printers, and iSeries	Hardware Lifecycle Program deferred until Fiscal 2009-2010	Replace 39 desktops, 13 laptops, one server and 13 printers

3. Provide training to 200 or more participants.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Held 57 training classes with 156 participants	Held 75 training classes with 202 participants	Increase classes and attendance by 10 percent

4. Provide a convenient means of submitting requests for service, knowledge, and/or data and monitor the quality of those services received by conducting a Customer Satisfaction Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Upgrade to Track-It! 7.0 - I/T Help Desk Tracking System completed	Upgrade to Track-It! 8.5 completed - New Version provides improved self service web to submit work orders and access knowledge base	Implement a Customer Satisfaction Survey

PROGRAMMING

Objective: The objective of this program is to provide an easy-to-use, feature-packed website for the Dover community in addition to intranet and mainframe programming for City departments.

Measures:

1. Deploy on-line bill payment for at least one more service during the fiscal year.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Deployed On-line Tax Payments	Implemented Third Party Credit Card Processing for Utility Bills	Temporarily on hold due to vacant Web Programmer position.

2. Program and implement at least one more application for the intranet.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	N/A	Implemented Electric Material Blanket Bid Application and CIP Upgrades	Temporarily on hold due to vacant Web Programmer position.

ADMINISTRATION

Objective: The objective of this program is to direct numerous aspects of technology implementation; long-range planning; technology selection; build versus buy decisions; deployment; and maintenance for employees so that they can do their jobs effectively and efficiently.

Measures:

1. Conduct two Technology Advisory Committee (TAC) meetings per year in order to maintain the Information Technology Long-Range Plan (LRP).

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Conducted two meetings 6/27/2007 and 10/11/2007	Conducted two meetings 7/11/2008 and 9/29/2008	Conduct one meetings in September 2009

2. Review and update one Information Technology policy per year.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Created the Acceptable Usage Policy	Life Cycle Policy Reviewed	Formalize policies as identified by auditors

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Implement e-Government on the Internet** - Provide citizens with on-line method to pay bills via credit card using a third party service. This objective is part of the Programming program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measure: Effective on October 29, 2008 Citizens were able to make on-line payments for utility bills using Choice Pay, a third party service provider. This goal has been completed.

2. **Complete the upgrade/replacement of Inner City Fiber Optic Loop** – Oversee the additional fiber installation around the City. Work with a third party to terminate new fiber. Purchase the balance of needed electronics and work with another third party to complete the configuration with minimal network downtime. This will provide continuity of service should any core path be compromised. This objective is part of the Programming Program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measure: Ensure all parts of the fiber loop are in place, configured, tested, and implemented by June 2009. This goal has been completed 16.5% under projected budgeted amount.

3. **Work with the Public Services Director to examine and study GPS tracking of the Sanitation Fleet.** This objective is part of the Support Program and advances the critical success factor of Cost and Revenue Efficiency.

Measure:

- A working environment to be completed by October 31, 2008. This goal has been completed.
- Monitoring methods and monthly reporting to assess the usefulness of the technology to be established by December 31, 2008. This goal has been completed.
- Empirical results of using GPS technology presented to City Council in April 2009. This goal is partially completed pending the presentation to City Council.

4. **Implement an employee intranet website, on a secure location, on the Website to provide employees information that may be of personal or work related value.** Information available should include: benefit information, health information, important dates (munch lunch, vaccines), e-newsletters, HR and Payroll forms, employee directory, facilities management work orders and status report, fleet maintenance schedules and advisories. This objective is part of the Programming program and advances the critical success factor of Employee Satisfaction and Effective Organizational Communication.

Measure: Intranet section to be completed and available for employee use by May 2009. The rewrite and expansion of the City's intranet site was completed on May 11, 2009. This goal has been completed.

5. **Work with identified divisions to improve and further develop the City's Website.** This objective is part of the Programming program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measure:

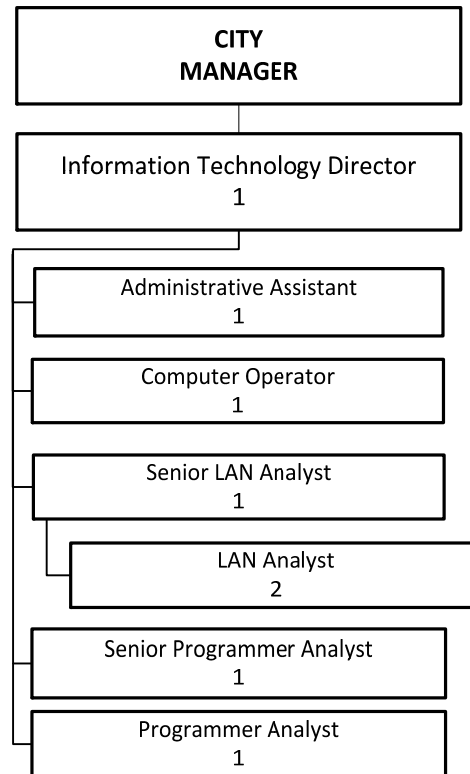
- a. Collaborated with the Public Affairs Coordinator and the Library Director to create a new web page for the new library. Major updates completed in April 2009 include added pictures, forms, photo gallery and new donors list. This goal has been completed.
- b. In cooperation with the Assessor's office, enhancements the Assessor's section of the City website and improvements to the site's usefulness for the community, were completed in April 2009. This goal has been completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Implement revised e-Government on the Internet** – Complete items as scheduled in the revised e-Gov Strategic Plan by December 2009. This objective is part of the Programming program and advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measure: The e-government portion will increase the statistics of how many used the internet to conduct business with the City of Dover. Citizens would benefit from the revised scheduled items by December 2009. This project has been placed on hold due to the vacant Web Programmer position.

**INFORMATION TECHNOLOGY
ORGANIZATION CHART
FISCAL YEAR 2010**



INFORMATION TECHNOLOGY

110-2200-516

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	320,844	417,510	407,234	423,355
10-14	FICA TAXES	23,441	31,184	31,184	32,449
10-15	HEALTH INSURANCE	60,396	93,694	87,538	84,828
10-16	L I D INSURANCE	2,267	2,992	2,992	2,197
10-17	WORKERS COMPENSATION	587	2,212	1,895	2,324
10-19	PENSION	64,199	85,622	85,622	94,622
10-20	OPEB	-	10,437	10,437	-
	PERSONNEL COSTS	471,734	643,651	626,902	639,775
20-21	FURNITURE/FIXTURES	835	881	881	881
20-22	OFFICE SUPPLIES	713	1,125	1,125	1,125
20-23	PRINTING AND DUPLICATING	20	-	-	-
20-31	BOOKS	25	50	50	50
20-34	DATA PROCESSING SUPPLIES	2,484	2,400	2,400	2,400
20-37	COMPUTER SOFTWARE	46,202	67,143	67,143	67,143
20-38	COMPUTER HARDWARE	18,392	16,595	16,595	15,055
	MATERIALS & SUPPLIES	68,671	88,194	88,194	86,654
30-21	TELEPHONE/FAX	4,131	3,850	3,850	3,850
30-27	SUBSCRIPTIONS AND DUES	894	850	850	850
30-28	TRAINING/CONF/FOOD/TRAVEL	4,657	6,500	6,500	-
30-31	CONTRACTUAL SERVICES	26,732	10,460	10,460	10,460
30-39	IN-HOUSE TRAINING	10,000	12,000	12,000	12,000
30-61	OFF EQUIP/REPAIRS & MAINT	147,669	122,871	122,871	129,371
30-62	GASOLINE	66	115	115	115
	ADMINISTRATIVE EXPENDITURES	194,149	156,646	156,646	156,646
40-25	OTHER EQUIP - PURCHASE	79,998	-	-	-
40-28	COMPUTER HARDWARE/CAPITAL	140,719	110,915	87,704	7,000
	CAPITAL OUTLAY	220,717	110,915	87,704	7,000
	TOTAL EXPENDITURES	955,271	999,406	959,446	890,075
	REVENUES:				
	GENERAL FUND	734,554	888,491	871,742	883,075
	GOVERNMENTAL CAPITAL PROJECTS FUND	220,717	110,915	87,704	7,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0

PARKS AND RECREATION

DEPARTMENTAL VISION

The Parks and Recreation Department is a valued resource for our customers. Through the efforts of Department staff and volunteers, Parks and Recreation has a reputation for meeting the ever-changing needs of our customers. We provide beautiful park settings, competitive sport leagues, and programs that are educational and fun for a diverse population.

MAJOR PROGRAMS

PARKS AND PARK MANAGEMENT

Objective: The objective of this program is to provide safe, clean, and well-maintained sports fields and playground sites for the enjoyment of the citizens of Dover.

Measure:

1. Increase the rating from 58% to 60%, for the overall appearance of City parks as measured in the Annual Citizen Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	58% Overall Appearance Rating	Annual Citizen Survey Not Conducted	≥60% Overall Appearance Rating

2. Maintain a safety rating of 78% or better “good to excellent” for park safety ratings during the day in the Annual Citizen Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	79% Safety Rating	Annual Citizen Survey Not Conducted	≥78% Safety Rating

RECREATION

Objective: The objective of the Recreation Program is to provide outdoor and indoor recreation opportunities year-round so that the citizens of Dover are satisfied with performance programs offered.

Measures:

1. Maintain a customer satisfaction “good to excellent” rating of 96% or better with performances offered by June 2008.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	99% Customer Satisfaction Rating	96% Customer Satisfaction Rating	≥94% Customer Satisfaction Rating

2. Increase the level of participation in recreational activities from 40% to 45%, as measured on the Annual Citizen Survey by June 2008.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Level of Participation - 40%	Annual Citizen Survey Not Conducted	Level of Participation ≥45%

3. Conduct surveys of team managers from the City's Softball League to determine their overall satisfaction with league structure. Maintain a 90% or greater satisfaction rating.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	90% Overall Satisfaction with League Structure	90% Overall Satisfaction with League Structure	≥90% Overall Satisfaction with League Structure

4. Increase the recreational opportunities from 41% to 45%, as measured by the Annual Citizen Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Recreational opportunities – 41%	Annual Citizen Survey Not Conducted	Recreational opportunities ≥45%

RECREATION – JOHN W. PITTS RECREATION CENTER

Objective: The objective of this program is to provide year-round indoor recreation opportunities at the John W. Pitts Recreation Center that the citizens of Dover are satisfied with performance programs offered.

Measures:

1. Conduct surveys of JWP Recreation Center participants to determine customer satisfaction “good to excellent” with programs offered.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	N/A	Benchmark will be established in Fiscal Year 2009	≥90% Customer Satisfaction Rating

2. Number of hours the building was opened for programming that meets customer satisfaction level good to excellent.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	N/A	Benchmark will be established in Fiscal Year 2009	≥85% Satisfaction level

3. Number of days per week the Parks & Recreation office operated programs within the JWP Recreation Center.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	N/A	Benchmark will be established in Fiscal Year 2009	7 days per week

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Skate Board Park (Two-Year project).** The construction of a Skate Park will provide the youth of Dover with a safe place to ride their skateboards. This objective is part of the Parks and Parks Management Program and advances the critical success factors of Citywide Safety, Customer Satisfaction, and Effective Community Communication.

Measure: This is a two-year project with the planning and design phase occurring in Fiscal 2009. Due to budget reductions, this goal was not completed.

2. **Splash Pad at Schutte Park (Two-Year Project).** The construction of a Splash Pad at Schutte Park will provide water-based recreational outlets for youth during the summer months. This project is a part of the Parks and Parks Management Program and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

Measure: This is a two-year project with the planning and design phase occurring in Fiscal 2009. Due to budget reductions, this goal was not completed.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Increase web presence for John W. Pitts Recreation Center (One-Year project).** Improve the Parks & Recreation webpage to include updated park information, and recreational information on the John W. Pitts Recreation Center. Information to be included: recreational programs, pertinent building statics, facility rental information, and other frequently asked questions. This objective is part of the Administrative Support program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Information posted to webpage on a quarterly time schedule.

LIBRARY

DEPARTMENTAL VISION

The library meets the educational, cultural, and recreational needs of a diverse population through library collections and library services with a well-trained staff available to promote library resources and to assist with their use.

MAJOR PROGRAMS

CIRCULATION AND USAGE

Objective: The objective of this program is to ensure that the library provides current information and popular materials in a timely manner so that the needs of library patrons are met and the library remains vital to the lives of citizens and patrons.

Measures:

1. Increase materials circulated by at least five percent each year by the end of the fiscal year.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	408,827 materials circulated, 4% of increase	428,633 materials circulated 4.8% increase	450,731 or ≥5% increase in materials circulated

2. Increase number of visitors to the library by at least ten percent by the end of the fiscal year.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	395,939 visitors recorded at the library, .05% decrease	395,217 visitors recorded at the library, 1% decrease	479,086 or ≥10% increase in number of visitors

3. Maintain a 63% rating or better of “good to excellent” in the variety of materials at the library as measured in the Library’s Annual Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	63% of patrons surveyed rated the variety of materials at the library “good to excellent”	65% of patrons surveyed stated the library provides the “best” selection of materials	≥63% of patrons surveyed rated the variety of materials at the library “good to excellent”

CUSTOMER SERVICE

Objective: The objective of this program is to provide “good to excellent” service to library patrons.

Measures:

1. Maintain a 67% or better “good to excellent” rating in the Annual Citizen Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	67% rating	Annual Citizen Survey Not Conducted	≥67% or better “good to excellent” rating

2. Maintain an 81% rating or better of “good to excellent” in overall customer satisfaction on the Library’s Annual Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Not measured this year	Annual Citizen Survey Not Conducted	≥81% of patrons surveyed rated library customer service as “good to excellent”

3. Maintain security guards to ensure a safe and pleasant library environment and reduce the number of incident reports filed at the library.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	14 incidents reported	11 incidents reported	≤14 incidents reported

**The Citizen Survey will be conducted bi-annually.*

REFERENCE AND READERS’ SERVICES

Objective: The objective of this program is to provide timely and accurate answers to patrons’ reference, research, and reader’s advisory questions.

Measures:

1. Maintain an 85% or better overall satisfaction rating for those library patrons surveyed on the Library’s Annual Survey who need reference assistance.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	88% of patrons surveyed gave reference assistance an overall satisfaction rating	65% of patrons surveyed said they were “extremely” or “very” satisfied with reference assistance	≥85% of patrons surveyed gave reference assistance an overall satisfaction rating

- Achieve an 85% overall satisfaction rating for the availability of and usage of on-line resources by library patrons on the Library's Annual Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Not measured this year	70% of patrons surveyed said they "frequently" or "always" felt satisfied with on-line resources	≥85% of patrons surveyed gave the availability and usage of on-line resources an overall satisfaction rating

PROGRAMMING

Objective: The objective of this program is to promote the library and its collection by providing educational, informational, and recreational programs to children, teenagers, and adults.

Measures:

- Maintain the programs offered for children, teens, and adults.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	275 programs offered for children, teens, and adults	325 programs offered for children, teens, and adults	≥300 programs offered for children, teens, and adults

- Increase program participation by children, teens, and adults by five percent.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	9,827 patrons participated in programs offered	9,968 patrons participated in programs offered	10,834 patrons participated in programs offered or ≥5% increase

- Administer computer classes to teach library patrons how to acquire e-mail accounts, use the Internet, and conduct research.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	24 computer classes held	23 computer classes held	Conduct ≥30 computer classes

- Develop and conduct classes to instruct patrons in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Two classes conducted in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center	Two classes conducted in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center	Conduct ≥2 classes in the use of philanthropy materials in conjunction with the Cooperating Collection of the Foundation Center

5. Establish usage benchmarks for the Cooperating Collection of the Foundation Center.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Not measured this year.	Due to unexpected staff shortages, this goal was not accomplished.	Results based on benchmarks established in Fiscal Year 2009 for the Cooperating Collection of the Foundation Center

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Secure funding for the new Dover Anchor Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Submit funding requests to foundations, businesses, and other potential donors in order to meet the goal of raising at least \$2,000,000 for the new library.

Goal Met: We have received pledges and further commitments from the Friends of Dover Public Library, the City of Dover, the State of Delaware, and private donations. Funding requests have been submitted to foundations, and a capital campaign will be in progress.

2. **Secure services of a professional architectural firm for the new Dover Anchor Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Finalize contract with a professional architectural firm who will complete a schematic design for the new Dover Anchor Library.

Goal Met: The firm of Holzman Moss Architecture was hired to establish a concrete vision and schematic design for the Dover Anchor Library, which will be a symbol of the City's commitment to the cultivation of knowledge and community.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Secure the necessary funding to complete the funding plan for the new Dover Public Anchor Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Obtain commitment of funding to complete the 18.2 million funding plan by September 2009.

2. **Finalize building design and site construction plans for the new Dover Public “Anchor” Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Finalize building design and site plans by December 2009.

3. **Hire a construction company and begin construction of the new Dover Public “Anchor” Library.** This objective is part of the Capital Improvement Projects (CIP) and advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Finalize a contract with a construction company who will build the new Dover Anchor Library by March 2010.

4. **Replace the Adult Services Librarian II position to oversee the work of the reference and circulation departments and supervise staff in those departments.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Hire an Adult Services Librarian II by September 1, 2009.

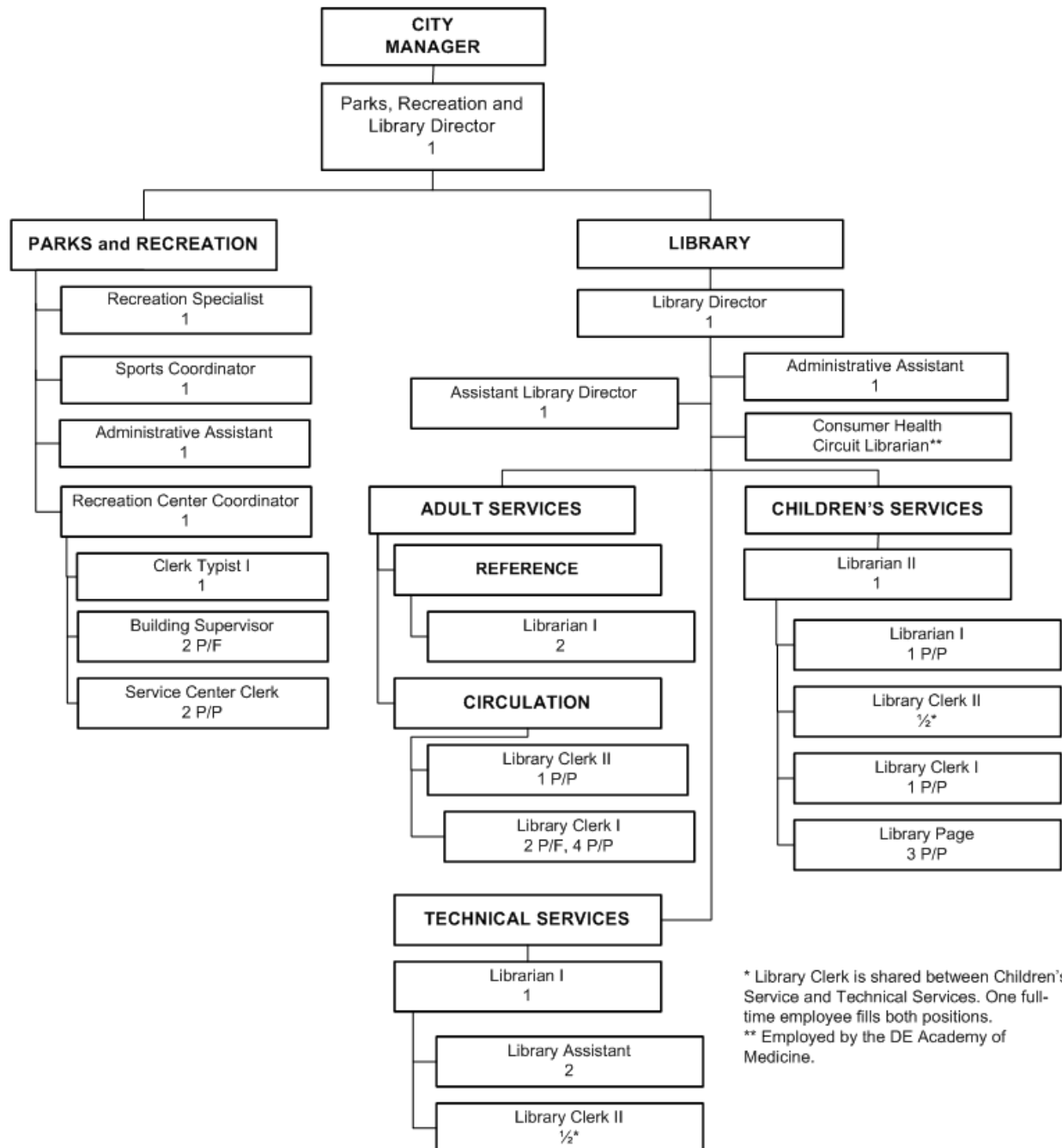
5. **Ensure a clean and sanitary public Library facility during busy weekend hours.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Hire or contract part-time custodial help for weekend hours by September 1, 2009.

6. **Expand the availability of on-line reference and research resources.** This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication and Improving Downtown and Surrounding Neighborhoods.

Measure: Add two new on-line databases for reference services and public access by September 1, 2009.

PARKS, RECREATION AND LIBRARY ORGANIZATION CHART FISCAL YEAR 2010



PARKS and RECREATION

110-1500-525

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	235,134	320,804	320,804	332,766
10-13	TEMPORARY HELP	31,997	54,066	56,736	16,083
10-14	FICA TAXES	20,367	28,691	28,973	25,988
10-15	HEALTH INSURANCE	32,980	79,392	46,264	48,783
10-16	L I D INSURANCE	1,611	2,550	2,550	2,048
10-17	WORKERS COMPENSATION	824	3,127	3,071	2,645
10-19	PENSION	39,924	64,230	64,230	45,580
10-20	OPEB	-	8,020	8,020	-
	PERSONNEL COSTS	362,837	560,880	530,648	473,893
20-21	FURNITURE/FIXTURES	584	1,545	1,545	-
20-22	OFFICE SUPPLIES	2,365	2,800	2,800	2,800
20-23	PRINTING AND DUPLICATING	1,510	4,000	4,000	2,500
20-26	PROGRAM EXPENSES/SUPPLIES	40,319	67,515	67,515	55,000
20-28	MEDICAL SUP & PHYSICALS	45	500	500	250
20-29	UNIFORMS/UNIFORM ALLOW	-	600	600	300
20-32	SECURITY/SAFETY MATERIALS	875	1,307	1,307	1,307
20-37	COMPUTER SOFTWARE	1,795	1,675	1,675	1,675
20-38	COMPUTER HARDWARE	4,110	-	-	6,900
20-46	CITY BLDG MAINT SUPPLIES	2,920	9,000	9,000	6,000
20-58	WATER/SEWER	637	2,328	2,328	1,200
	MATERIALS & SUPPLIES	55,160	91,270	91,270	77,932
30-21	TELEPHONE/FAX	2,202	3,438	3,438	2,500
30-23	ELECTRICITY	36,847	83,000	83,000	83,000
30-24	HEATING OIL/GAS	6,582	13,225	13,225	10,000
30-25	ADVERTISEMENT	6,073	3,000	3,000	1,000
30-27	SUBSCRIPTIONS AND DUES	185	600	600	400
30-28	TRAINING/CONF/FOOD/TRAVEL	1,663	2,651	2,651	2,000
30-31	CONTRACTUAL SERVICES	89,442	106,587	106,587	104,000
30-61	OFF EQUIP/REPAIRS & MAINT	1,030	2,000	2,000	1,500
30-62	GASOLINE	1,052	966	966	700
30-63	AUTO REPAIRS/MAINTENANCE	42	-	-	-
30-67	RADIO REPAIRS/MAINTENANCE	531	542	542	542
	ADMINISTRATIVE EXPENDITURES	145,649	216,009	216,009	205,642
40-21	OFFICE EQUIP - PURCHASE	17,847	-	13,722	-
40-25	OTHER EQUIP - PURCHASE	23,518	-	23,482	-
40-31	CONSTRUCTION - PURCHASE	2,094,716	500,000	558,500	-
	CAPITAL OUTLAY	2,136,081	500,000	595,704	-
	TOTAL EXPENDITURES	2,699,727	1,368,159	1,433,631	757,467
	REVENUES:				
	GENERAL FUND	563,646	868,159	837,927	757,467
	GOVERNMENTAL CAPITAL PROJECTS FUND	2,136,081	500,000	595,704	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	8.0	8.0	8.0	8.0

LIBRARY

110-1500-523

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	655,716	693,134	686,852	672,587
10-12	OVERTIME	1,780	4,774	4,774	-
10-14	FICA TAXES	49,087	53,047	52,219	51,616
10-15	HEALTH INSURANCE	80,954	86,917	81,147	85,791
10-16	L I D INSURANCE	3,280	3,625	3,625	3,494
10-17	WORKERS COMPENSATION	1,200	3,737	3,191	3,638
10-19	PENSION	106,705	107,374	107,374	130,717
10-20	OPEB	-	17,513	17,513	-
	PERSONNEL COSTS	898,722	970,121	956,695	947,843
20-21	FURNITURE/FIXTURES	1,686	275	275	-
20-22	OFFICE SUPPLIES	892	691	691	691
20-23	PRINTING AND DUPLICATING	2,542	2,111	1,464	2,111
20-26	PROGRAM EXPENSES/SUPPLIES	7,088	5,825	5,825	5,825
20-31	BOOKS	64,235	64,789	64,789	64,789
20-32	SECURITY/SAFETY MATERIALS	264	264	264	264
20-37	COMPUTER SOFTWARE	2,383	1,407	1,407	1,407
20-38	COMPUTER HARDWARE	37,432	-	-	5,150
20-46	CITY BLDG MAINT SUPPLIES	13,300	10,200	10,200	10,200
20-47	AUDIO VISUAL SUPPLIES	1,327	1,054	1,054	1,054
20-58	WATER/SEWER	1,560	1,650	1,650	1,650
	MATERIALS & SUPPLIES	132,709	88,266	87,619	93,141
30-21	TELEPHONE/FAX	19,679	20,771	20,771	20,771
30-22	POSTAGE	56	54	54	54
30-23	ELECTRICITY	32,644	38,892	38,892	38,892
30-24	HEATING OIL/GAS	5,414	7,245	7,245	7,000
30-27	SUBSCRIPTIONS AND DUES	14,182	14,544	14,544	14,544
30-28	TRAINING/CONF/FOOD/TRAVEL	2,045	456	4	240
30-31	CONTRACTUAL SERVICES	21,604	28,976	28,976	25,000
30-61	OFF EQUIP/REPAIRS & MAINT	1,674	1,231	1,231	1,231
	ADMINISTRATIVE EXPENDITURES	97,298	112,169	111,717	107,732
40-31	CONSTRUCTION - PURCHASE	4,001	-	-	-
40-25	OTHER EQUIP - PURCHASE	8,795	-	-	-
40-31	CONSTRUCTION - PURCHASE	-	1,200,000	1,200,000	8,912,433
	CAPITAL OUTLAY	12,796	1,200,000	1,200,000	8,912,433
	TOTAL EXPENDITURES	1,141,525	2,370,556	2,356,031	10,061,149
	REVENUES:				
	GENERAL FUND	1,128,729	1,170,556	1,156,031	1,148,716
	GOVERNMENTAL CAPITAL PROJECTS FUND	12,796	1,200,000	1,200,000	8,912,433
	PERSONNEL:				
	FULL-TIME EQUIVALENT	18.0	18.0	18.0	18.0

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POLICE

DEPARTMENTAL VISION

The City of Dover Police Department proudly serves the community by protecting the life and property of its citizens and visitors; enforcing the law; and working in partnership with the public to enhance the quality of life; as well as nurturing public trust by holding ourselves to the highest standards of performance and ethics.

MAJOR PROGRAMS

CORE LAW ENFORCEMENT (PATROL, CRIMINAL INVESTIGATION, SPECIAL ENFORCEMENT, EMERGENCY OPERATIONS)

Objective: The objective of this program is to continue to provide timely response to calls for service and to continue to exceed national averages for criminal clearance rates.

Measure:

1. Monitor average response times*.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	4.00 minutes	4.00 minutes	4.00 minutes

* The times above reflect the average time officers respond to priority 1 and 2 calls, once dispatched.

2. Monitor the violent crimes average clearance rate. The current benchmark of 49.7% is the 2005 national average rate.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	78%	80%	≤80%

3. Achieve a good to excellent overall performance rating (65% or better) as reported in the Annual Citizen Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	67.4% Overall Performance Rating	Annual Citizen Survey Not Conducted	≥65% Overall Performance Rating

OPERATIONAL SUPPORT SERVICES (DISPATCH, EVIDENCE AND PHOTOGRAPHY, PLANNING AND TRAINING, VICTIM SERVICES)

Objective: The objective of this program is to provide training, technical, and administrative support to department personnel to maintain high quality police services.

Measure:

1. Monitor average dispatch times*.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	3.8 minutes	3.8 minutes	≥3.8 minutes

* The times above reflect the average time dispatchers answer and respond to priority 1 and 2 calls.

ADMINISTRATIVE SUPPORT SERVICES (RECORDS, COMPUTER SUPPORT, FINANCIAL ADMINISTRATION, BUILDING MAINTENANCE, PURCHASING, AND FLEET MAINTENANCE)

Objective: The objective of this program is to provide timely and cost-effective administrative support for all sworn personnel, to enhance their effectiveness.

Measure: Establish target benchmark for the processing of incident reports. Assess progress toward benchmark.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	25.45 minutes	25.30 minutes	≤25.30 minutes

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Attain the Flagship Agency status in the next CALEA inspection.** Despite all its efforts, the Department missed attaining flagship status in the December 2008 inspection due to a very minor technicality. It was a major disappointment for everyone involved. This goal has not been met.
2. **Reinstate the Youth Academy.** The Police Department reinstated and conducted a session of the youth academy in July 2008. It was a positive learning experience for all the youth involved. This goal has been met.
3. **Test, implement, and complete conversion to HTE system for payroll processing.** The Police Department successfully transitioned payroll accounting activities for all department personnel to the City's HTE system in September 2008. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Obtain grant funding from the COPS Hiring Recovery Program to replace one police officer position vacated through attrition.** Funding for this program was made available through the American Recovery and Reinvestment Act, signed by the President in February 2009. This grant program provides funding directly to law enforcement agencies to hire and/or rehire career law enforcement officers in an effort to create and preserve jobs, and to increase their community policing capacity and crime prevention efforts. The Police Department applied for grant funds in April 2009 as a result of the City-wide hiring freeze imposed by City Council in February to cope with budget pressures. Without the grant funds, the Police Department would have had to wait until three officers left through normal attrition to hire one replacement.

Measure: Obtain approval for grant application and subsequent award of grant funds.

Budget: Reimbursement of Salary and Benefits Costs (110-1700-543-10-XX) - \$243,761

2. **Obtain grant funding from the Edward Byrne Memorial Competitive Grant Program to hire an additional dispatcher position.** Funding for this program was also made available through the American Recovery and Reinvestment Act, signed by the President in February 2009. This grant program provides funding in several categories that relate to law enforcement agencies. Category IV of this grant program allows for the hiring of civilian staff in law enforcement agencies for up to two years and the focus of this grant is to implement ways to make sworn law enforcement more available on the street in an effort to reduce and prevent crime. The Police Department applied for grant funds in April 2009 since local funds were not available to hire this new dispatcher position.

Measure: Obtain approval for grant application and subsequent award of grant funds.

Budget: Reimbursement of Salary and Benefits Costs (110-1700-542-10-XX) - \$124,702

3. **Obtain grant funding from the Edward Byrne Memorial Justice Assistance Grant Program to purchase police vehicles.** Funding for this program was also made available through the American Recovery and Reinvestment Act, signed by the President in February 2009 and is a formula based grant program. Funds were allocated to law enforcement agencies nationwide based on a set of predetermined factors. The Dover Police Department was allocated \$294,831 under this program and plans to purchase the eight Ford Crown Victoria vehicles that were cut out of the department's Fiscal Year 2009 budget due to the fiscal constraints. Saturation foot patrols aimed at reducing crime in higher crime areas throughout the city and computer upgrades will also be funded by this grant. The Police Department submitted its grant application for these funds in late March 2009.

Measure: Since this is not a competitive award, the grant award is impending so the only actions required are to answer any questions during the grant application review process and await the subsequent award of grant funds.

Budget: \$294,831 total will be reimbursed for vehicles (147-1700-541-40-22), computer hardware and software (110-1700-541-20-3X & 147-1700-541-40-2X) and extra duty overtime costs (110-1700-543-10-XX).

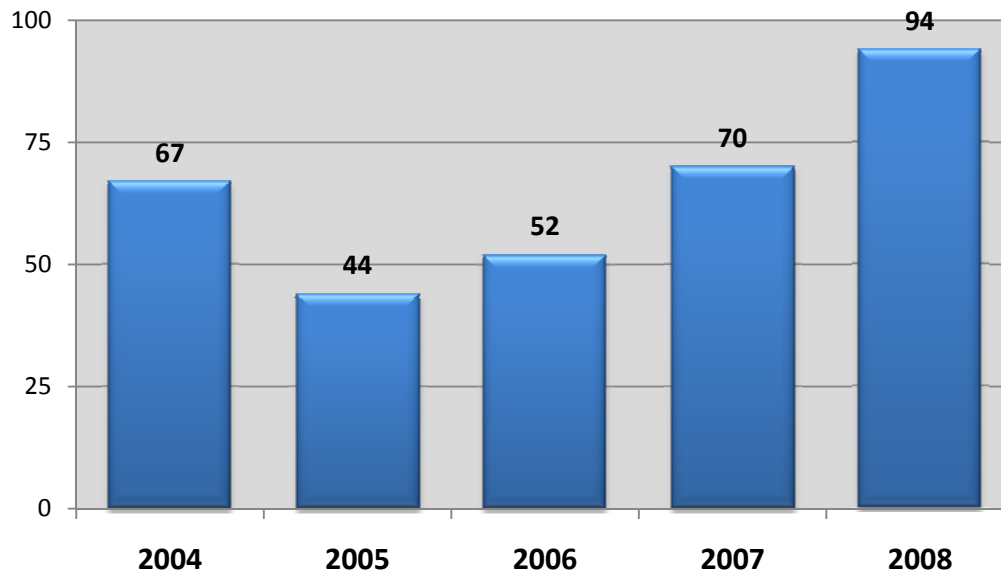
4. **Complete actions necessary to purchase the New Crisis Negotiation Team (CNT) vehicle.** Funding in the amount of \$125,000 was secured from the Department of Homeland Security on a Federal grant requested by the Delaware Emergency Management Agency (DEMA). DEMA has often acted as a pass-through agency for funding and programs pertaining to Homeland Security involving requirements for first responder type agencies. In this program, DEMA is also acting as the procurement agency and as such has completed all the steps for the purchase of this customized special purpose vehicle. Once the vehicle has been built, it will be delivered directly to the Dover Police Department.

Measure: The new vehicle is anticipated to be delivered in the fall of 2009.

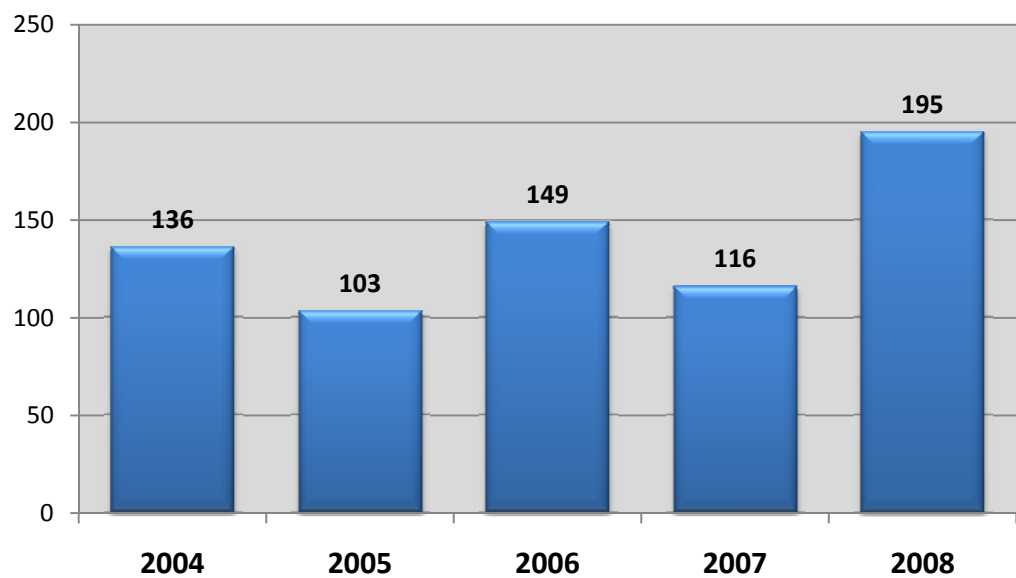
Budget: Not applicable, all financial transactions for this purchase will be accomplished by DEMA.

Dover Police Department Five-Year Crime Rate Comparisons

Robberies



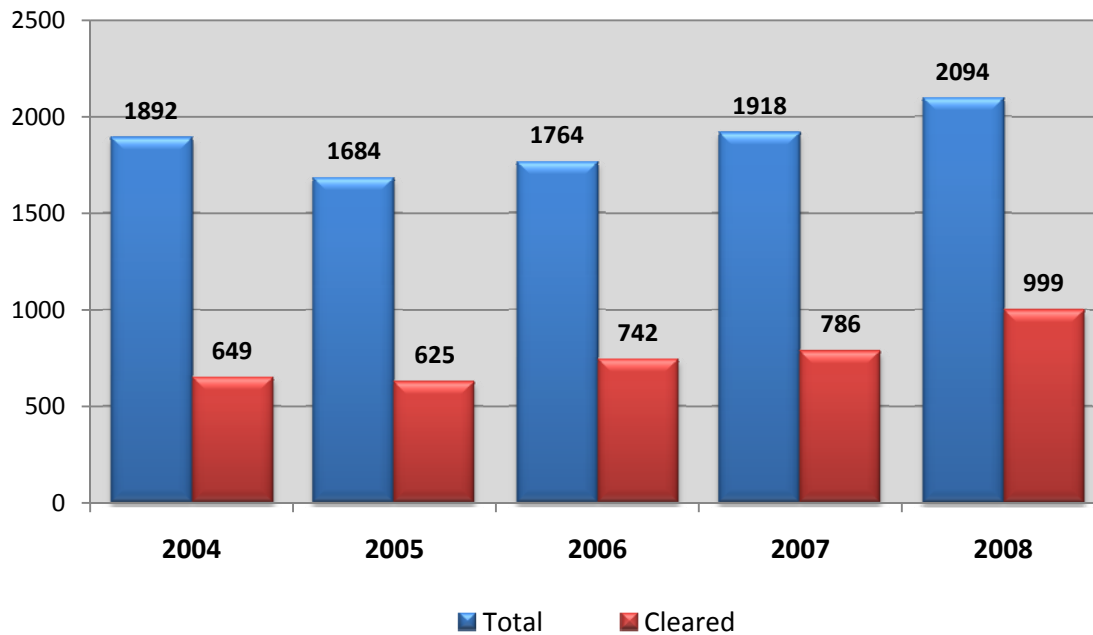
Burglaries



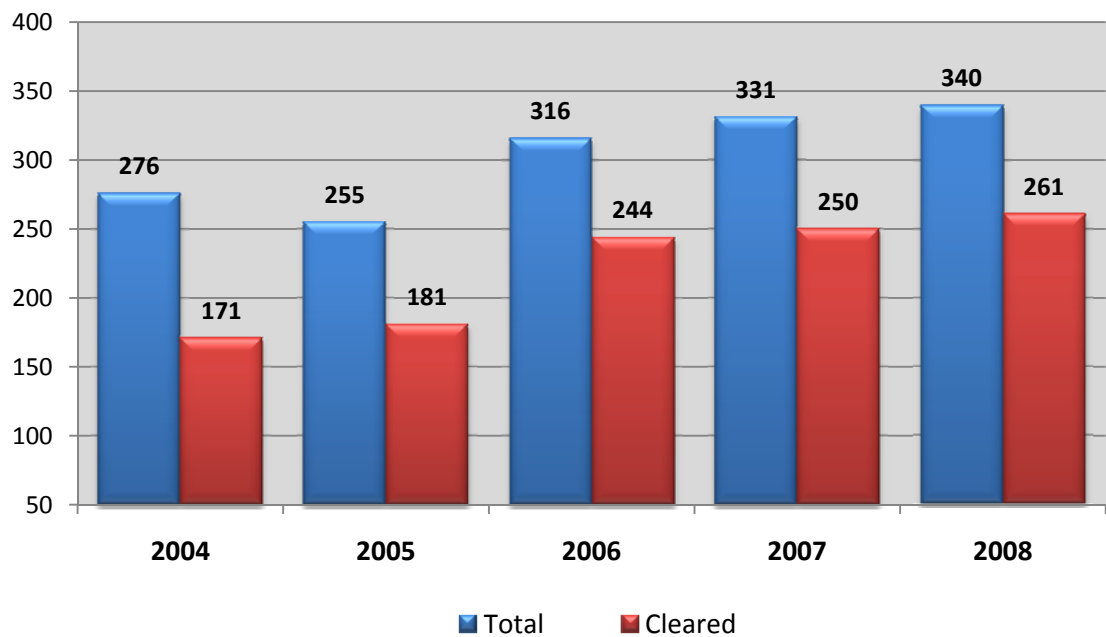
Source: City of Dover Police Department 2008 Annual Report

Dover Police Department Five-Year Comparisons – Total vs. Cleared

Property Crime



Violent Crime



Source: City of Dover Police Department 2008 Annual Report

Crime Clearance Comparison

National Average vs. Dover Police Department

Cities with population of 25,000 to 49,999

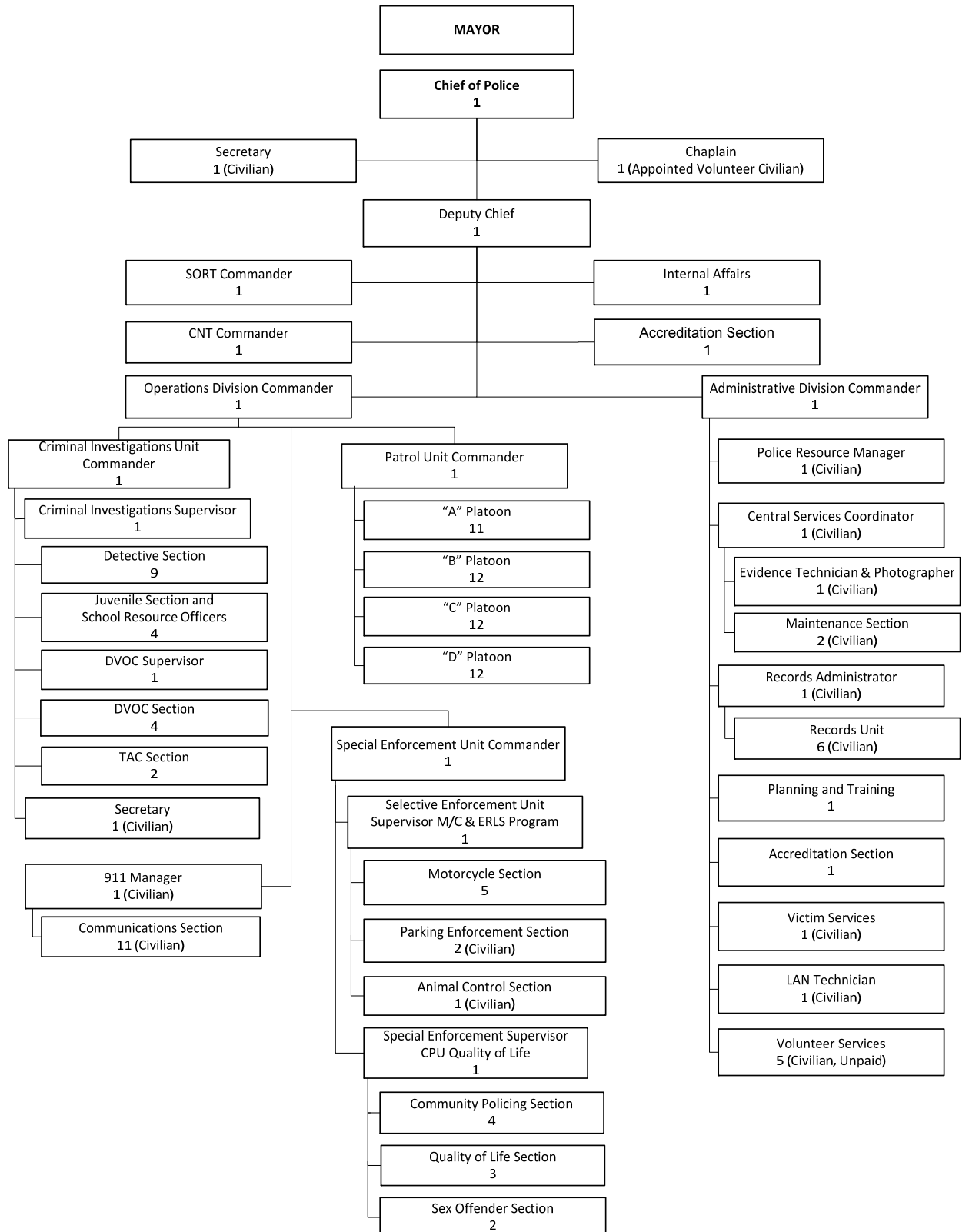
	National 2007	Dover 2007	Dover 2008
VIOLENT CRIME (TOTAL)	47.9%	75.5%	76.8%
Murder	68.0%	100%	100%
Forcible Rape	36.1%	92.9%	90.9%
Robbery	30.4%	64.3%	70.2%
Aggravated Assault	57.4%	75.7%	76.3%
PROPERTY CRIME (TOTAL)	19.0%	41.0%	47.7%
Burglary	12.7%	47.7%	60.0%
Theft	21.4%	41.4%	48.2%
Motor Vehicle Theft	13.7%	27.2%	25.9%
Arson	20.9%	63.6%	28.6%
FORCIBLE RAPE			
Rape by Force	35.3%	95.0%	95.2%
Assault to Rape	38.7%	N/A	100%
ROBBERY			
Firearm	24.5%	71.4%	79.6%
Knife	33.0%	0%	85.7%
Other Dangerous Weapon	31.7%	33.3%	60.0%
Strong-arm	33.6%	60.9%	53.6%
AGGRAVATED ASSAULT			
Firearm	43.4%	75.0%	72.0%
Knife	62.3%	77.5%	87.2%
Other Dangerous Weapon	56.7%	81.4%	77.3%
Hands, Feet, Other	62.6%	57.6%	61.5%
BURGLARY			
Forcible Entry	11.9%	34.2%	53.2%
Unlawful Entry, No Force	13.8%	71.8%	68.7%
Attempted Forcible Entry	10.4%	100%	66.7%
MOTOR VEHICLE THEFT			
Autos	13.6%	18.8%	29.9%
Trucks and Buses	13.7%	33.3%	30.8%
Other Vehicles	11.0%	45.5%	8.0%
ARSON			
Structural	24.2%	75.0%	42.9%
Mobile	12.7%	33.3%	33.3%
Other	21.2%	75.0%	0.0%

Source: City of Dover Police Department 2008 Annual Report

POLICE

ORGANIZATION CHART

FISCAL YEAR 2010



POLICE – CIVILIAN

110-1700-542

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	1,155,409	1,212,324	1,178,039	1,138,087
10-12	OVERTIME	44,638	50,000	50,000	-
10-13	TEMPORARY HELP	-	21	21	-
10-14	FICA TAXES	90,855	97,668	97,668	94,729
10-15	HEALTH INSURANCE	199,503	233,230	218,835	211,955
10-16	L I D INSURANCE	6,959	7,243	7,243	7,045
10-17	WORKERS COMPENSATION	2,671	8,309	7,087	8,155
10-18	EDUCATIONAL ASSISTANCE	-	3,022	3,022	3,800
10-19	PENSION	263,774	270,735	270,735	292,142
10-20	OPEB	-	30,928	30,928	-
	PERSONNEL COSTS	1,763,809	1,913,480	1,863,578	1,755,913
	TOTAL	1,763,809	1,913,480	1,863,578	1,755,913

POLICE – LAW ENFORCEMENT

110-1700-543

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	5,805,613	6,192,117	6,192,117	5,927,614
10-12	OVERTIME	480,929	426,168	426,168	459,946
10-14	FICA TAXES	476,289	461,467	461,467	437,703
10-15	HEALTH INSURANCE	795,198	895,549	830,413	925,637
10-16	L I D INSURANCE	25,490	26,803	26,803	26,539
10-17	WORKERS COMPENSATION	107,507	303,856	252,992	295,072
10-18	EDUCATIONAL ASSISTANCE	37,648	38,918	38,918	10,000
10-19	PENSION	1,013,265	923,514	923,514	944,655
10-20	OPEB	-	158,026	158,026	-
	PERSONNEL COSTS	8,741,939	9,426,418	9,310,418	9,027,166
	TOTAL	8,741,939	9,426,418	9,310,418	9,027,166

POLICE – EXTRA DUTY

110-1700-544

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	319,145	400,000	400,000	400,000
10-14	FICA TAXES	23,892	30,600	30,600	30,600
10-17	WORKERS COMPENSATION	12,624	21,680	18,916	18,916
	PERSONNEL COSTS	355,661	452,280	449,516	449,516
30-31	CONTRACTUAL SERVICES	1,259	-	-	-
	ADMINISTRATIVE EXPENDITURES	1,259	-	-	-
	TOTAL	356,920	452,280	449,516	449,516

POLICE – ADMINISTRATION

110-1700-541

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
20-21	FURNITURE/FIXTURES	5,758	1,000	1,000	-
20-22	OFFICE SUPPLIES	6,592	8,925	8,925	6,600
20-23	PRINTING AND DUPLICATING	14,295	17,140	17,140	15,000
20-24	PHOTOGRAPHIC	1,656	4,000	4,000	2,000
20-25	CUSTODIAL	3,318	4,120	4,120	4,120
20-26	PROGRAM EXPENSES/SUPPLIES	48,295	45,800	45,800	53,000
20-28	MEDICAL SUP & PHYSICALS	21,585	21,300	21,300	21,500
20-29	UNIFORMS/UNIFORM ALLOW	79,630	118,650	118,650	87,950
20-31	BOOKS	1,043	4,000	4,000	4,000
20-32	SECURITY/SAFETY MATERIALS	17,803	18,600	18,600	18,500
20-36	ANIMAL CARE EXPENSES	3,244	8,500	8,500	8,500
20-37	COMPUTER SOFTWARE	5,553	22,446	22,446	22,446
20-38	COMPUTER HARDWARE	29,667	7,800	7,800	63,400
20-46	CITY BLDG MAINT SUPPLIES	25,504	31,400	31,400	31,400
20-58	WATER/SEWER	2,695	2,100	5,900	2,100
	MATERIALS & SUPPLIES	266,638	315,781	319,581	340,516
30-21	TELEPHONE/FAX	54,957	52,420	52,420	55,000
30-22	POSTAGE	8	100	100	-
30-23	ELECTRICITY	97,000	100,500	100,500	100,500
30-24	HEATING OIL/GAS	13,229	21,000	21,000	17,000
30-25	ADVERTISEMENT	2,838	2,100	2,100	2,100
30-26	INSURANCE	5,000	-	-	2,500
30-27	SUBSCRIPTIONS AND DUES	3,956	2,925	5,125	4,440
30-28	TRAINING/CONF/FOOD/TRAVEL	21,153	21,200	21,200	14,050
30-29	CONSULTING FEES	10,148	9,750	9,750	9,700
30-31	CONTRACTUAL SERVICES	221,082	268,870	268,870	22,500
30-61	OFF EQUIP/REPAIRS & MAINT	23,226	38,600	38,600	84,360
30-62	GASOLINE	170,547	155,114	155,114	150,000
30-63	AUTO REPAIRS/MAINTENANCE	113,668	120,600	114,600	120,600
30-67	RADIO REPAIRS/MAINTENANCE	15,157	15,625	15,625	15,625
30-68	RADIO EQUIPMENT/LEASE	17,100	17,500	17,500	17,500
	ADMINISTRATIVE EXPENDITURES	769,069	826,304	822,504	615,875
40-21	OFFICE EQUIP - PURCHASE	9,009	-	-	10,000
40-22	AUTOMOBILES - PURCHASE	209,478	337,126	118,628	-
40-28	COMPUTER HARDWARE PURCH	-	-	-	53,500
40-31	CONSTRUCTION - PURCHASE	44,074	-	-	-
40-42	LEASED EQUIP & VEHICLES	8,440	9,000	9,000	10,200
	CAPITAL OUTLAY	271,001	346,126	127,628	73,700
	TOTAL EXPENDITURES	1,306,708	1,488,211	1,269,713	1,030,091
	REVENUE:				
	GENERAL FUND	11,898,375	12,934,263	12,765,597	12,188,986
	GOVERNMENTAL CAPITAL PROJECTS FUND	271,001	346,126	127,628	73,700
	PERSONNEL:				
	FULL-TIME EQUIVALENT				
	CIVILIAN	29.0	29.0	29.0	29.0
	LAW ENFORCEMENT	93.0	93.0	93.0	90.0 *

* Due to current economic conditions, total number of authorized law enforcement positions has been temporarily reduced to 90. Staffing levels will be restored upon improving economic conditions.

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TAX ASSESSOR

DEPARTMENTAL VISION

The Tax Assessor's office lists, discovers, and appraises/assesses all real property within the City of Dover. The Office engages in the assessment of properties in a fair, accurate, efficient, and equalized manner.

The Appraisal Assessment activities are conducted in full accordance with the International Association of Assessing Officers (IAAO) to ensure that each class of property is taxed at 100 percent of market value or equal percentage thereof. The appraisal functions are conducted in accordance with the Uniform Standards of Professional Appraisal Practices (USPAP) of the Appraisal Foundation passed by Congress effective July 2006.

MAJOR PROGRAMS

APPRAISAL AND ASSESSMENT

Objective: The objective of this program is to appraise, assess, and equalize all real property within the City of Dover, as accurately as possible, in accordance with Delaware State Law, City Charter, and Ordinances.

Measures:

1. Obtain a 90 percent confidence interval statistical measurement. Measurements for the market sales of real property to assessed valuation ratios for each class or stratum are the: coefficient of dispersion, price related differential, and coefficient of variation.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Developed a Sales/Market Ratio Study to be utilized for 2008-2009	Conduct the Revaluation/Equalization Program and the Sales/Market Ratio Study	Continue the Revaluation/Equalization Program and the Sales/Market Ratio Study

2. Percent and number of assessments changed within 30 days of building permit completion, with the goal of completing 100 percent per month.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	2,500 assessments; 100% changed within 30 days of building permit completion	2,500 assessments with 100% changed within 30 days of building permit completion	≥2,500 assessments with ≥90% changed within 30 days of building permit completion

ADMINISTRATION

Objective: The objective of this program is to process deeds, maintain maps, and to assign addresses in a timely fashion. This includes responding to requests for mailing lists from City departments and other organizations, ensuring that tax information for citizens and local businesses are kept current.

Measures:

1. Percent of addresses within the City of Dover assigned within two weeks of request by owner/developer.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	100% of all requested addresses assigned	90% of all requested addresses assigned	≥90% of all requested addresses assigned

2. Quantity and percent of mapping changes processed within one week after receiving notification from the County.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	30 mapping changes; 100% processed on time	35 mapping changes; 100% processed on time	≥35 mapping changes; 100% processed on time

3. Quantity and percent of responses to department/citizen requests within two weeks from date of request.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	200 requests; 100% response rate	250 requests; 90% response rate	≥250 requests; ≥90% response rate

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Implement Citywide Evaluation.** This objective is part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure:

- a. Develop an RFP, bid and prepare for Council selection by January 2009. This goal has been met.
- b. Finalize contract and preparations necessary to start the contract by February 2009. This goal has been met.
- c. Develop a contact and quality control monitoring system for the selected contractor by February 2009. This goal has been met.

2. **Scan and electronically file (2008) deeds, appeal information, and miscellaneous correspondence into the CAMA software.** This objective is part of the Administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure: Complete by December 31, 2008. This goal has been met.

3. **Create an Administrative Assessment Procedure Manual to document numerous business processes that occur in the Assessor's Office such as appeal procedures, exemption procedures, and transfer tax procedures.** This objective is part of the administration program and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication.

Measure:

- a. Update and customize the CLT/Tyler data collection manual to comply with the processes in place for the City of Dover. Complete by May 2009.
 - b. Institute a Quality Review Program to determine data quality and error rates, as well as, uniformity of practices within the office. Complete by May 2009.
4. **Develop IAAO recommended codes, assessment policies, and Charter changes related to the tax appeal board.** This objective is part of the Administration program and advances the critical success factors of Citizen Satisfaction and Effective Community Communication.
Measure:
 - a. Work with the Senior City Administrator to accomplish this task and present changes to Council for consideration by May 2009.
 - b. Adopt and communicate an annual assessment calendar that includes all important legislative and City dates, IT deadlines for data entry closings, important processing dates; and periodic benchmark dates reflecting the levels of tasks that must be done to achieve the goals. Complete this task by January 2009.
5. **Work with the Public Relations Coordinator and the Information Technology department to develop improvements to the Assessor's page of the website.**
Measure:
 - a. Finalize an Assessment Brochure by January 2009. This goal has been met.
 - b. Finalize a brochure for Senior Citizen Disabled Tax Reduction Program by February 2009. This goal has been met.
 - c. Update the website with the above mentioned improvements by May 2009. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **City-Wide Revaluation.** This objective is part of the administration program and advances the critical success factors of employee satisfaction and effective organizational communications.
Measure: The revaluation is scheduled to be completed by January 2010.
2. **Annual Appeal Process Ordinance.** This objective is part of the administration program and advances the critical success factors of employee satisfaction and effective organization communication.
Measure: Draft ordinance, present to Council for approval by March 2010.

3. **Changes to City Charter and City Code.** This objective is part of the administration program and advances the critical success factors of employee satisfaction and effective organizational communications.

Measure: Draft changes to the Charter and Code, coordinate with the Clerk's Office to have all changes in the process for approval by June 2010.

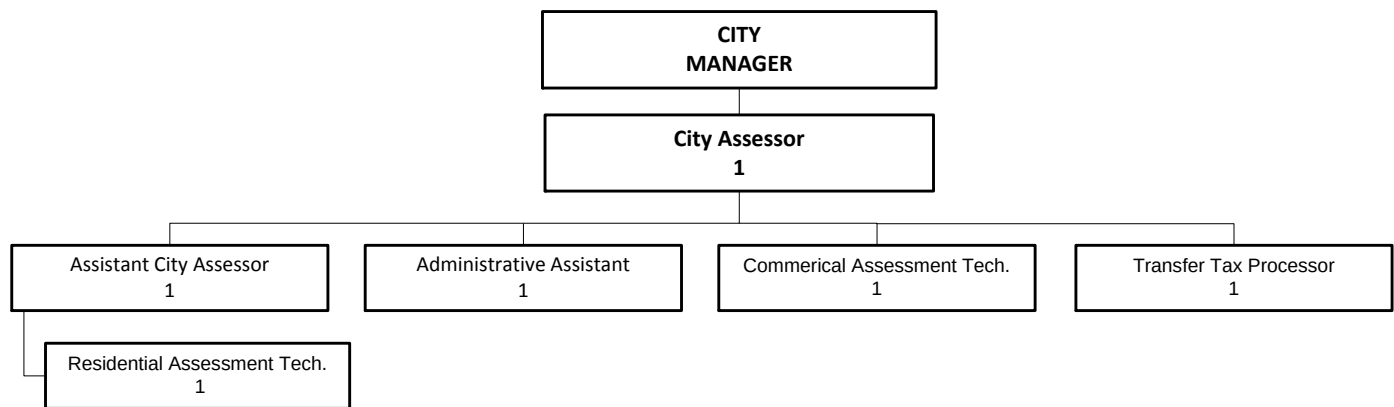
4. **Implement Third Party Software for GIS System.** This objective is part of the administration program and advances the critical success factors of employee satisfaction and effective organizational communications.

Measure: Prepare and place the bid before June 2010.

5. **Development land split for five subdivisions.** This objective is part of the administration program and advances the critical success factors of employee satisfaction and effective organizational communications.

Measure: Complete by February 28, 2009.

TAX ASSESSOR
ORGANIZATION CHART
FISCAL YEAR 2010



TAX ASSESSOR 110-1300-513

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	131,895	146,215	108,612	114,594
10-13	TEMPORARY HELP	5,340	4,011	4,011	5,736
10-14	FICA TAXES	10,463	11,424	8,604	9,131
10-15	HEALTH INSURANCE	21,539	45,168	28,073	23,334
10-16	L I D INSURANCE	947	1,281	975	918
10-17	WORKERS COMPENSATION	368	5,154	4,815	773
10-18	EDUCATIONAL ASSISTANCE	-	7,900	8,744	14,000
10-19	PENSION	13,979	31,300	20,640	14,517
10-20	OPEB	-	3,655	2,823	-
	PERSONNEL COSTS	184,531	256,108	187,297	183,003
20-21	FURNITURE/FIXTURES	243	251	251	-
20-22	OFFICE SUPPLIES	2,903	1,728	2,128	1,728
20-23	PRINTING AND DUPLICATING	399	510	510	510
20-31	BOOKS	320	460	460	460
	MATERIALS & SUPPLIES	3,865	13,049	13,449	2,698
30-21	TELEPHONE/FAX	1,583	2,014	2,014	1,200
30-25	ADVERTISEMENT	1,154	500	500	500
30-27	SUBSCRIPTIONS AND DUES	1,491	2,040	2,040	1,200
30-28	TRAINING/CONF/FOOD/TRAVEL	6,426	5,600	5,200	1,000
30-31	CONTRACTUAL SERVICES	23,166	400,000	400,000	381,500
30-61	OFF EQUIP/REPAIRS & MAINT	-	165	165	165
30-62	GASOLINE	1,404	1,260	1,260	1,260
	ADMINISTRATIVE EXPENDITURES	35,224	411,579	411,179	386,825
40-27	COMPUTER SOFTWARE PURCH	59,369	-	-	-
	CAPITAL OUTLAY	59,369	-	-	-
	TOTAL EXPENDITURES	282,989	680,736	611,925	572,526
	REVENUES:				
	GENERAL FUND	223,620	680,736	611,925	572,526
	GOVERNMENTAL CAPITAL PROJECTS FUND	59,369	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	6.0	4.5	4.5	4.5

PUBLIC SERVICES

CONTAINS THE FOLLOWING SUBSECTIONS:

PLANNING AND COMMUNITY

ENHANCEMENT SERVICES

CODE ENFORCEMENT

ECONOMIC DEVELOPMENT

COMMUNITY DEVELOPMENT

LIFE SAFETY

INSPECTIONS AND PERMITTING

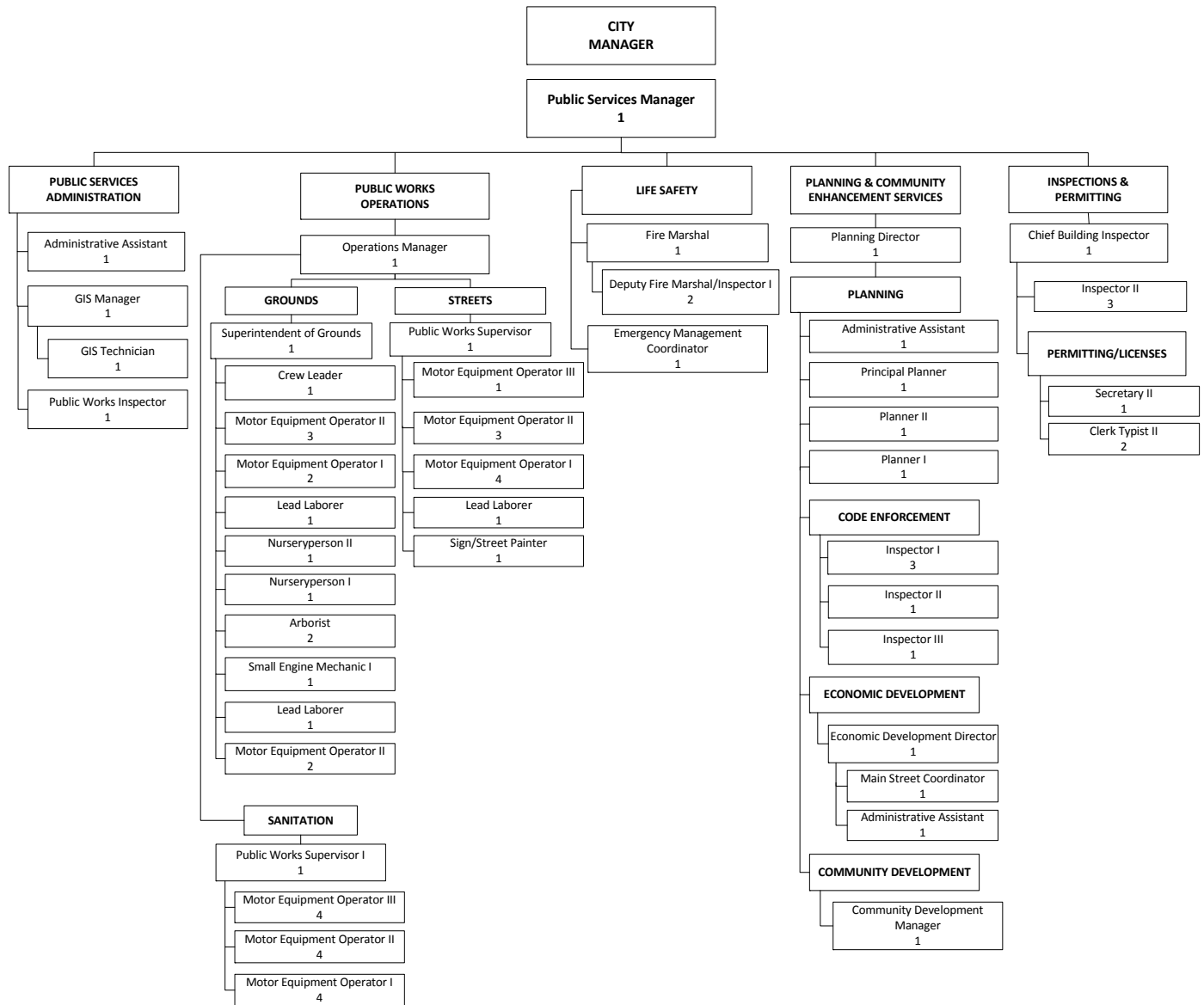
GROUNDS

STREETS

SANITATION

ADMINISTRATION

PUBLIC SERVICES ORGANIZATION CHART FISCAL YEAR 2010



PLANNING AND COMMUNITY ENHANCEMENT SERVICES

DIVISIONAL VISION

Within the Department of Public Services, the Division of Planning protects the quality of life and character within the City of Dover while balancing growth and economic development according to the City's adopted Comprehensive Plan, Zoning Ordinances, and Land Subdivision Regulations.

MAJOR PROGRAMS

Staff Support for City Council/Commissions/Boards

Objective: The objective of this program is to provide support to advisory Boards/Commissions and City Council regarding land use and zoning issues to ensure compliance with adopted land use regulations.

	2007 Calendar Year Actual	2008 Calendar Year Actual	2009 Calendar Year Projected
Results	38 Board of Adjustment Applications; 64 Planning Commission Applications (not incl. rezoning & annexation); 11 Rezoning Applications; 4 Annexation Applications.	20 Board of Adjustment Applications; 59 Planning Commission Applications (not incl. rezoning & annexation); 11 Rezoning Applications; 3 Annexation Applications.	12 Board of Adjustment Applications; 35 Planning Commission Applications (not incl. rezoning & annexation); 6 Rezoning Applications; 5 Annexation Applications.

Zoning and Land Use Administration

Objective: The objective of this program is to ensure compliance with plans and ordinances by proactively providing accurate information to the general public, property owners, developers, and design professionals in a timely fashion.

Measure: Provide written comments to applicants on plan reviews within 20 working days of receipt.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	N/A	N/A	Measure being developed.

Measure: Maintain a community satisfaction rating for Land Use and Zoning of 50 percent or better as documented in the annual citizen survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	34% Community satisfaction rating for land use & zoning	Annual Citizen Survey not conducted.	≤50% Community satisfaction rating for land use & zoning

Plan Review

Objective: The objective of this program is to review development plans, applications, and permits for consistency with the Zoning Ordinance, Land Subdivision Regulations, and the Comprehensive Plan.

Measure: Monitor the number of administrative plan reviews, the number of plan reviews requiring Commission or Board approval and the number of sign permits issued.

	2007 Calendar Year Actual	2008 Calendar Year A	2009 Calendar Year Projected
Results	40 administrative plans reviewed; 123 plans required commission or board approval; 218 sign permits issued.	30 administrative plans reviewed; 90 plans required commission or board approval; 203 sign permits issued.	≥30 administrative plan reviews; ≥75 plans that require commission or board approval; ≥200 sign permits issued

Policy Development

Objective: The objective of this program is to develop and implement City of Dover Ordinances and Administrative Policies to support the goals of the Comprehensive Plan and to meet the needs of the City of Dover in order to maintain a high quality of life for residents, businesses, and visitors.

Measure: Monitor the number of ordinances created and adopted.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Seven ordinances created & adopted	Five ordinances created & adopted	≥Six ordinances created & adopted

Measure: Monitor the percentage of recommended actions completed as identified in 2003 Comprehensive Plan, Chapter 14 Implementation for the Phase II Actions (2003-2006) and Phase III Actions (2006-2008)

New Measure for 2009-2010: Monitor the percentage of recommended implementation actions and projects completed as identified in 2008 Comprehensive Plan, Chapter 15 Implementation for the Immediate Actions (post adoption steps) and Short Term Implementation Actions (2009-2010).

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	% of Actions Completed: Phase II = 5/14 & working on five other actions, Phase III = 0/8 & working on three other actions	Planning Commission forwarded the 2008 Comprehensive Plan to City Council on December 2, 2008. City Council adopted 2008 Comprehensive Plan on February 9, 2009.	Comprehensive Rezoning Project: initiate project to identify zoning map revisions and take steps to complete the rezoning process. Initiate recommended other projects, studies, and code amendments.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Comprehensive Plan 2008 Update.** Complete the ten-year update to the City of Dover Comprehensive Plan, as required by Delaware Code, to identify goals and implementation strategies to guide the growth and development of the City. This objective is a part of the Plan Review program and advances several critical success factors.

Measures:

- a. The Preliminary Draft of the 2008 Comprehensive Plan (issued 7/11/2008) was submitted to the Office of State Planning Coordination in August 2008 for review as part of the PLUS (Preliminary Land Use Services) Review. The PLUS Meeting was held on September 3, 2008. This goal has been met.
- b. On December 2, 2008 the Planning Commission conducted a public hearing on the Comprehensive Plan and recommended its adoption. City Council conducted public hearings on the document on January 5, 2009 and February 2, 2009 and approved the adoption of the 2008 Comprehensive Plan on February 9, 2009. This goal has been met
- c. Hire a Research Assistant and Facilitator to assist staff with final Plan production. During 2008 the development of the plan document and the public workshop process, Research Assistant (from the University of Delaware) and a Facilitator (Andrea Kreiner) were hired to assist staff. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Complete a site development master plan for the Garrison Tract.** This objective is a part of the Zoning and Land Use Administration program, which advances several critical success factors.

Measure: Submit the site development master plan to the Planning Commission for approval by December 2009.

2. **Complete the Comprehensive Rezoning process in accordance with the Planning Office work plan.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Effective Community Communication.

Measure: Present to Council for a first reading by October 2009.

3. **Rewrite the environmental protections within the zoning ordinance.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measures:

- a. Develop a working group that includes staff from DNREC, representatives from the environmental advocate community, representatives from the real estate and development communities by September 30, 2009.
 - b. Conduct meetings and prepare a draft ordinance to present to the Parks, Recreation and Community Enhancement Committee by April 2010.
4. **Draft an Affordable Housing Ordinance that will offer incentives for affordable home-ownership in new subdivisions.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measure: Present draft ordinance to the Parks, Recreation and Community Enhancement Committee by February 2010.

5. **Prepare an update to the sign regulations.** This objective is a part of the Zoning and Land Use Administration program, which advances several critical success factors.

Measure: Complete updates and present proposed amendments to the Parks, Recreation and Community Enhancement Committee by August 2009.

6. **Improve the annexation process within the City of Dover.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measures

- a. Draft a charter amendment to address annexation and submit to Legislative, Finance and Administration Committee for review by November 2010.
- b. Ensure the charter amendment is submitted to the State Legislature in January 2011.
- c. Work with the City Manager and the Public Utilities Director to develop annexation incentives for properties that fall within Category 1.

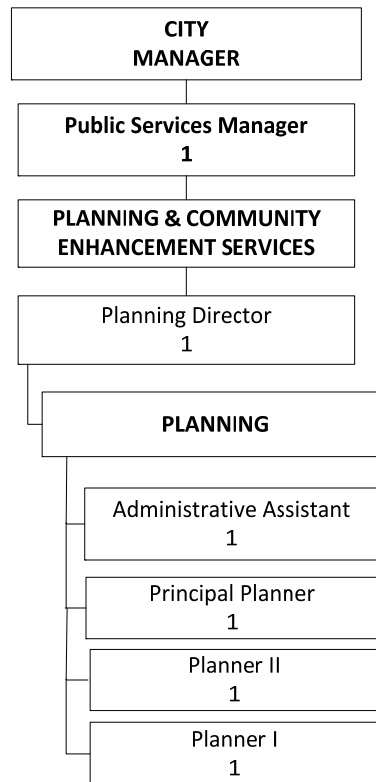
7. **Streamline text amendments to allow for an additional extension of site plan approvals and to create a zoning review for change of use where new site disturbance is not proposed.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measure: Draft and present zoning text amendments to the Parks, Recreation and Community Enhancement Committee by October 2009.

8. **Complete at least four miscellaneous zoning text amendments, including a rewrite of the Board of Adjustment provisions to bring them into line with State statutes and case law.** This objective is a part of the Zoning and Land Use Administration program, which advances the critical success factor of Customer Satisfaction and Effective Community Communication.

Measure: Complete amendments to the zoning ordinance by June 2010.

PLANNING
ORGANIZATION CHART
FISCAL YEAR 2010



PLANNING

110-1600-533

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	256,909	306,980	274,355	266,010
10-12	OVERTIME	4,421	-	2,745	3,606
10-13	TEMPORARY HELP	19,354	27,900	27,900	19,171
10-14	FICA TAXES	21,268	34,093	27,900	21,504
10-15	HEALTH INSURANCE	39,159	42,313	34,265	37,076
10-16	L I D INSURANCE	1,602	2,021	1,744	1,684
10-17	WORKERS COMPENSATION	590	2,308	1,945	1,804
10-19	PENSION	35,811	27,938	25,851	26,930
10-20	OPEB	-	7,674	6,859	-
	PERSONNEL COSTS	379,114	451,227	403,564	377,785
20-21	FURNITURE/FIXTURES	276	1,100	1,100	1,100
20-22	OFFICE SUPPLIES	998	710	1,710	1,500
20-23	PRINTING AND DUPLICATING	1,079	5,050	3,500	5,000
20-24	PHOTOGRAPHIC	250	-	-	-
20-31	BOOKS	662	600	900	900
20-37	COMPUTER SOFTWARE	232	170	170	170
20-38	COMPUTER HARDWARE	-	-	-	11,200
	MATERIALS & SUPPLIES	3,497	7,630	7,380	19,870
30-21	TELEPHONE/FAX	-	960	1,210	1,300
30-25	ADVERTISEMENT	1,345	1,700	2,200	2,200
30-27	SUBSCRIPTIONS AND DUES	2,357	2,680	2,680	2,680
30-28	TRAINING/CONF/FOOD/TRAVEL	8,872	9,211	6,211	3,000
30-29	CONSULTING FEES	13,800	11,000	11,000	2,500
	ADMINISTRATIVE EXPENDITURES	26,374	25,551	23,301	11,680
	TOTAL EXPENDITURES	408,985	484,408	434,245	409,335
	REVENUES:				
	GENERAL FUND	408,985	484,408	434,245	409,335
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	6.0	6.0	6.0

CODE ENFORCEMENT

DIVISIONAL VISION

Within the Department of Public Services, the Code Enforcement Division is responsible for enforcement of City codes, including property maintenance, zoning, and other requirements of the Dover Code of Ordinances to promote the health, safety, and welfare of the City and its neighborhoods while maintaining a standard for a suitable environment for residents to live, visit, work, and conduct business.

Proactive Inspection Program

Objective: The objective of this program is to proactively seek out and address code violations within the City before they become a source of complaint.

Measures:

1. Monitor the number of pick-up (initiated by Departmental staff) cases versus the number of complaints received by the department.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	3,676 pick-ups 1,026 complaints	3,000 pick-ups 750 complaints*	≥3,500 pick-ups ≥1,000 complaints

*Number of cases lower due to military deployments of Code Enforcement staff.

2. Monitor the number and percentage of cases brought into voluntary compliance within 30 days of case initiation.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Measure under development – working with IT staff to extract information from HTE	Measure under development – working with IT staff to extract information from HTE	≥50% of cases brought into voluntary compliance within 30 days of case initiation

3. Number of vacant building inspections.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	No Inspections Performed	15 Vacant Building Inspections	≥20 Vacant Building Inspections

4. Attend community association meetings.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Measure not tracked	7 community association meetings attended	≥12 community association meetings attended

5. Continue to perform Annual Housing Inspections on residential rental properties in the City.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	780 Annual Housing Inspection cases opened	800 Annual Housing Inspection cases opened	≤900 Annual Housing Inspection cases opened

6. Maintain a community satisfaction rating for Dover's overall appearance of 60% or more in the annual Citizen Survey

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	67% Community satisfaction rating	Annual Citizen Survey not conducted	≥70% Community satisfaction rating

7. Reduce the percentage of residents who saw run-down buildings, weed lots, or junk vehicles as a major problem in the Annual Citizen Survey to less than 14%.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Statistic not available in Citizen Survey	Annual Citizen Survey not Survey	≤ 14% of resident saw run down building, etc as a major problem

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Code Enforcement Customer Relations Improvements.** Develop a program to improve and promote a positive image of code enforcement within the city through education, public workshops and community awards. This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. This goal was not completed due to the lack of project funding.

Measures:

- Purchase Laptop computer for Power Point presentations. This can be used for Community Association meetings and also to hold classes at the Dover Police public assembly room.
- Purchase supplies and equipment to operate a public education and awareness booth. Some items needed, will be tables, fliers and giveaways. Giveaways could include magnets for refrigerators, miniature footballs, yard sticks/rulers, notepads, key chains and other such items.
- Develop program to reward homeowners, tenants, businesses and such for the most improved/outstanding properties in relation to the maintenance, appearance or improvement of the property. Inspectors would pick locations within their districts and the awards will be presented annually or semi-annually at a City Council meeting.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

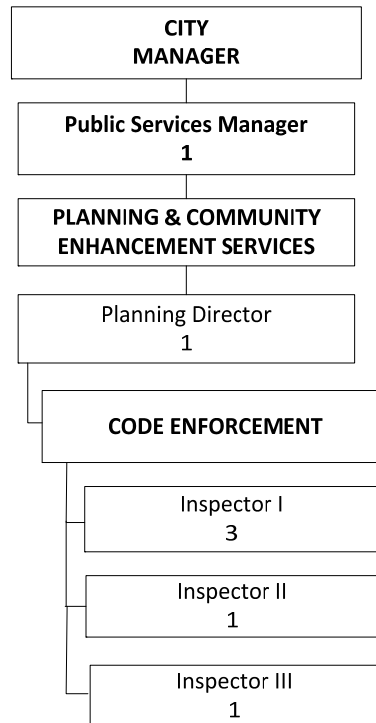
1. **Code Enforcement Customer Relations Improvements.** Develop a program to improve and promote a positive image of code enforcement within the city through education, public workshops and community awards. This objective is a part of several departmental programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

Measures:

- a. Ensure necessary funding is in place to purchase Laptop computer for Power Point presentations. This can be used for Community Association meetings and also to hold classes at the Dover Police public assembly room.
 - b. Ensure necessary funding is in place to purchase supplies and equipment to operate a public education and awareness booth. Some items needed, will be tables, fliers and giveaways. Giveaways could include magnets for refrigerators, miniature footballs, yard sticks/rulers, notepads, key chains and other such items.
 - c. Develop program to reward homeowners, tenants, businesses and such for the most improved/outstanding properties in relation to the maintenance, appearance or improvement of the property. Inspectors would pick locations within their districts and the awards will be presented annually or semi-annually at a City Council meeting.
-
2. **Complete at least 30 vacant building inspections.** This objective is a part of the Proactive Inspection program and advances the critical success factors of Customer Satisfaction and Effective Community Communication.

Measure: Ensure inspections of vacant building are completed by May 30, 2010.

**CODE ENFORCEMENT
ORGANIZATION CHART
FISCAL YEAR 2010**



CODE ENFORCEMENT

110-1600-532

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	-	215,971	189,846	210,700
10-12	OVERTIME	-	-	934	4,702
10-13	TEMPORARY HELP	-	-	1,716	-
10-14	FICA TAXES	-	16,331	16,331	16,174
10-15	HEALTH INSURANCE	-	51,395	41,300	51,487
10-16	LI D INSURANCE	-	1,244	1,244	1,150
10-17	WORKERS COMPENSATION	-	2,160	1,900	2,200
10-18	EDUCATIONAL ASSISTANCE	-	-	1,428	6,000
10-19	PENSION	-	61,227	57,149	63,509
10-20	OPEB	-	5,399	5,399	-
	PERSONNEL COSTS	-	353,727	317,247	355,922
20-21	FURNITURE/FIXTURES	-	100	100	-
20-22	OFFICE SUPPLIES	-	1,400	1,000	1,400
20-23	PRINTING AND DUPLICATING	-	1,900	1,400	1,900
20-24	PHOTOGRAPHIC	-	200	200	200
20-26	PROGRAM EXPENSES/SUPPLIES	-	10,000	8,500	8,000
20-28	MEDICAL SUP & PHYSICALS	-	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	-	1,500	1,500	1,500
20-31	BOOKS	-	950	450	500
20-32	SECURITY/SAFETY MATERIALS	-	625	725	625
20-33	SMALL TOOLS	-	100	100	100
20-37	COMPUTER SOFTWARE	-	250	250	-
	MATERIALS & SUPPLIES	-	17,025	14,225	14,225
30-21	TELEPHONE/FAX	-	2,100	2,100	2,400
30-27	SUBSCRIPTIONS AND DUES	-	45	45	45
30-28	TRAINING/CONF/FOOD/TRAVEL	-	4,708	1,863	500
30-62	GASOLINE	-	4,700	4,700	4,700
30-63	AUTO REPAIRS/MAINTENANCE	-	200	2,595	200
30-67	RADIO REPAIRS/MAINTENANCE	-	100	100	100
	ADMINISTRATIVE EXPENDITURES	-	11,853	11,403	7,945
	TOTAL EXPENDITURES	-	382,605	342,875	378,092
	REVENUES:				
	GENERAL FUND	-	382,605	342,875	378,092
	PERSONNEL:				
	FULL-TIME EQUIVALENT	-	5.0	5.0	5.0

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ECONOMIC DEVELOPMENT

DIVISIONAL VISION

Within the Department of Public Services, the Economic Development division has been charged to improve the quality of life of Dover by attracting and retaining quality jobs, supporting a vibrant town center, and creating an atmosphere that encourages and fosters business growth.

MAJOR PROGRAMS

DOWNTOWN DOVER PARTNERSHIP (DDP)

Objective: Provide administrative and other staff support to the Downtown Dover Partnership so that the organization can foster grass-roots driven downtown redevelopment.

Measures:

1. Number of events where DDP is either the lead organizer or partner in event.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	N/A	8 events held in Downtown where DDP is either the lead organizer or partner.	≥10 events held in Downtown where DDP is either the lead organizer or partner.

2. Set and reach an annual fundraising goal for the DDP.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	N/A	Measure under development	Raise ≥\$10,000 for DDP activities.

3. Monitor downtown merchant and business owner satisfaction.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	N/A	Measure under development	Survey will be developed; ratings to be above average.

DOWNTOWN DOVER BUSINESS GROWTH

Objective: Promote Downtown Dover as a location for new businesses, and provide support to existing businesses to ensure they survive.

Measures:

1. Monitor number of businesses opened in the Downtown Target Area.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	6 new businesses open in Downtown Target Area; 4 net new businesses open in Downtown Target Area	5 new businesses open in Downtown Target Area; 3 net new businesses open in Downtown Target Area	≥6 new businesses open in Downtown Target Area; ≥4 net new businesses open in Downtown Target Area

2. Work with property owners and entrepreneurs to fill vacant commercial spaces on Lookerman Street with viable businesses.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Measure not tracked	6 vacant commercial tenant spaces filled	≥8 vacant commercial tenant spaces filled

CITY-WIDE ECONOMIC DEVELOPMENT

Objective: Promote Dover as a location for business growth.

Measures:

1. Maintain an unemployment rate for the City of Dover that is lower than national and state averages.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	5.8% - U.S. Rate 4.8 % - DE Rate 5.7% - City of Dover Rate in July 2008	9.4% - U.S. Rate 8.2% - DE Rate 9.5% - City of Dover Rate in July 2009	<10% unemployment rate in July 2010

2. Monitor number of contacts with small businesses and with out-of-town companies interested in locating in Dover.

	2007-2008 Actual	2008-2009 Projected	2009-2010 Projected
Results	Economic Development Office not yet created.	10 contacts with potential small businesses; 9 contacts with out-of-town companies interested in locating in Dover.	≥20 contacts with potential small businesses; ≥15 contacts with out-of-town companies interested in locating in Dover.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Implementation of the new Economic Development division.** The goal is a part of the Downtown Dover Partnership and advances the critical success factors of Improving Downtown and Economic Development. This goal has been met.

Measures:

- a. Hire an Administrative Assistant and Economic Development Manager by October 2008.
 - b. Develop strategic objectives for the new division.
 - c. Additional measures to be developed with Economic Development Division staff.
2. **Provide staff support to the Downtown Dover Partnership.** The goal is a part of the Downtown Dover Partnership and advances the critical success factors of Improving Downtown and Economic Development. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Select an engineering firm and complete a site development master plan for the Garrison tract.** This objective is a part of the City-wide Economic Development program and advances the critical success factors of Economic Development and Job Growth.

Measure: Develop an overall marketing plan for this site and attract at least one serious prospect by December 31, 2009.

2. **Promote City-wide economic development initiatives.** This objective is a part of the City-wide Economic Development program and advances the critical success factors of Economic Development and Job Growth.

Measures:

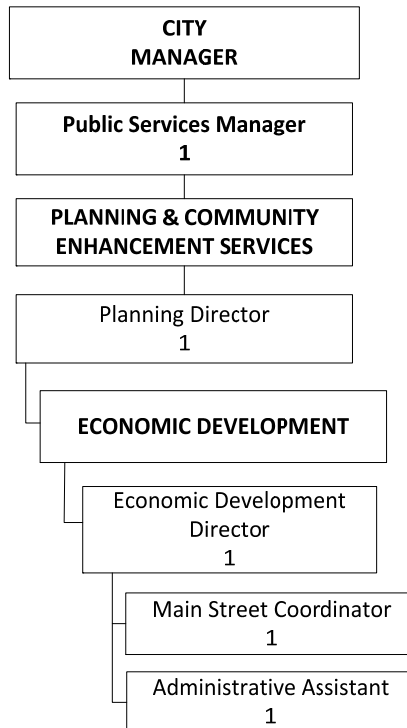
- a. Improve working relationship with Kent Economic Partnership by providing quarterly updates to the Partnership and working with the Partnership's Economic Development Committee. This measure is ongoing with no set completion date.
- b. Rewrite the Memorandum of Understanding (MOU) with Kent County for Aero Park development to ensure that the process is more streamlined. Complete by October 2009.
- c. Attract one serious prospect to the Aero Park by June 15, 2010.
- d. Develop a Job Growth Report of the City's twelve largest employers and provide to Council on a quarterly basis.
- e. Develop a table of vacant buildings, over 20,000 square feet; and vacant properties of five acres or more to track leasing and/or sales activity. This measure is ongoing with no set completion date.

3. **Advance initiatives of the Downtown Dover Partnership.** This objective is a part of the Downtown Dover Partnership program and advances the critical success factors of Economic Development and Job Growth.

Measures:

- a. Develop Façade Grant Program to improve the appearance of vacant buildings downtown by September 30, 2009.
- b. Develop a marketing plan to change the status of vacant buildings by December 31, 2009.
- c. Develop a site development master plan for the Downtown Dover Partnership's Governors and Bradford Street properties by May 31, 2010.
- e. Hire a recruitment consultant to develop a program to attract new business to downtown by October 31, 2009

**ECONOMIC DEVELOPMENT
ORGANIZATION CHART
FISCAL YEAR 2010**



ECONOMIC DEVELOPMENT

110-1600-535

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	-	123,429	108,924	128,502
10-14	FICA TAXES	-	8,260	8,452	9,924
10-15	HEALTH INSURANCE	-	43,723	38,563	20,568
10-16	LI D INSURANCE	-	979	979	1,048
10-17	WORKERS COMPENSATION	-	661	720	874
10-18	EDUCATIONAL ASSISTANCE	-	-	-	2,000
10-19	PENSION	-	34,992	34,992	17,188
10-20	OPEB	-	3,086	2,727	-
	PERSONNEL COSTS	-	215,130	195,357	180,104
20-21	FURNITURE/FIXTURES	-	1,200	735	-
20-22	OFFICE SUPPLIES	-	1,000	1,000	600
20-23	PRINTING AND DUPLICATING	-	1,400	1,400	1,400
20-24	PHOTOGRAPHIC	-	200	200	-
20-26	PROGRAM EXPENSES/SUPPLIES	-	33,275	33,240	-
20-37	COMPUTER SOFTWARE	-	600	600	-
20-38	COMPUTER HARDWARE	-	7,350	7,350	-
	MATERIALS & SUPPLIES	-	45,025	44,525	2,000
30-21	TELEPHONE/FAX	-	2,450	2,450	2,450
30-25	ADVERTISEMENT	-	350	350	500
30-27	SUBSCRIPTIONS AND DUES	-	600	600	300
30-28	TRAINING/CONF/FOOD/TRAVEL	-	3,422	3,422	2,000
30-31	CONTRACTUAL SERVICES	-	30,000	30,000	35,000
30-62	GASOLINE	-	-	-	500
30-91	ECONOMIC DEVELOPMENT	-	16,000	16,000	21,000
	ADMINISTRATIVE EXPENDITURES	-	52,822	52,822	61,750
	TOTAL EXPENDITURES	-	312,977	292,704	243,854
	REVENUES:				
	GENERAL FUND	-	312,977	292,704	243,854
	PERSONNEL:				
	FULL-TIME EQUIVALENT		3.0	3.0	3.0

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COMMUNITY DEVELOPMENT

DIVISIONAL VISION

Within the Department of Public Services, Community Development provides funds and assists eligible residents by making decent, safe, and affordable housing available and providing appropriate support services to low/moderate income persons.

MAJOR PROGRAMS

Community Development Rehabilitation Program

Objective: The objective of this program is to provide low/moderate income persons a better way of life by improving living conditions.

Measure: Monitor the number of homes brought up to code for the program year. Homes are allotted up to \$15,000 each for rehabilitation.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Six homes improved, \$66,394 spend	Twelve homes improved, \$106,595 spent	Three homes improved \$40,000 spent

Homeownership Initiatives Program

Objective: The objective of this program is to expand homeownership assistance to low/moderate income persons.

Measure: Monitor the number of families assisted with settlement assistance funding. Each family is allotted up to \$10,000 for settlement assistance.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Five families assisted, \$46,912 spent	Five families assisted, \$50,000 spent	Four families assisted \$37,000 spent

Sub-Recipient Program

Objective: The objective of this program is to monitor the spending of grant monies allocated to sub-recipients to ensure compliance of the grant requirements.

Measure: Monitor the number of sub-recipients in compliance with grant requirements.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Five (100%) in compliance	Five (100%) in compliance	Five (100%) in compliance

Action Plan/Timeliness Standard

Objective: The objective of the action plan is to focus on developing and sustaining viable communities and addressing the needs of low and moderate income persons as well as expend CDBG funds in a timely manner.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Compliance with all HUD requirements associated with grant funding.** As a federal funding source, it is important that CDBG funds be administered in a way that complies with all requirements of the department of Housing and Urban Development.

Measures:

- A. **Comply with the timeliness standard for expending CDBG Funds.** The Community Development office is in compliance with the 1.5 timeliness standards to expend CDBG funds in a timely manner with a 1.10 ratio which is well below the standard. This goal has been met.
- B. **Continue to achieve favorable review in the Annual Community Assessment performed by HUD.** The Community Development Office has met the program requirements and accomplished its goals in effectively managing CDBG funds that is outlined in HUD's Annual Community Assessment for fiscal year 2008. This goal has been met.
- C. **Complete HUD audit with no findings.** There have been no findings since 2004 for this program.
- D. **Meet all reporting requirements of HUD.** The 2008 and 2009 Action Plans have met all reporting requirements and have been submitted to HUD for review before the May 15th deadline each fiscal year. This goal has been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Complete implementation of the Neighborhood Preservation Program.** This objective is a part several major programs and advances the critical success factors of Improving Downtown and Surrounding Neighborhoods.

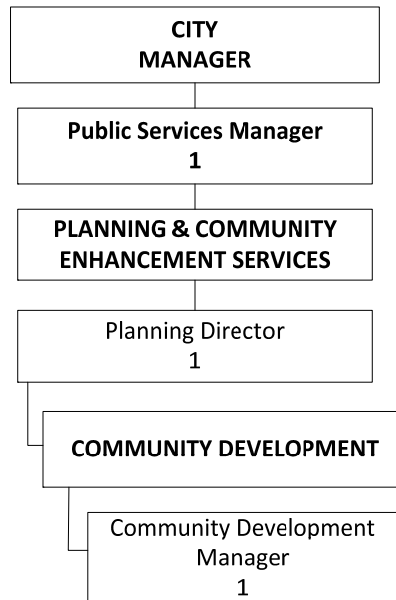
Measure: Ensure program implementation by May 2010.

2. **Compliance with all HUD requirements associated with grant funding.** As a federal funding source, it is important that CDBG funds be administered in a way that complies with all requirements of the department of Housing and Urban Development. This objective is a part all of the programs for this division and advances the critical success factors of Customer Satisfaction and Effective Community Communication

Measures:

- a. Comply with the timeliness standard for expending CDBG Funds.
- b. Continue to achieve a favorable review in the Annual Community Assessment performed by HUD.
- c. Successfully complete the HUD audit with no negative findings.

**COMMUNITY DEVELOPMENT
ORGANIZATION CHART
FISCAL YEAR 2010**



COMMUNITY DEVELOPMENT

715-9900-596

ACCT	TITLE	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	48,894	50,483	50,483	40,369
10-14	FICA TAXES	3,684	3,839	3,839	3,014
10-15	HEALTH INSURANCE	6,218	6,678	6,678	6,551
10-16	L I D INSURANCE	357	369	369	350
10-17	WORKERS COMPENSATION	217	267	267	214
10-19	PENSION	2,934	3,029	3,029	2,423
10-20	OPEB	-	1,262	1,262	-
	PERSONNEL COSTS	62,304	65,927	65,927	52,921
20-22	OFFICE SUPPLIES	86	310	310	310
20-23	PRINTING AND DUPLICATING	462	300	300	300
20-38	COMPUTER HARDWARE PURCH	1,913	68	68	-
	MATERIALS & SUPPLIES	2,461	678	678	610
30-21	TELEPHONE/FAX	620	735	735	250
30-25	ADVERTISEMENT	334	468	468	468
30-27	SUBSCRIPTIONS AND DUES	250	360	360	360
30-28	TRAINING/CONF/FOOD/TRAVEL	3,846	3,408	3,408	1,500
	ADMINISTRATIVE EXPENDITURES	5,050	4,971	4,971	2,578
70-40	HOUSE OF PRIDE	32,000	-	-	-
70-42	CLOSING COST/DWNPYMT PROG	41,874	47,162	47,162	30,000
70-43	CONNECTIONS COMM SUPPORT	11,548	15,112	15,112	-
70-44	DOVER INTERFAITH MINISTRY	-	60,000	60,000	-
70-45	COMMUNITY REHAB ASSITANCE	-	-	91,000	60,000
70-46	301 W. LOOCKERMAN RENTAL	28,790	91,000	-	-
70-48	2005 CARRY FORWARD	-	-	-	-
70-50	WHATCOAT SOCIAL SERVICE	14,000	21,112	-	-
70-58	DOVER COMM POLICING(DCP)	-	-	21,112	-
70-59	FIRST STATE RES CONSV & D EV	25,000	25,000	25,000	35,000
70-60	GEM PROP 217-219 W. REED ST	-	-	-	6,956
70-61	MURPHY SCHOOL	-	-	-	50,483
70-62	DOWNTOWN DOVER PARTNERSHIP	-	-	-	42,000
	TOTAL	153,212	259,386	259,386	224,439
	TOTAL EXPENDITURES	223,027	330,962	330,962	280,548
	REVENUES:				
	CDBG	220,249	319,962	319,962	269,548
	GENERAL FUND	2,778	11,000	11,000	11,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	1.0	1.0	1.0	1.0

LIFE SAFETY

DIVISIONAL VISION

Within the Department of Public Services, the Office of the Fire Marshal fosters a fire safe environment for all citizens and visitors of Dover through plan review, inspections, educational programs, and fire investigations.

MAJOR PROGRAMS

FIRE INSPECTIONS PROGRAM

Objective: The objective of this program is to ensure that new and existing buildings comply with Fire and Life Safety Codes adopted in the City of Dover.

Measure: The number of inspections performed for existing buildings.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	2,877 inspections performed	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥3,000 inspections performed

Measure: The number of violations reported for those existing buildings that were inspected.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	1,390 violations reported	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 1,500 violations reported

Measure: The number of fires in which the fixed fire protection systems deployed.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	8 fire systems deployed	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 8 fire systems deployed

FIRE SAFETY EDUCATION

Objective: The objective of this program is to educate adult citizens in the area of fire safety and prevention.

Measure: Monitor the number of attendees for fire safety/prevention classes per year with a target of six classes per year.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	1,473 attendees, 10 classes presented	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 1,500 attendees, ≥ 10 classes presented

Note: The Fire Marshal focuses on adult education, and the Fire Department focuses on youth education.

Measure: Conduct two fire safety outreach shows per year to promote fire safety for the citizens of Dover.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	5,338 people contacted, Two fire safety outreach shows conducted	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 5,100 people contacted, ≥ two fire safety outreach shows conducted

PLAN REVIEW PROGRAM

Objective: The objective of the Plan Review Program is to ensure that fixed fire protection systems being installed meet the adopted fire codes for the City of Dover as well as State of Delaware regulations.

Measure: To monitor the number of plan reviews completed per year.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	175 plan reviews completed	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information	Complete ≥ 180 plan reviews

FIRE INVESTIGATIONS PROGRAM

Objective: The objective of the Fire Investigations Program is to determine the cause and origin of fires.

Measure: The number of fires investigated.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	71 fires investigated	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 75 fires investigated

Note: All fires investigated involve over \$2,000 worth of damage; those under that dollar amount are not investigated.

Measure: The number of fires investigated that are suspicious in origin.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Five fires investigated	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ Seven fires investigated

Note: As the City grows, the number of fires would be expected to increase.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

2. **Continue to develop and implement an imaging system to address archiving needs and provide electronic access to documents maintained by this division.** This objective is shared among all the division of Public Services and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. This goal has been met.

Measures:

- A. Complete scanning and indexing of all permit address files by March 31, 2009.
- B. Develop a fully integrated electronic filing system for all information in this division.
- C. Complete implementation of the mobile office.

3. **Complete revisions and rewrite the City's All Hazard/Emergency Operations Plan.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication. This goal was not met.

Measures:

- a. Increase and expand staff readiness for emergency response and recovery operations.
- b. Meet the department's responsibility per the City of Dover Emergency Operation Plan and for the National Incident Management System.
- c. Expand and continue staff training by conducting an annual post emergency response scenario for all department staff by June 30, 2008.
- d. Identify equipment and supplies needed for post emergency response.
- e. Prepare scenario based action plans.

4. **Race Operations and/or Large Events.** The major focus of this objective is to ensure the health, welfare, and safety of fans and residents during NASCAR events by way of Code Enforcement, Licensing, and Public Interaction. This project advances the critical success factors including Citywide Safety in addition to Customer Satisfaction and Effective Community Communication. This goal has been met.

Measure:

- a. Development and adoption by City Council of Motorsports Ordinance event by June 30, 2009.
- b. Implement special event recommendations of the Emergency Management Coordinator.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Complete revisions and rewrite the City's All Hazard/Emergency Operations Plan.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

Measures:

- a. Increase and expand staff readiness for emergency response and recovery operations.
- b. Expand and continue training by conducting an annual post emergency response scenario for all department staff by June 30, 2010.
- c. Prepare scenario based action plans.

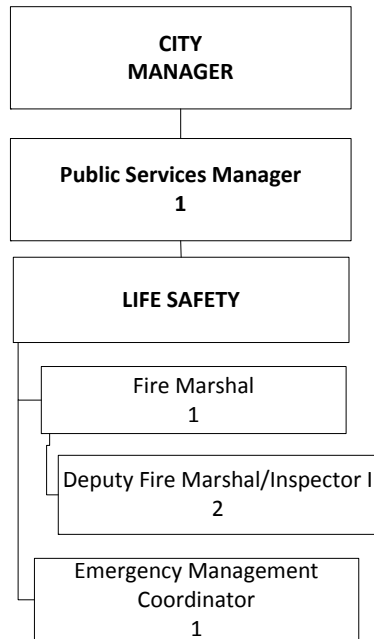
2. **Seek all available grants funds to purchase an email based Public Alert System.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

Measure: Seek out the appropriate grant funds, prepare and submit information regarding the email based Public Alert System to the City Manager by June 2010.

3. **Develop conceptual plan for obtaining the powers of law enforcement for the Fire Marshals.** This objective is a part of all of the Life Safety programs and advances the critical success factors of Citywide Safety, Customer Satisfaction and Effective Community Communication.

Measure: Ensure basic structure in place by June 2010.

LIFE SAFETY
ORGANIZATION CHART
FISCAL YEAR 2010



LIFE SAFETY

110-1600-531

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	-	191,345	185,000	184,944
10-12	OVERTIME	-	16,500	12,000	13,000
10-14	FICA TAXES	-	15,943	15,113	15,195
10-15	HEALTH INSURANCE	-	27,997	26,512	20,636
10-16	LI D INSURANCE	-	1,176	1,176	1,034
10-17	WORKERS COMPENSATION	-	2,079	1,817	1,771
10-19	PENSION	-	38,807	38,807	24,043
10-20	OPEB	-	4,784	4,784	-
	PERSONNEL COSTS	-	298,631	285,209	260,623
20-22	OFFICE SUPPLIES	-	1,500	1,500	1,000
20-23	PRINTING AND DUPLICATING	-	1,500	1,500	1,000
20-24	PHOTOGRAPHIC	-	300	300	400
20-26	PROGRAM EXPENSES/SUPPLIES	-	7,378	7,128	500
20-29	UNIFORMS/UNIFORM ALLOW	-	900	1,550	900
20-31	BOOKS	-	500	200	500
20-32	SECURITY/SAFETY MATERIALS	-	1,900	1,900	15,400
20-33	SMALL TOOLS	-	200	100	200
20-37	COMPUTER SOFTWARE	-	300	300	-
20-38	COMPUTER HARDWARE	-	-	-	5,600
	MATERIALS & SUPPLIES	-	14,478	14,478	25,500
30-21	TELEPHONE/FAX	-	1,532	1,532	3,526
30-27	SUBSCRIPTIONS AND DUES	-	380	985	1,280
30-28	TRAINING/CONF/FOOD/TRAVEL	-	2,750	2,145	2,000
30-31	CONTRACTUAL SERVICES	-	-	-	122,500
30-62	GASOLINE	-	5,000	5,000	5,000
30-63	AUTO REPAIRS/MAINTENANCE	-	1,400	1,400	1,400
30-67	RADIO REPAIRS/MAINTENANCE	-	400	400	200
	ADMINISTRATIVE EXPENDITURES	-	11,462	11,462	135,906
40-26	RADIO - PURCHASE	-	4,200	4,200	-
	CAPITAL OUTLAY	-	4,200	4,200	-
	TOTAL EXPENDITURES	-	328,771	315,349	422,029
	REVENUES:				
	GENERAL FUND	-	324,571	311,149	422,029
	GOVERNMENTAL CAPITAL PROJECTS FUND		4,200	4,200	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	-	4.0	4.0	4.0

INSPECTIONS AND PERMITTING

DIVISIONAL VISION

Within the Department of Public Services, the Division of Inspections and Permitting protect the existing and future public health, safety, and welfare of the City through effective implementation and enforcement of International Building Code and other related codes.

Permitting & Licensing Administration

Objective: The purpose of this program is to receive and process permits, licenses, and miscellaneous fees in accordance with Dover Code and in a timely and satisfactory manner.

Measure: Maintain the median time between intake and approval for permit reviews.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Accessory = 80% in 24 hrs New Residential = 75% in 48 hrs New Commercial = 75% in five days for those with all other approvals. (staff vacancy accounts for slight est. decline)	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	Accessory = ≥ 80% in 24 hours New Residential = ≥ 80% in 48 hrs New Commercial = ≥80% in five days for those with all other approvals.

Measure: To increase the number of business license renewals received by the 30th of September, with a target of 97% collected.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	6,785 of 7,050 business license renewals received = 96% collected	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥6,900 of 7,100 business license renewals received = ≥97% collected

Measure: To increase the number of rental licenses and public occupancy license renewals received by the 31st of March with a target of 97% collected.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	2,868 of 3,000 renewals received = 95% collected	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 3,000 of 3,100 renewals received = 97% collected

Building Construction & Infrastructure Inspections Program

Objective: The objective of this program is to provide building permit and infrastructure related inspection services to citizens; to ensure the construction of safe, code compliant buildings and properties within the City of Dover.

Measure: To track the number of building inspections and the number of permits issued.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	7,000 inspections (est.) 2,600 permits issues (est.)	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 7,000 inspections ≥ 2,700 permits issued

Measure: Track the number of building inspections, re-inspections, and second re-inspections performed in relation to the number of required inspections.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	6,500 – first inspections (est.) 400 – re-inspections (est.) 100 – second re-inspections (est.)	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 7,000 – first inspections ≥ 780 – re-inspections ≥ 100 – second re-inspections

Note: Required inspections = First Inspections. All permit totals are driven by construction activity.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Refine Fortis imaging system to address archiving needs and provide electronic access to all documents maintained by this division.** This objective is shared among all the divisions of Public Services and advances the critical success factors of Employee Satisfaction and Effective Organizational Communication. This goal has been met.

Measures: Publish specific procedures for entering information into and retrieving information from the Fortis imaging system for all office documents by January 2009.

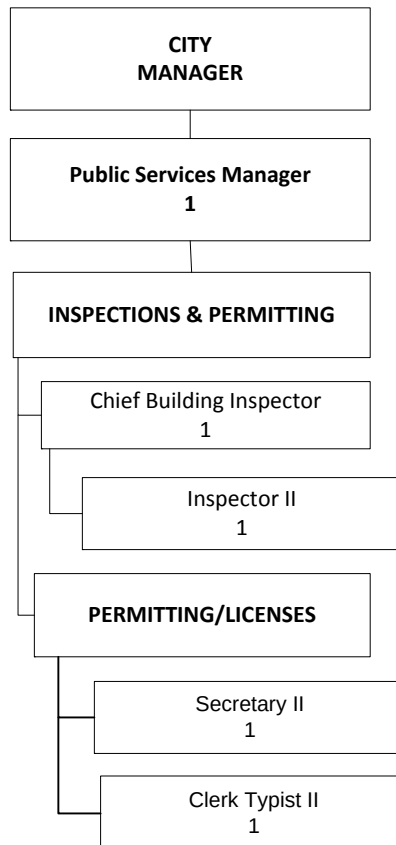
STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Implement operational improvements to the licensing and permitting processes.** This objective is a part of the Licensing and Permitting Administration program, and advances the critical success factors of Employee Satisfaction and Effective Organization Communication.

Measures:

- a. Develop a procedure for sequencing approvals to prevent delays by December 2009.
- b. Ensure all staff receives Customer Service Training by December 2009.

INSPECTIONS AND PERMITTING ORGANIZATION CHART FISCAL YEAR 2010



INSPECTIONS AND PERMITTING

110-1600-534

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	616,374	281,300	265,000	273,363
10-12	OVERTIME	6,717	3,000	1,500	2,500
10-13	TEMPORARY HELP	31,847	20,055	20,055	20,000
10-14	FICA TAXES	48,853	23,058	21,811	20,962
10-15	HEALTH INSURANCE	98,444	57,490	54,246	56,794
10-16	L I D INSURANCE	3,648	1,604	1,604	1,647
10-17	WORKERS COMPENSATION	1,946	22,466	22,129	2,367
10-19	PENSION	104,699	55,696	55,696	56,830
10-20	OPEB	-	7,033	7,033	-
	PERSONNEL COSTS	912,528	471,702	449,074	434,463
20-21	FURNITURE/FIXTURES	913	160	490	-
20-22	OFFICE SUPPLIES	6,147	3,000	2,975	2,975
20-23	PRINTING AND DUPLICATING	5,276	4,639	4,639	4,000
20-24	PHOTOGRAPHIC	84	-	25	25
20-26	PROGRAM EXPENSES/SUPPLIES	4,198	-	-	-
20-28	MEDICAL SUP & PHYSICALS	14	-	-	-
20-29	UNIFORMS/UNIFORM ALLOW	2,496	1,400	1,400	1,400
20-31	BOOKS	1,138	1,000	1,000	1,000
20-32	SECURITY/SAFETY MATERIALS	4,312	500	500	500
20-33	SMALL TOOLS	494	125	125	125
20-37	COMPUTER SOFTWARE	833	300	-	-
20-38	COMPUTER HARDWARE	9,464	-	-	2,800
	MATERIALS & SUPPLIES	35,369	11,124	11,154	12,825
30-21	TELEPHONE/FAX	9,420	2,188	2,188	4,400
30-25	ADVERTISEMENT	123	-	-	-
30-27	SUBSCRIPTIONS AND DUES	496	200	320	700
30-28	TRAINING/CONF/FOOD/TRAVEL	6,236	3,793	3,343	2,300
30-33	DEMOLITION EXPENSES	1,309	50,000	50,000	50,000
30-61	OFF EQUIP/REPAIRS & MAINT	3,778	4,668	4,668	4,668
30-62	GASOLINE	16,838	5,500	5,500	5,500
30-63	AUTO REPAIRS/MAINTENANCE	471	200	200	200
30-67	RADIO REPAIRS/MAINTENANCE	2,135	2,260	2,260	2,260
	ADMINISTRATIVE EXPENDITURES	40,806	68,809	68,479	70,028
40-22	AUTOMOBILES - PURCHASE	94,546	-	-	-
	CAPITAL OUTLAY	94,546	-	-	-
	TOTAL EXPENDITURES	1,083,249	551,635	528,707	517,316
	REVENUES:				
	GENERAL FUND	988,703	551,635	528,707	517,316
	GOVERNMENTAL CAPITAL PROJECTS FUND	94,546	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	16.0	7.0	7.0	7.0

GROUNDS

DIVISIONAL VISION

Within the Public Services Group, the Grounds Division is dedicated to the beautification and maintenance of Dover's green resources. Through our efforts Dover is known as a beautiful and scenic place in which to live, work, and visit.

MAJOR PROGRAMS

Beautification Program

Objective: The objective of the Beautification Program is to provide seasonal floral displays throughout Dover that enhance the community's appearance and make it a place people want to visit.

Measures:

1. Maintain a community satisfaction rating for overall appearance of 50% or greater as documented in the Annual Citizens' Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	60% Community Satisfaction rating	Citizen Survey not conducted.	≥ Community Satisfaction Rating

2. Maintenance of the City's flower beds.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	53 flower beds maintained	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 50 flower beds maintained.

Tree Program

Objective: The objective of the Tree Program is to maintain and continually renew Dover's tree population so that Dover remains a designated Tree City USA.

Measures:

1. Number of Trees Pruned.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	674 trees pruned	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	Prune ≥ 625 trees

2. Number of Trees Removed.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	468 trees removed	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	Remove ≥ 300 trees

3. Number of Trees Planted.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	21 trees planted	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	Plant ≥ 50 trees

Turf Maintenance Program

Objective: The objective of the Turf Maintenance Program is to maintain Dover's 280 acres of turf through a seasonal mowing, planting, aeration, and top dressing program.

Measure: Maintain a community satisfaction rating for appearance and maintenance of parks of 63% or greater as documented in the Annual Citizen's Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	66% Community Satisfaction rating	Citizen Survey not conducted	Maintain ≥ 65% Community Satisfaction rating.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS*

There were no division specific strategic accomplishments for Fiscal Year 2008-2009 for the Grounds Division.

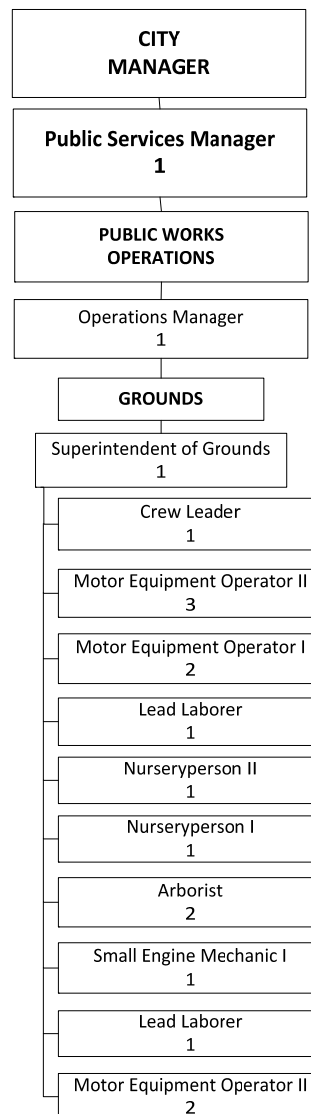
STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Advance the Natural Area Creation project by increasing natural acreage owned by the City of Dover and decreasing gasoline usage, carbon emissions and labor costs associated with the mowing of lawn areas.** This objective is part of the entire Grounds Division and advances the critical success factors Cost and Revenue Efficiency.

Measures:

- a. Identify at least three acres system wide that can be taken out of the mowing inventory.
- b. Improve three areas created last year by planting trees, shrubs and flowering plants natural to Delaware and appropriate for the habitat by May 2010.

GROUNDS
ORGANIZATION CHART
FISCAL YEAR 2010



GROUNDS

110-1500-522

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	556,514	585,583	585,583	572,040
10-12	OVERTIME	17,028	15,000	15,000	15,000
10-14	FICA TAXES	43,018	45,911	45,911	44,696
10-15	HEALTH INSURANCE	119,872	142,230	132,377	138,538
10-16	L I D INSURANCE	3,226	3,519	3,519	3,479
10-17	WORKERS COMPENSATION	8,094	24,623	20,851	24,170
10-19	PENSION	154,622	150,104	150,104	156,617
10-20	OPEB	-	14,788	14,788	-
	PERSONNEL COSTS	902,374	981,758	968,133	954,540
20-22	OFFICE SUPPLIES	189	150	150	150
20-25	CUSTODIAL	305	250	250	250
20-26	PROGRAM EXPENSES/SUPPLIES	62,600	50,207	50,207	50,207
20-29	UNIFORMS/UNIFORM ALLOW	3,772	3,526	3,526	3,526
20-31	BOOKS	300	100	100	100
20-32	SECURITY/SAFETY MATERIALS	4,736	4,400	4,400	4,400
20-33	SMALL TOOLS	2,822	4,411	4,411	4,411
20-44	SAND AND SALT	451	750	750	750
20-46	CITY BLDG MAINT SUPPLIES	2,504	400	400	400
20-58	WATER/SEWER	3,070	3,800	3,800	3,800
	MATERIALS & SUPPLIES	80,749	67,994	67,994	67,994
30-21	TELEPHONE/FAX	774	759	759	759
30-23	ELECTRICITY	3,996	3,900	3,900	3,900
30-24	HEATING OIL/GAS	3,841	8,400	8,400	8,400
30-27	SUBSCRIPTIONS AND DUES	385	385	385	385
30-28	TRAINING/CONF/FOOD/TRAVEL	2,935	2,900	2,900	1,300
30-31	CONTRACTUAL SERVICES	-	935	935	-
30-43	ENVIRONMENTAL EXPENSES	-	-	-	2,500
30-44	AGENCY BILLING-TEMP HELP	22,401	27,000	27,000	27,000
30-62	GASOLINE	35,647	32,500	32,500	32,500
30-64	TRUCK REPAIRS/MAINTENANCE	4,527	1,825	1,825	1,825
30-65	MAINT EQUIP REPAIRS/MAINT	23,489	16,800	16,800	16,800
30-67	RADIO REPAIRS/MAINTENANCE	1,441	1,708	1,708	1,708
	ADMINISTRATIVE EXPENDITURES	99,436	97,112	97,112	97,077
40-23	TRUCKS - PURCHASE	-	60,000	160,913	-
40-24	MAINT EQUIP - PURCHASE	-	49,500	49,500	-
	CAPITAL OUTLAY	-	109,500	210,413	-
	TOTAL EXPENDITURES	1,082,559	1,256,364	1,343,652	1,119,611
	REVENUE:				
	GENERAL FUND	1,082,559	1,146,864	1,133,239	1,119,611
	GOVERNMENTAL CAPITAL PROJECTS FUND	-	109,500	210,413	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	16.0	16.0	16.0	16.0

SANITATION

DIVISIONAL VISION

Within the Public Services Group, the Sanitation Division is dedicated to the timely collection and transportation of municipal solid waste. Our sanitation services significantly contribute to making the City of Dover a clean and safe community.

MAJOR PROGRAMS

Solid Waste Collection

Objective: The objective of this program is to provide regular collection and transportation of solid waste for residential and commercial customers inside and outside of the City of Dover corporate limits. This includes automated pickup, hand trash pickup, and bulk collection.

Measures:

1. Maintain a community satisfaction rating for solid waste collection of 80% or greater as documented in the Annual Citizens' Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	81% Community satisfaction rating for solid waste collection	Citizen Survey not conducted	≥ 80% Community Satisfaction rating for solid waste collection

2. Maintain a community satisfaction rating for yard waste collection of 70% or greater as documented in the Annual Citizens' Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	76% Community satisfaction rating for yard waste collection	Citizen Survey not conducted	≥ 75% Community Satisfaction rating for yard waste collection

3. Total tonnage of municipal solid waste collected and delivered to DSWA landfill in Sandtown.

Results	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Automated Collection	12,561.38	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 13,440 tons
Bulk Collection	5,665.81 tons		≥ 6,060 tons
Total	18,227.19 tons of municipal solid waste collected & delivered to landfill		≥ 19,500 tons of municipal solid waste collected and delivered to landfill

Container Maintenance and Replacement

Objective: To provide timely delivery and maintenance of the City's automated containers to all customers so that solid waste can be collected efficiently.

Measures:

1. Number of man-hours spent on container maintenance and replacement.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	546 man-hours spent on container maintenance & replacement	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 650 man-hours spent on container maintenance & replacement

2. Number of containers delivered.

Results	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
90 Gallon Containers	460 deliveries	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 400 deliveries
300 Gallon Containers	39 deliveries		≥ 40 deliveries

Electronic Goods Recycling

Objective: To collect electronic goods for recycling by partnering with the Delaware Solid Waste Authority.

Measures:

1. Tonnage of electronic recycling goods collected.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	3.87 tons of electronic goods collected	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 8 tons of electronic goods collected

2. Man-hours spent collecting electronic goods for recycling.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	166 man-hours spent collecting electronic goods	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 175 man-hours spent collected electronic goods

Curbside Recycling Program

Objective: To collect single stream recycling materials by partnering with the Delaware Solid Waste Authority.

Measures:

1. Tonnage of single stream recycling materials collected.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	523 tons collected	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥1,000 tons collected

2. Total number of recycling customers.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	2,355 recycling customers	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 4,500 recycling customers

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

2. **Evaluate the feasibility of a Pay-As-You-Throw (PAYT) trash utility.** This effort is designed to significantly increase recycling rates and is a part of the Solid Waste Collection program. This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication in addition to Cost and Revenue Efficiency. This goal has not been met.

Measure: Complete feasibility report by June 30, 2009.

3. **Evaluate the results of the GPS pilot project in the Sanitation Division.** This project is designed to evaluate resource usage and promote efficiencies in fuel and manpower within the Sanitation division and a part of the Solid Waste Collection Program. This objective advances the critical success factors of Customer Satisfaction and Effective Community Communication in addition to Cost and Revenue Efficiency. Due to budget constraints this goal has not been met.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Prepare a Request for Proposal for a recycling contract.** This objective is a part of the Curbside Recycling Program and advances the critical success factors of Customer Service and Effective Community Communication.

Measures:

- a. Ensure the RFP for the contract bids is completed by fall 2009, so proposals can be evaluated before January 2010.
- b. Prepare a benchmark cost estimate for taking over the Recycling Program.
- c. Make recommendations to the City Manager before expiration of the contract in February 2010.

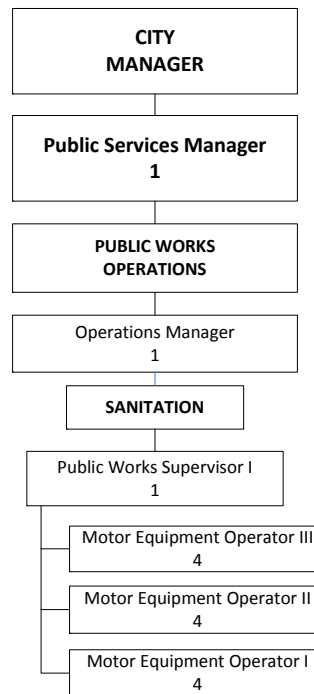
SANITATION FEE HISTORICAL SCHEDULE

YEAR	TONNAGE	% CHANGE TONNAGE	AVERAGE FEE PER TON	COST
1995/96	15,099	- 1	\$58.50	\$850,434
1996/97	15,653	+4	\$58.50	\$890,070
1997/98	15,897	+2	\$58.50	\$879,802
1998/99	17,202	+8	\$58.50	\$951,616
1999/00	18,756	+9	\$58.50	\$1,007,165
2000/01	19,038	+2	\$58.50	\$1,137,334
2001/02	18,559	- 3	\$56.09	\$1,041,001
2002/03	19,169	+3	\$52.99	\$1,015,710
2003/04	20,786	+8	\$53.86	\$1,119,648
2004/05	20,333	-2	\$53.16	\$1,080,857
2005/06	20,441	+1	\$56.43	\$1,153,480
2006/07	19,683	-4	\$57.95	(Unaudited) \$1,140,597
2007/08	Projected 22,703	Projected +15	Projected \$55.23	Projected \$1,254,540
2008/09	Projected 22,703	Projected +0	Projected \$55.23	Projected \$1,254,540

TRASH COLLECTION FEES

YEAR	REVENUE
1995/96	\$33,368
1996/97	\$43,739
1997/98	\$61,934
1998/99	\$122,361
1999/00	\$196,148
2000/01	\$724,557
2001/02	\$853,846
2002/03	\$908,909
2003/04	\$924,338
2004/05	\$905,481
2005/06	\$1,076,967
2006/07	(Unaudited) \$1,113,317
2007/08	Projected \$1,191,411
2008/09	Projected \$1,227,153

SANITATION
ORGANIZATION CHART
FISCAL YEAR 2010



SANITATION

110-1800-555

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	444,764	465,223	460,189	454,743
10-12	OVERTIME	14,847	21,800	21,800	18,000
10-14	FICA TAXES	34,449	36,884	36,499	36,630
10-15	HEALTH INSURANCE	106,017	113,662	105,026	119,331
10-16	L I D INSURANCE	2,693	2,792	2,792	2,810
10-17	WORKERS COMPENSATION	6,494	19,964	17,075	19,974
10-19	PENSION	116,036	110,332	110,332	120,368
10-20	OPEB	-	11,748	11,748	-
	PERSONNEL COSTS	725,300	782,405	765,461	771,856
20-21	FURNITURE/FIXTURES	-	249	125	249
20-22	OFFICE SUPPLIES	143	150	150	150
20-23	PRINTING AND DUPLICATING	224	1,000	1,000	1,000
20-26	PROGRAM EXPENSES/SUPPLIES	38,398	34,700	34,700	34,700
20-28	MEDICAL SUP & PHYSICALS	-	20	20	20
20-29	UNIFORMS/UNIFORM ALLOW	2,865	2,732	2,732	2,732
20-32	SECURITY/SAFETY MATERIALS	2,664	2,825	2,825	2,825
20-33	SMALL TOOLS	829	800	800	800
20-35	CHEMICALS & ADDITIVES	-	500	500	500
20-46	CITY BLDG MAINT SUPPLIES	1,188	1,000	1,000	1,000
	MATERIALS & SUPPLIES	46,311	43,976	43,852	43,976
30-21	TELEPHONE/FAX	513	460	460	460
30-25	ADVERTISEMENT	2,406	3,000	2,500	3,000
30-28	TRAINING/CONF/FOOD/TRAVEL	16	100	100	100
30-31	CONTRACTUAL SERVICES	1,131,714	1,185,571	1,100,000	1,185,571
30-43	ENVIRONMENTAL EXPENSES	4,895	5,000	5,000	5,000
30-44	AGENCY BILLING-TEMP HELP	46,018	45,000	43,000	45,000
30-62	GASOLINE	141,186	118,000	118,000	118,000
30-64	TRUCK REPAIRS/MAINTENANCE	14,942	26,000	26,000	26,000
30-67	RADIO REPAIRS/MAINTENANCE	1,497	1,322	1,322	1,322
	ADMINISTRATIVE EXPENDITURES	1,343,187	1,384,453	1,296,382	1,384,453
40-23	TRUCKS - PURCHASE	607,826	315,000	315,000	-
	CAPITAL OUTLAY	607,826	315,000	315,000	-
	TOTAL EXPENDITURES	2,722,624	2,525,834	2,420,695	2,200,285
	REVENUES:				
	GENERAL FUND	2,114,798	2,210,834	2,105,695	2,200,285
	GOVERNMENTAL CAPITAL PROJECTS FUND	607,826	315,000	315,000	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	13.0	13.0	13.0	13.0

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STREETS

DIVISIONAL VISION:

Within the Public Services Group, the Streets Division is dedicated to the timely maintenance and improvements of the streets, sidewalks, and the stormwater infrastructure as well as improving our quality of life.

MAJOR PROGRAMS:

Street and Sidewalk Maintenance

Objective: The objective of this program is to provide cleaning, maintenance, and the timely repair of streets and sidewalks within the City of Dover

Measures:

1. Maintain a community satisfaction rating for streets repairs of 50% or greater as documented in the Annual Citizens' Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	51% Community satisfaction rating for street repairs	Annual Citizen Survey not conducted.	≥ 50% Community satisfaction rating for street repairs

2. Maintain a community satisfaction rating for street cleaning of 60% percent or greater as documented in the Annual Citizens' Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	61% Community satisfaction rating for street cleaning	Annual Citizen Survey not conducted.	≥ 60% Community satisfaction rating for street cleaning

3. Maintain a community satisfaction rating for sidewalk maintenance of 55% or greater as documented in the Annual Citizens' Survey.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	50% Community satisfaction rating for sidewalk maintenance	Annual Citizen Survey not conducted.	≥ 55% Community satisfaction rating for sidewalk maintenance

4. Estimated linear feet of sidewalk repaired.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Estimated 1,400 linear feet of sidewalk repaired	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 1,500 linear feet of sidewalk repaired

Stormwater Management Program

Objective: To comply with the City's stormwater management quality and support the City's National Pollutant Discharge Elimination System (NPDES) permit.

Measures:

1. Miles of streets swept.

Results	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
	13,221 miles swept	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥15,500 miles swept

2. Cubic yards of sweeper debris.

Results	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
	2,559 cubic yards of debris	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 2,600 cubic yards of debris

3. Number of catch basins cleaned.

Results	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
	2,565 catch basins cleaned	Information regarding this measure was not submitted in a timely fashion for this publication; please contact the Public Services Director, Scott Koenig at (302) 736-7026 for more information.	≥ 2,800 catch basins cleaned

4. Maintain a community satisfaction rating for stormwater management of 50% or greater as documented in the Annual Citizen Survey.

Results	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
	63% Community satisfaction rating for stormwater management	Annual Citizen Survey not conducted.	≥ 50% Community satisfaction rating for stormwater management

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Complete the mapping data for the City's storm water infrastructure through the expansion of GIS.** This objective is part of the Public Services Group's efforts to modernize our information systems available to both internal and external customers. The objective is a critical component of our Street Maintenance and Storm Water Management program. In addition, this objective advances the critical success factors of Customer Satisfaction and Effective Community Communication as well as assisting with NPDES compliance. This goal has been completed and will be moved forward to Fiscal Year 2009-2010

Measure: Complete the entire project by June 30, 2009 to comply with NPDES permit requirements.

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Ensure the City's storm water system obtains NPDES (National Pollutant Discharge Elimination System) Permit Compliance.** The objective is a critical component of our Street Maintenance and Storm Water Management program. In addition, this objective advances the critical success factors of Customer Satisfaction and Effective Community Communication.

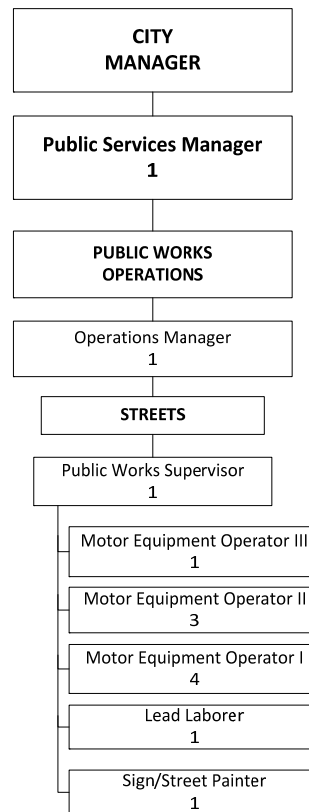
Measures:

- a. Complete GIS mapping of the storm water system by June 2010.
- b. Work with the Public Affairs Coordinator to develop two informational brochures on the effects that dog waste and automotive care have on the storm water system by June 2010.
- c. Update Public Service Announcements and expand information available on the City's website by June 2010.
- d. Develop and enhanced Storm Water and Sediment Ordinance with enforcement abilities by June 2010.

2. **Complete all Homeowner notifications for inflow/infiltration repairs as identified by the Inflow/Infiltration Report.** This objective is a part of the Stormwater Management Program and advances the critical success of Cost and Revenue Efficiency.

Measure: Ensure all follow up inspections and visits by May 2010.

STREETS
ORGANIZATION CHART
FISCAL YEAR 2010



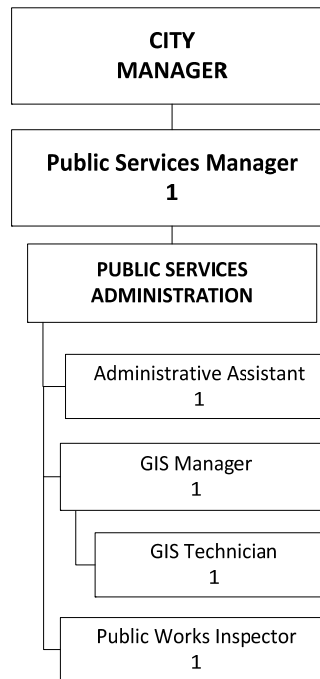
STREETS

110-1800-554

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	385,659	407,338	407,338	406,642
10-12	OVERTIME	5,567	13,200	11,700	13,200
10-14	FICA TAXES	29,471	32,314	32,314	33,180
10-15	HEALTH INSURANCE	75,455	84,943	78,659	86,638
10-16	L I D INSURANCE	2,386	2,522	2,522	2,557
10-17	WORKERS COMPENSATION	4,767	14,904	12,658	15,548
10-18	EDUCATIONAL ASSISTANCE	1,736	-	1,500	1,500
10-19	PENSION	104,948	102,586	102,586	110,730
10-20	OPEB	-	10,287	10,287	-
	PERSONNEL COSTS	609,989	668,094	659,564	669,995
20-21	FURNITURE/FIXTURES	-	198	198	-
20-22	OFFICE SUPPLIES	150	150	150	150
20-26	PROGRAM EXPENSES/SUPPLIES	25,758	26,707	26,707	26,707
20-29	UNIFORMS/UNIFORM ALLOW	1,928	2,076	2,076	2,076
20-32	SECURITY/SAFETY MATERIALS	2,502	4,376	4,376	4,376
20-33	SMALL TOOLS	2,806	2,893	2,893	2,893
20-35	CHEMICALS & ADDITIVES	-	100	100	100
20-38	COMPUTER HARDWARE	-	-	-	1,400
20-41	STREET REPAIRING MATERIAL	12,627	18,900	21,900	18,900
20-42	STREET CLEANING SUPPLIES	3,288	4,300	4,300	4,300
20-43	STREET SIGNS/MARKING	22,717	16,800	16,800	16,800
20-44	SAND AND SALT	11,867	-	-	4,000
20-46	CITY BLDG MAINT SUPPLIES	11,990	11,600	11,600	11,600
20-62	STORM SEWER SUPPLIES	1,565	4,000	4,000	4,000
20-64	DITCH MAINTENANCE	511	775	775	775
	MATERIALS & SUPPLIES	97,709	92,875	95,875	98,077
30-21	TELEPHONE/FAX	943	820	820	820
30-25	ADVERTISEMENT	2,765	1,900	1,900	1,500
30-28	TRAINING/CONF/FOOD/TRAVEL	-	400	400	100
30-31	CONTRACTUAL SERVICES	-	5,000	2,000	500
30-44	AGENCY BILLING-TEMP HELP	11,253	12,250	12,250	12,250
30-62	GASOLINE	58,609	47,780	47,780	47,780
30-64	TRUCK REPAIRS/MAINTENANCE	85	1,000	1,000	1,000
30-65	MAINT EQUIP REPAIRS/MAINT	15,162	24,000	24,000	24,000
30-67	RADIO REPAIRS/MAINTENANCE	1,363	1,400	1,400	1,400
	ADMINISTRATIVE EXPENDITURES	90,180	94,550	91,550	89,350
40-23	TRUCKS - PURCHASE	93,237	15,170	-	-
40-25	OTHER EQUIPMENT PURCHASE	-	174,000	30,922	-
40-31	CONSTRUCTION - PURCHASE	411,541	515,000	265,000	350,000
	CAPITAL OUTLAY	504,778	704,170	295,922	350,000
	TOTAL EXPENDITURES	1,302,656	1,559,689	1,142,911	1,207,422
	REVENUES:				
	GENERAL	797,878	855,519	846,989	857,422
	GOVERNMENTAL CAPITAL PROJECTS FUND	504,778	704,170	295,922	350,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	11.0	11.0	11.0	11.0

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PUBLIC SERVICES – ADMINISTRATION
ORGANIZATION CHART
FISCAL YEAR 2010



PUBLIC SERVICES - ADMINISTRATION

110-2400-551

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	245,569	252,628	250,601	250,590
10-12	OVERTIME	484	-	-	500
10-14	FICA TAXES	18,171	18,264	18,109	18,057
10-15	HEALTH INSURANCE	29,735	32,102	29,730	32,966
10-16	L I D INSURANCE	1,482	1,568	1,568	1,568
10-17	WORKERS COMPENSATION	703	2,076	1,739	2,123
10-19	PENSION	23,229	22,911	22,911	23,128
10-20	OPEB	-	6,316	6,316	-
	PERSONNEL COSTS	319,373	335,865	330,974	328,932
20-21	FURNITURE/FIXTURES	630	475	781	-
20-22	OFFICE SUPPLIES	3,316	2,500	2,900	2,500
20-23	PRINTING AND DUPLICATING	289	1,500	1,500	1,500
20-26	PROGRAM EXPENSES/SUPPLIES	351	-	-	-
20-31	BOOKS	-	100	-	100
20-32	SECURITY/SAFETY MATERIALS	125	125	125	125
20-37	COMPUTER SOFTWARE	660	5,039	4,100	-
20-38	COMPUTER HARDWARE	12,626	-	-	6,800
	MATERIALS & SUPPLIES	17,997	9,739	9,406	11,025
30-21	TELEPHONE/FAX	2,986	2,500	2,500	3,700
30-25	ADVERTISEMENT	-	-	-	-
30-27	SUBSCRIPTIONS AND DUES	1,869	1,650	1,651	1,650
30-28	TRAINING/CONF/FOOD/TRAVEL	2,129	5,250	693	1,500
30-29	CONSULTING FEES	-	-	-	5,000
30-31	CONTRACTUAL SERVICES	12,608	-	-	-
30-61	OFF EQUIP/REPAIRS & MAINT	192	202	202	202
30-62	GASOLINE	3,334	3,500	2,700	3,000
30-67	RADIO REPAIRS/MAINTENANCE	96	556	556	150
	ADMINISTRATIVE EXPENDITURES	23,214	13,658	8,302	15,202
40-23	TRUCKS - PURCHASE	19,002	-	-	-
40-25	OTHER EQUIP - PURCHASE	-	38,380	38,193	-
40-28	COMPUTER HARDWARE PURCH	18,110	-	-	-
	CAPITAL OUTLAY	37,112	38,380	38,193	-
	TOTAL EXPENDITURES	397,696	397,642	386,875	355,159
	REVENUES:				
	GENERAL FUND	360,584	359,262	348,682	355,159
	GOVERNMENTAL CAPITAL PROJECTS FUND	37,112	38,380	38,193	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	4.0	4.0	4.0

PUBLIC UTILITIES

CONTAINS THE FOLLOWING
SUBSECTIONS:

WASTEWATER MANAGEMENT

WATER CONSTRUCTION

WATER MANAGEMENT

WATER TREATMENT PLANT

WATER/WASTEWATER

ENGINEERING & INSPECTIONS

ELECTRIC ADMINISTRATION

ELECTRIC ENGINEERING

ELECTRIC TRANSMISSION &

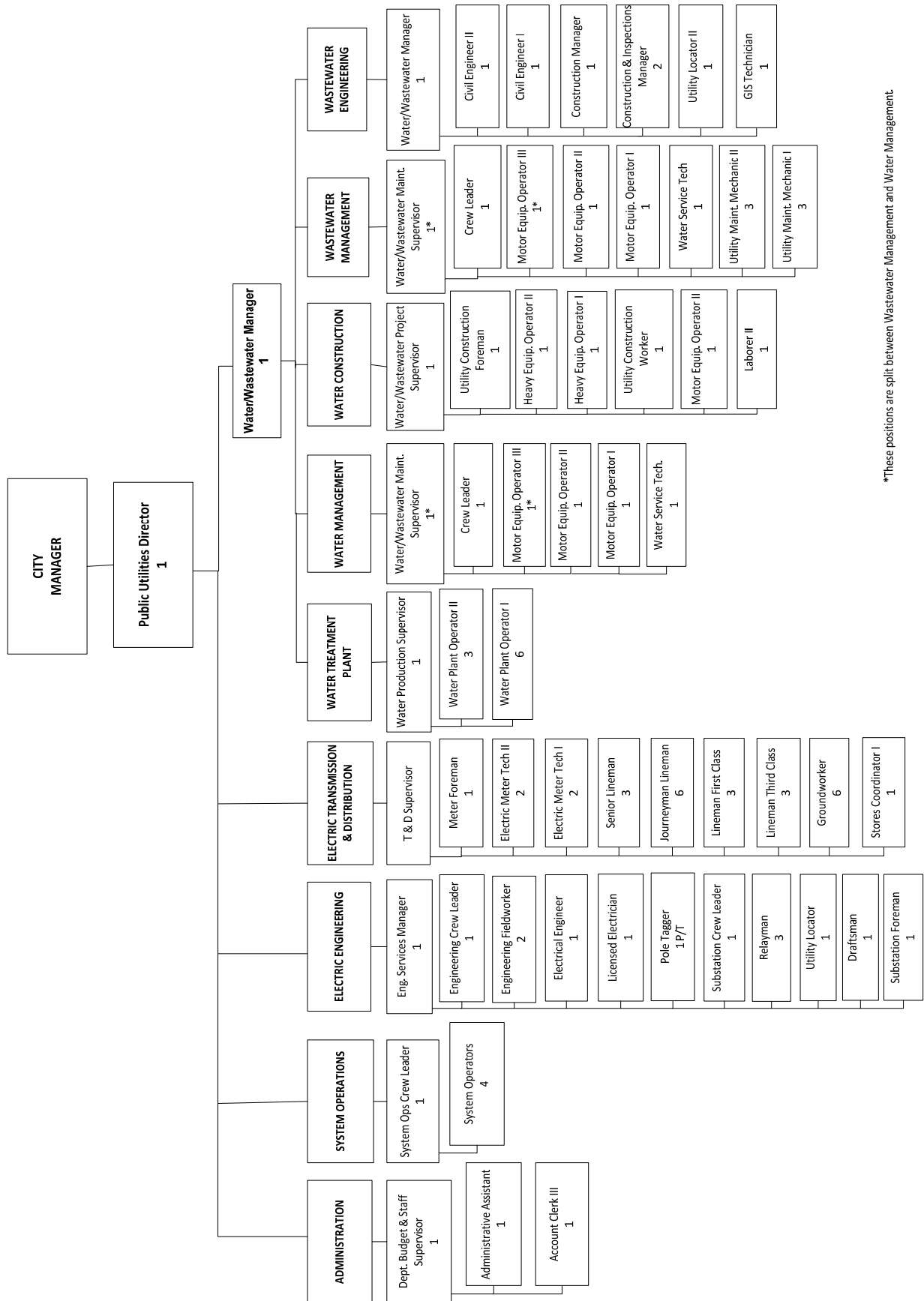
DISTRIBUTION

SYSTEM OPERATIONS

POWER PLANT OPERATIONS

POWER SUPPLY

PUBLIC UTILITIES ORGANIZATION CHART FISCAL YEAR 2010



*These positions are split between Wastewater Management and Water Management.

PUBLIC UTILITIES/WATER-WASTEWATER

DEPARTMENTAL VISION

In order to ensure that the City of Dover is a place where people will want to live, Public Utilities will endeavor to provide our customers with the safest and most reliable utility services at the lowest possible cost.

MAJOR PROGRAMS

WATER DISTRIBUTION / WASTEWATER TRANSMISSION

Objective: The objective of this program is to operate and maintain the water distribution and wastewater transmission system for our customers and the fire department in a courteous, timely, and accurate manner. The water division typically performs the following functions: repairing water leaks; installing new and replacing aging water services; replacing obsolete water mains; instituting water quality programs; testing, repairing, and replacing fire hydrants; flushing the water systems; inspecting meters; and responding to customer concerns. This division also operates and maintains the wastewater transmission and pump stations for our customers and typically performs the following functions: cleaning, inspecting, and repairing or replacing sewer mains; maintaining and repairing pump stations; and responding to customer concerns.

Measures:

1. Reduce the number of water quality complaints/inquiries received.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	241 complaints/inquiries received	400 complaints/inquiries received	≤350 complaints/inquiries received

2. Reduce the number of infrastructure failure repairs for the water distribution as part of the water main upgrade and replacement project.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	25 failures reported	40 failures reported	≤25 failures reported

3. Increase the number of infrastructure failure repairs for wastewater collection and/or transmission as part of the inflow/infiltration project.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	38 repairs completed	40 repairs completed	≥10 repairs completed

4. Complete water system flushing operations within published schedule (100%).

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	57 days (published)	50 days (published)	48 days (published)
Results	50 days (actual)	48 days (actual)	≤48 days
Results	114%	104%	100%

5. Decrease the percentage of flow sent to Kent County in relation to wastewater gallons billed by the City (Inflow/Infiltration monitoring).

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	1,561,185,000 (Kent County)	1,618,168,000 (Kent County)	1,6301,000,000 (Kent County)
Results	1,458,043,000 (City of Dover)	1,592,680,000 (City of Dover)	1,600,000,000 (City of Dover)
Results	107%	102%	≤102%

6. Maintain an overall average response time of less than 20 minutes for water and sewer customer complaints.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Average response time 18 minutes	Average response time 17 minutes	Average response time ≤20 minutes

7. Increase the number of linear feet of sewer mains cleaned and maintained annually.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	1,081,337 linear feet of sewer mains cleaned and maintained	950,000 linear feet of sewer mains cleaned and maintained	≥1,000,000 linear feet of sewer mains cleaned and maintained

WATER TREATMENT AND PRODUCTION

Objective: The objective of this program is to provide the citizens of the City of Dover with safe drinking water and an adequate supply for prudent fire protection. This service will be delivered in a courteous, timely, and accurate manner by performing the following: maintaining production and treatment equipment to ensure capacity and availability; adding and adjusting chemicals daily; performing daily sampling for compliance with State and Federal regulations and guidelines to ensure customer safety; improving water aesthetics; and responding to customer concerns.

Measures:

1. Maintain an average available water production capacity of 100% of our annual production allocation.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	89.6% Average available water production capacity	92.5% Average available water production capacity	≥94.0% Average available water production capacity

2. Maintain zero violations of State and Federal regulations.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	0 violations	0 violations	0 violations

ENGINEERING AND INSPECTIONS – WATER / WASTEWATER

Objective: The objective of this program is to provide timely, accurate, and professional design, inspection, and evaluation of existing and proposed water/wastewater infrastructure for City personnel, developers, and contractors while ensuring compliance with all applicable code requirements. Furthermore, this division is responsible for the water/wastewater Capital Improvements projects to ensure they are completed under budget and within the allocated time constraints. Evaluates the current pipe assets and is developing/updating an Asset Management program to ensure timely replacement of water/sewer infrastructure to ensure the replacement of piping prior to the 100-year life expectancy. These efforts are performed to ensure the safety, quality, and effectiveness of the water and wastewater systems.

Measures:

1. Plan review completed within 30 days of submission (on average).

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	19 days	30 days	≤25 days

2. Inspection response within 48 hours of request (on average).

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	60 hours	48 hours	≤48 hours

3. Complete CIP projects within budget and allocated time frame.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	68% of CIP projects completed on time & within budget.	90% of CIP projects completed on time & within budget.	100% of CIP projects completed on time & within budget.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Water/Wastewater Meter Reading Technology Upgrade Project.** This is a project whereby a radio-read meter-head is installed on each water meter. This project is a part of the Water Distribution/Wastewater Transmission program and advances the critical success factor of Cost and Revenue Efficiency.

Measure: Complete 100% of the meter conversions. This goal has been met.

Budget: \$147,250
\$147,250

Account: 417-6800-568.40-31
417-6900-569.40-31

2. **Inflow/Infiltration Reduction Project.** The current wastewater system experiences high volumes of wastewater during heavy rains and high water table seasons, which is an indication of a non-sealed system. Staff will investigate additional sections of the system and develop a work plan to address this issue. Repair of the infiltration will reduce the County Wastewater fees as the City's wastewater flow will be reduced. This project is a part of the Water Distribution/Wastewater Transmission program and advances the critical success factor of Cost and Revenue Efficiency. This project is on hold.

Budget: \$275,000

Account: 417-6900-569.40-31

3. **Install Variable Frequency Drive Motors.** Wells 3, 8, 9, 11, 13R, and 15 will have these motors installed to provide better control of the water system and minimize water quality issues during well start-up. Additionally, White Oak Farms pump station will also have VFD's installed to improve the wastewater operations. This project is a part of the Water Quality program and advances the critical success factor of Cost and Revenue Efficiency. This goal has been met.

Budget: \$124,200

Account: 417-6800-568.40-31

4. **Wellhead Redevelopment Program.** Wellheads require periodic routine cleaning, maintenance, and repairs to ensure that they can produce the quantity of water needed and to meet production allocation. This program will provide the required maintenance on a routine basis to ensure adequate water capacity. This project is a part of the prudent water operations procedures and advances the water availability goals of the department. This goal has been met.

Budget: \$50,000

Account: 471-6800-568.40-31

5. **New Well and Water Tower Siting.** Purchase land required for each new asset and begins the design phase, so a construction contract can be awarded in the following fiscal year. This project is a part of the recommendations of the Water Master Plan. This goal has been met.

Well Budget: \$195,000

Account: 417-6800-568.40-31

Storage Tank Budget: \$695,000

Account: 417-6800-560.40-31

6. **Water Quality Improvements.** The water system has had numerous water quality issues since the Department was mandated to inject chlorine into the system. To help alleviate the problem, contact chambers are being installed at each of the 13 wells to allow the chemical reaction to occur outside of the water lines and stabilize prior to entering the water system. The final six chambers have been completed this year as well as other main replacements. Numerous water mains have also been identified for replacement due to system age, inadequate size, or system improvements as identified in the Water Master Plan. These projects were identified and prioritized in the Water Quality Evaluation plan developed by staff in Fiscal Year 2008. This goal has been met.

Budget: \$1,587,000

Account: 417-6800-568.40-31

7. **Wastewater Force Main/Pump Station Replacements.** Numerous pumping stations need replacement as they have reached or exceeded the end of their useful life. Weaver Street Pumping Station will be replaced this fiscal year. Engineering and design will be completed for the Fox Hall force main replacement; and the Delaware State University and Acorn Lane Pumping stations. This goal has been met.

Budget: \$500,900

Account: 417-6900-569.40-31

8. **Wastewater Planning Update.** The Master Plan was originally developed in 1999 and due to the large growth in the area; this plan should be updated so the Department can identify critical system improvements. This goal has been met.

Budget: \$200,000

Account: 412-6900-569.30-29

9. **US Route 13 Sanitary Sewer Interceptor.** A sewer line needs to be installed from near Dover Downs to the back of Lowes. This line will allow the City to pump the wastewater into a different County line to relieve the flow on a County line that is nearly at capacity. Additionally, one pump station will be immediately eliminated and converted to a gravity flow system.

Measures:

- A. Engineer, design, and develop bid documents for the project. This goal has been met.
- B. Award the construction contract to complete the installation of this project. This goal has not been met due to construction phase of project being placed on hold.
- C. Monitor and inspect contractor to complete the project according to design. This goal has not been met due to construction phase of project being placed on hold.

Budget: \$3,065,000

Account: 417-6900-569.40-31

10. **Lafferty Lane Pump Station Replacement.** This wastewater pump station has reached its useful life and needs to be replaced. No bids were received for this project in Fiscal Year 2008, so staff redeveloped specifications and issued bids for the replacement of the pump station. The contract was awarded in August 2008, and installation is to be completed by May 2009. This goal has been met.

Budget: \$370,569

Account: 417-6900-569.40-31

11. **Scarborough Road Interconnection.** In Fiscal Year 2007 a waterline was installed near Wilmington University to interconnect with Tidewater. The equipment has been ordered, and Tidewater Utilities has approved the interconnection. This goal has been met.

Budget: \$50,446

Account: 417-6800-553.40-31

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Inflow/Infiltration Removal.** This project will identify and correct areas in the sanitary sewer collection system that are deteriorating and allowing groundwater to enter the system through cracked pipes and/or joints. Continue projects identified in Fiscal Year 2009 and scheduled for Fiscal Year 2010.

2. **Water/Wastewater Assets Management Plan.** This project is to develop a comprehensive asset management plan for the water and wastewater utilities that includes and incorporates the recommendations of the 2006 Water Master Plan, 2006 Water Quality Evaluation, and the 2009 Wastewater Master Plan. Specific areas of the plan requiring further assessment will be identified to ensure the overall plan is comprehensive and consistently enhanced.

3. **Complete Wastewater CIP Projects on Time and Under Budget.**

Measures:

- A. Complete Delaware State University Pumping Station.
- B. Complete Acorn Lane Pumping Station.
- C. Install Fox Hall/Retreat Force Main.
- D. Engineer and design Fox Hall Pumping Station replacement.
- E. Engineer and design Dover East Pump Station Abandonment.
- F. Engineer and design Delaware State University Force Main.

4. **Complete Water CIP Projects on Time and Under Budget.**

Measures:

- A. Complete Piney Point Well
- B. Complete Water Storage Tower.

WATER AND WASTEWATER RATES Per 1,000 Gallons (Existing)						
YEAR	CONSUMPTION (GALLONS)	WATER		WASTEWATER		WASTEWATER ADJUSTMENT
		IN CITY	OUT OF CITY	IN CITY	OUT OF CITY	ALL USERS
1998-99	Up to 200,000	1.90	2.85	1.21	1.81	1.68
	200,001 - 400,000	1.75	2.63	1.21	1.81	1.68
	400,001 - 600,000	1.65	2.48	1.21	1.81	1.68
	600,001 or more	1.60	2.40	1.21	1.81	1.68
1999-00	Up to 200,000	1.90	2.85	1.41	2.12	1.68
	200,001 - 400,000	1.75	2.63	1.41	2.12	1.68
	400,001 - 600,000	1.65	2.48	1.41	2.12	1.68
	600,001 or more	1.60	2.40	1.41	2.12	1.68
2000-01	Up to 200,000	1.90	2.85	1.41	2.12	1.68
	200,001 - 400,000	1.75	2.63	1.41	2.12	1.68
	400,001 - 600,000	1.65	2.48	1.41	2.12	1.68
	600,001 or more	1.60	2.40	1.41	2.12	1.68
2001-02	Up to 200,000	1.90	2.85	1.41	2.12	1.85
	200,001 - 400,000	1.75	2.63	1.41	2.12	1.85
	400,001 - 600,000	1.65	2.48	1.41	2.12	1.85
	600,001 or more	1.60	2.40	1.41	2.12	1.85
2002-03	Up to 200,000	2.35	3.53	1.65	2.48	1.85
	200,001 - 400,000	2.20	3.30	1.65	2.48	1.85
	400,001 - 600,000	2.10	3.15	1.65	2.48	1.85
	600,001 or more	2.05	3.08	1.65	2.48	1.85
2003-04	Up to 200,000	2.35	3.53	1.65	2.48	1.85
	200,001 - 400,000	2.20	3.30	1.65	2.48	1.85
	400,001 - 600,000	2.10	3.15	1.65	2.48	1.85
	600,001 or more	2.05	3.08	1.65	2.48	1.85
2004-05	All consumption levels	2.35	3.53	1.90	2.85	1.85
2005-06	All consumption levels	2.45	3.68	2.10	3.15	2.13
2006-07	All consumption levels	2.45	3.68	2.10	3.15	2.13
2007-08	All consumption levels	2.45	3.68	2.10	3.15	2.34
2008-09	All consumption levels	2.45	3.68	2.10	3.15	2.34
2009-10	All consumption levels	2.70	4.05	2.10	3.15	2.34

NOTE: The wastewater adjustment rate increased in Fiscal Year 2008 from \$2.13/1,000 gallons to \$2.34/1,000 gallons.

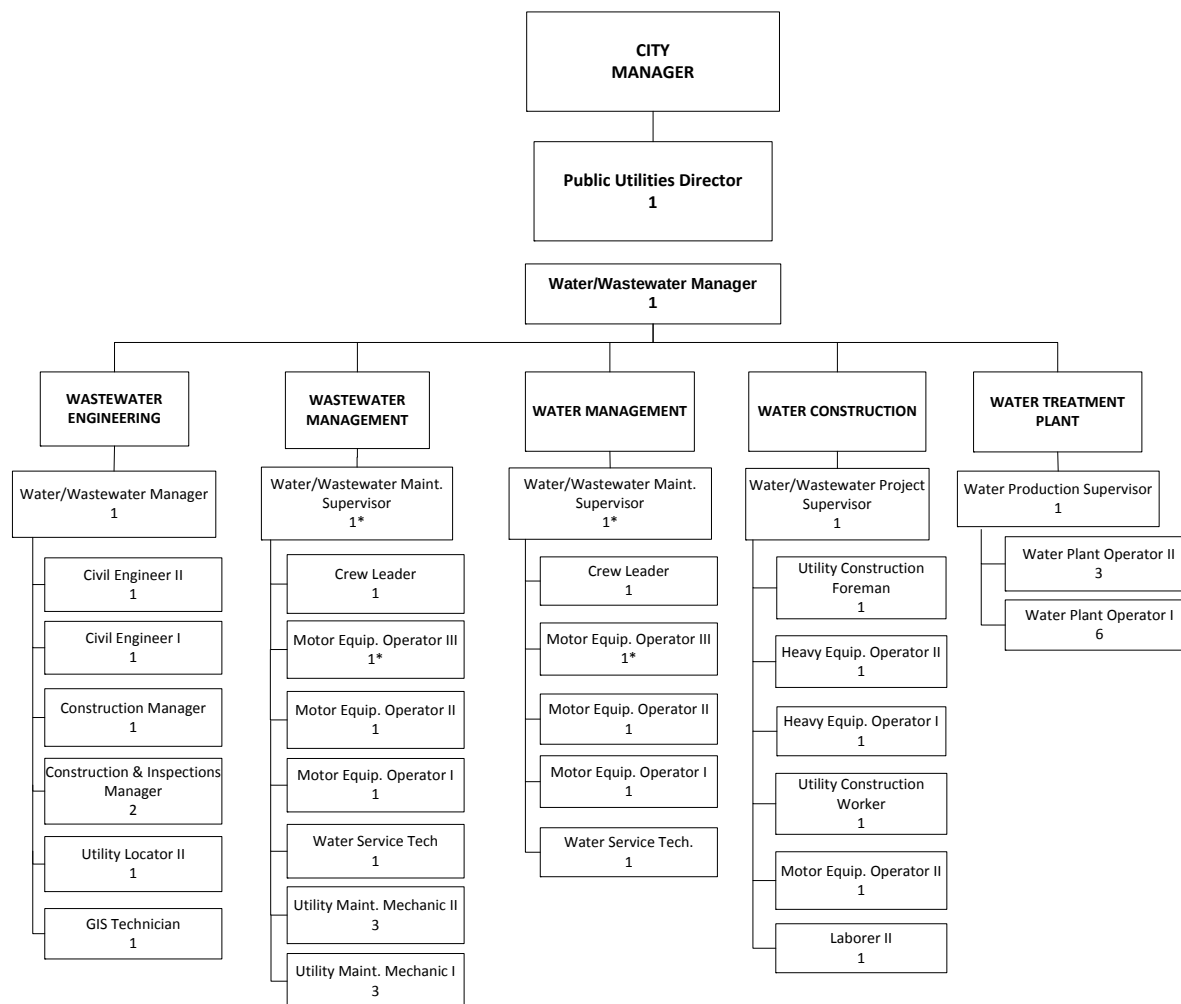
TYPICAL WATER/SEWER BILL (7,000 gallons per month)				
YEAR	WATER	SEWER	SEWER ADJUSTMENT	TOTAL COST
1998-99	13.30	8.47	11.76	33.53
1999-00	13.30	9.87	11.76	34.93
2000-01	13.30	9.87	11.75	34.93
2001-02	13.30	9.87	12.95	36.12
2002-03	16.45	11.55	12.95	40.95
2003-04	16.45	11.55	12.95	40.95
2004-05	16.45	13.30	12.95	42.70
2005-06	* 18.40	* 15.95	14.91	49.62
2006-07	* 18.40	* 15.95	14.91	49.62
2007-08	* 18.40	* 15.95	16.38	50.73
2008-09	* 18.40	* 15.95	16.38	50.73
2009-10	20.15*	15.95*	16.38	52.48

* Includes a \$1.25 per month customer charge.

WASTEWATER FLOW TO KENT COUNTY			
YEAR	FLOW (x1,000)	AVERAGE COST (PER 1,000)	TOTAL COST
1998-99	1,349,319	1.68	2,266,856
1999-00	1,511,721	1.68	2,539,691
2000-01	1,563,672	1.68	2,626,969
2001-02	1,567,500	1.85	2,899,875
2002-03	1,860,768	1.85	3,442,420
2003-04	2,069,886	1.85	3,829,289
2004-05	1,869,780	1.85	3,459,093
2005-06	1,721,156	2.13	3,666,062
2006-07	1,808,920	2.13	3,853,000
2007-08	1,552,767	2.34	3,633,474
2008-09	1,533,267	2.34	3,587,844
2009-10	1,468,115	2.34	3,435,390

NOTE: 1996-97 Cost reflects change in billing procedures and heavy rains.
 1998-99 Cost reflects extremely dry weather conditions.
 2003-04 Cost reflects extremely wet weather conditions.

PUBLIC UTILITIES – WATER/WASTEWATER ORGANIZATION CHART FISCAL YEAR 2010



*These positions are split between Wastewater Management and Water Management.

WATER/WASTEWATER ENGINEERING

412/417-2600-553

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	372,905	442,467	439,467	458,837
10-12	OVERTIME	2,834	-	3,000	3,120
10-14	FICA TAXES	27,878	33,304	33,304	34,604
10-15	HEALTH INSURANCE	60,370	73,775	69,485	75,443
10-16	L I D INSURANCE	2,256	2,767	2,767	2,722
10-17	WORKERS COMPENSATION	1,611	7,349	6,554	6,280
10-18	EDUCATIONAL ASSISTANCE	-	150	150	4,350
10-19	PENSION	80,065	89,225	89,225	91,431
10-20	OPEB	-	11,062	11,062	-
	PERSONNEL COSTS	547,919	660,099	655,014	676,787
20-21	FURNITURE/FIXTURES	821	150	150	-
20-23	PRINTING AND DUPLICATING	644	-	-	-
20-24	PHOTOGRAPHIC	243	-	-	-
20-28	MEDICAL SUP & PHYSICALS	-	3,065	140	-
20-29	UNIFORMS/UNIFORM ALLOW	149	555	-	555
20-31	BOOKS	641	450	450	200
20-32	SECURITY/SAFETY MATERIALS	2,247	2,700	1,352	1,200
20-33	SMALL TOOLS	811	450	450	450
20-37	COMPUTER SOFTWARE	11,949	15,231	27,021	5,250
20-38	COMPUTER HARDWARE	10,978	-	-	4,200
	MATERIALS & SUPPLIES	28,483	22,601	29,563	11,855
30-21	TELEPHONE/FAX	2,833	3,450	3,450	1,800
30-27	SUBSCRIPTIONS AND DUES	710	1,491	1,491	1,491
30-28	TRAINING/CONF/FOOD/TRAVEL	3,763	10,533	6,441	500
30-39	IN-HOUSE TRAINING	-	1,950	1,450	500
30-62	GASOLINE	5,923	3,150	8,650	3,150
30-64	TRUCK REPAIRS/MAINTENANCE	198	500	500	500
30-67	RADIO REPAIRS/MAINTENANCE	1,412	1,811	1,511	1,200
	ADMINISTRATIVE EXPENDITURES	14,839	22,885	23,493	9,141
40-23	TRUCKS - PURCHASE	44,207	15,445	15,445	-
	CAPITAL OUTLAY	44,207	15,445	15,445	-
	TOTAL EXPENDITURES	635,448	721,030	723,515	697,783
	REVENUES:				
	WATER/WASTEWATER FUND	591,241	705,585	708,070	697,783
	WATER/WASTEWATER I&E FUND	44,207	15,445	15,445	-
	PERSONNEL:				
	FULL-TIME PERMANENT	8.0	8.0	8.0	8.0

WASTEWATER MANAGEMENT

412/417-6900-569

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	305,996	392,757	392,757	396,703
10-12	OVERTIME	17,296	23,950	23,950	27,000
10-14	FICA TAXES	24,324	31,550	31,550	32,502
10-15	HEALTH INSURANCE	59,754	91,228	87,245	88,835
10-16	L I D INSURANCE	1,658	2,261	2,261	2,260
10-17	WORKERS COMPENSATION	4,568	16,920	14,696	17,373
10-18	EDUCATIONAL ASSISTANCE	-	1,000	1,000	-
10-19	PENSION	75,271	91,729	91,729	95,653
10-20	OPEB	-	9,819	9,819	-
	PERSONNEL COSTS	488,867	661,214	655,007	660,326
20-21	FURNITURE/FIXTURES	140	150	150	-
20-23	PRINTING AND DUPLICATING	474	-	-	-
20-28	MEDICAL SUP & PHYSICALS	986	3,743	818	850
20-29	UNIFORMS/UNIFORM ALLOW	3,291	3,887	3,487	3,887
20-32	SECURITY/SAFETY MATERIALS	28,314	8,424	6,424	6,500
20-33	SMALL TOOLS	16,462	10,250	10,250	8,000
20-35	CHEMICALS & ADDITIVES	5,142	4,500	4,500	4,500
20-38	COMPUTER HARDWARE	-	-	-	700
20-46	CITY BLDG MAINT SUPPLIES	2,998	1,500	1,500	500
20-51	WATER/SEWER SYSTEM SUP	14,886	16,152	16,152	16,152
20-53	METERS/METER SUPPLIES	2,632	7,800	9,800	7,800
20-54	PUMPING STATION SUPPLIES	33,766	35,000	33,000	35,000
20-58	WATER/SEWER	943	1,200	1,200	1,200
	MATERIALS & SUPPLIES	110,034	92,606	87,281	85,089
30-21	TELEPHONE/FAX	4,315	3,650	3,650	3,650
30-23	ELECTRICITY	140,641	155,900	155,900	155,900
30-27	SUBSCRIPTIONS AND DUES	55	56	56	60
30-28	TRAINING/CONF/FOOD/TRAVEL	323	7,500	5,300	200
30-29	CONSULTING FEES	40,585	219,500	116,500	7,000
30-31	CONTRACTUAL SERVICES	36,518	47,705	47,705	40,000
30-62	GASOLINE	26,271	23,100	23,100	25,000
30-64	TRUCK REPAIRS/MAINTENANCE	1,808	6,000	6,000	6,000
30-65	MAINT EQUIP REPAIRS/MAINT	1,389	1,200	1,200	1,200
30-67	RADIO REPAIRS/MAINTENANCE	2,800	4,110	4,030	4,030
	ADMINISTRATIVE EXPENDITURES	254,705	468,721	363,441	243,040
40-23	TRUCKS - PURCHASE	9,031	210,000	248,746	-
40-25	OTHER EQUIP - PURCHASE	39,988	-	-	8,300
40-31	CONSTRUCTION - PURCHASE	432,155	4,064,750	879,307	6,497,810
40-35	SEWER LINES	23,456	357,400	323,000	33,000
	CAPITAL OUTLAY	504,630	4,632,150	1,451,053	6,539,110
	TOTAL EXPENDITURES	1,358,236	5,854,691	2,556,782	7,527,565
	REVENUES:				
	WATER/WASTEWATER FUND	853,606	1,222,541	1,105,729	988,455
	WATER/WASTEWATER I&E FUND	504,630	4,632,150	1,451,053	6,539,110
	PERSONNEL:				
	FULL-TIME EQUIVALENT	11.0	11.0	11.0	11.0

WATER MANAGEMENT

412/417-6800-568

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	235,970	192,371	192,371	185,779
10-12	OVERTIME	14,178	5,350	7,750	7,000
10-14	FICA TAXES	18,930	14,814	14,814	14,560
10-15	HEALTH INSURANCE	56,791	50,526	46,740	47,256
10-16	L I D INSURANCE	1,386	1,167	1,167	1,170
10-17	WORKERS COMPENSATION	3,537	8,028	6,262	7,897
10-19	PENSION	55,909	46,451	46,451	49,045
10-20	OPEB	-	4,809	4,809	-
	PERSONNEL COSTS	386,701	323,516	320,364	312,707
20-21	FURNITURE/FIXTURES	143	-	-	-
20-23	PRINTING AND DUPLICATING	95	2,400	-	-
20-28	MEDICAL SUP & PHYSICALS	248	3,515	590	600
20-29	UNIFORMS/UNIFORM ALLOW	1,220	1,695	1,295	1,695
20-31	BOOKS	164	200	200	200
20-32	SECURITY/SAFETY MATERIALS	3,116	4,125	3,125	2,125
20-33	SMALL TOOLS	8,777	7,250	7,250	7,250
20-37	COMPUTER SOFTWARE	-	2,000	-	-
20-38	COMPUTER HARDWARE	-	-	-	700
20-46	CITY BLDG MAINT SUPPLIES	2,492	-	-	-
20-49	WELLS SUPPLIES/REHAB	25,378	-	-	-
20-51	WATER/SEWER SYSTEM SUP	35,359	44,557	44,557	44,557
20-53	METERS/METER SUPPLIES	8,087	7,000	9,000	7,000
20-54	PUMPING STATION SUPPLIES	-	-	-	-
20-58	WATER/SEWER	212	-	-	-
	MATERIALS & SUPPLIES	85,291	72,742	66,017	64,127
30-21	TELEPHONE/FAX	4,265	4,740	4,740	4,740
30-23	ELECTRICITY	339,712	-	-	-
30-25	ADVERTISEMENT	12,156	15,000	9,400	10,000
30-27	SUBSCRIPTIONS AND DUES	2,080	2,505	2,505	2,505
30-28	TRAINING/CONF/FOOD/TRAVEL	1,942	1,500	1,500	200
30-29	CONSULTING FEES	-	17,500	11,700	5,000
30-31	CONTRACTUAL SERVICES	37,132	38,092	32,592	38,000
30-62	GASOLINE	18,591	16,800	16,800	16,800
30-64	TRUCK REPAIRS/MAINTENANCE	259	1,000	1,000	1,000
30-65	MAINT EQUIP REPAIRS/MAINT	544	800	800	800
30-67	RADIO REPAIRS/MAINTENANCE	3,795	2,374	2,454	2,454
30-99	SNOW EMERGENCY - FEB 2003	-	-	-	-
	ADMINISTRATIVE EXPENDITURES	420,476	100,311	83,491	81,499
40-23	TRUCKS - PURCHASE	126,605	-	-	-
40-25	OTHER EQUIP - PURCHASE	39,988	-	-	8,300
40-31	CONSTRUCTION - PURCHASE	1,266,896	2,798,450	2,376,572	2,914,017
40-34	WATER LINES	21,449	260,000	260,000	65,000
	CAPTIAL OUTLAY	1,454,938	3,058,450	2,636,572	2,987,317
	TOTAL EXPENDITURES	2,347,406	3,555,019	3,106,444	3,445,650
	REVENUES:				
	WATER/WASTEWATER FUND	892,468	496,569	469,872	458,333
	WATER/WASTEWATER I&E FUND	1,454,938	3,058,450	2,636,572	2,987,317
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0

WATER CONSTRUCTION

412/417-5600-556

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	248,360	272,076	272,076	216,878
10-12	OVERTIME	5,640	7,000	7,000	5,000
10-14	FICA TAXES	19,035	20,943	20,943	17,579
10-15	HEALTH INSURANCE	56,947	69,942	66,180	59,354
10-16	L I D INSURANCE	1,274	1,622	1,622	1,311
10-17	WORKERS COMPENSATION	3,334	11,331	10,072	8,471
10-19	PENSION	60,663	67,189	67,189	52,316
10-20	OPEB	-	6,802	6,802	-
	PERSONNEL COSTS	395,253	456,905	451,884	360,909
20-21	FURNITURE/FIXTURES	-	125	125	-
20-28	MEDICAL SUP & PHYSICALS	-	1,950	-	-
20-29	UNIFORMS/UNIFORM ALLOW	2,236	1,550	1,550	1,550
20-32	SECURITY/SAFETY MATERIALS	2,264	2,675	2,675	2,675
20-33	SMALL TOOLS	4,595	10,385	10,385	4,500
20-37	COMPUTER SOFTWARE	-	175	175	175
20-38	COMPUTER HARDWARE	-	1,800	1,800	-
20-46	CITY BLDG MAINT SUPPLIES	465	400	400	400
20-58	WATER/SEWER	110	130	130	130
	MATERIALS & SUPPLIES	9,670	19,190	17,240	9,430
30-21	TELEPHONE/FAX	568	640	640	640
30-23	ELECTRICITY	2,748	2,500	2,500	2,500
30-24	HEATING OIL/GAS	3,922	2,625	2,625	2,625
30-27	SUBSCRIPTIONS AND DUES	110	110	110	110
30-28	TRAINING/CONF/FOOD/TRAVEL	-	100	100	100
30-31	CONTRACTUAL SERVICES	1,335	2,500	2,500	2,500
30-62	GASOLINE	20,556	19,470	19,470	19,470
30-64	TRUCK REPAIRS/MAINTENANCE	183	500	500	500
30-66	OTHER EQUIP REPAIRS/MAINT	8,196	9,184	14,634	9,184
30-67	RADIO REPAIRS/MAINTENANCE	1,532	2,370	1,640	2,370
	ADMINISTRATIVE EXPENDITURES	39,150	39,999	44,719	39,999
40-99	DEPRECIATION EXPENSE	38,725	-	-	-
40-23	TRUCKS - PURCHASE	15,632	-	-	-
40-25	OTHER EQUIP - PURCHASE	10,323	29,000	29,000	-
	CAPITAL OUTLAY	64,680	29,000	29,000	-
	TOTAL EXPENDITURES	508,753	545,094	542,843	410,338
	REVENUES:				
	WATER/WASTEWATER FUND	444,073	516,094	513,843	410,338
	WATER/WASTEWATER I&E FUND	64,680	29,000	29,000	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	7.0	7.0	7.0	7.0

WATER TREATMENT PLANT

412/417-7600-576

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	408,382	412,956	412,956	405,302
10-12	OVERTIME	2,810	-	7,000	25,880
10-14	FICA TAXES	30,612	31,065	31,065	32,468
10-15	HEALTH INSURANCE	82,729	91,228	85,402	101,301
10-16	L I D INSURANCE	2,114	2,347	2,347	2,341
10-17	WORKERS COMPENSATION	5,807	16,766	11,012	17,762
10-18	EDUCATIONAL ASSISTANCE	-	-	-	991
10-19	PENSION	93,901	84,364	84,364	93,583
10-20	OPEB	-	10,324	10,324	-
	PERSONNEL COSTS	626,355	649,050	644,470	679,628
20-21	FURNITURE/FIXTURES	189	170	170	-
20-22	OFFICE SUPPLIES	-	-	-	-
20-23	PRINTING AND DUPLICATING	2,217	1,830	1,830	1,830
20-25	CUSTODIAL	196	250	250	250
20-28	MEDICAL SUP & PHYSICALS	319	1,950	-	-
20-29	UNIFORMS/UNIFORM ALLOW	2,773	3,786	2,286	3,786
20-31	BOOKS	16	189	189	189
20-32	SECURITY/SAFETY MATERIALS	4,948	2,670	2,670	2,670
20-33	SMALL TOOLS	4,750	4,500	4,500	4,500
20-35	CHEMICALS & ADDITIVES	108,654	120,999	120,999	116,000
20-37	COMPUTER SOFTWARE	154	175	175	175
20-38	COMPUTER HARDWARE	3,064	-	-	-
20-46	CITY BLDG MAINT SUPPLIES	2,220	2,000	2,000	2,000
20-49	WELL SUPPLIES/REHAB	-	10,500	10,500	10,500
	MATERIALS & SUPPLIES	129,500	149,019	145,569	141,900
30-21	TELEPHONE/FAX	466	510	510	510
30-23	ELECTRICITY	89,151	394,170	394,170	536,000
30-24	HEATING OIL/GAS	4,349	4,800	4,800	4,800
30-25	ADVERTISEMENT	-	-	-	-
30-27	SUBSCRIPTIONS AND DUES	400	810	810	600
30-28	TRAINING/CONF/FOOD/TRAVEL	5,553	3,000	1,200	250
30-31	CONTRACTUAL SERVICES	16,591	151,934	122,036	130,000
30-61	OFF EQUIP/REPAIRS & MAINT	-	-	-	-
30-62	GASOLINE	11,211	9,700	9,700	9,700
30-64	TRUCK REPAIRS/MAINT	-	200	200	200
30-66	OTHER EQUIP REPAIRS/MAINT	17,426	13,000	15,000	13,000
30-67	RADIO REPAIRS/MAINTENANCE	354	1,075	1,075	1,075
	ADMINISTRATIVE EXPENDITURES	145,501	579,199	549,501	696,135
40-31	TREATMENT PLANT ASSETS	-	-	-	-
40-23	TRUCKS - PURCHASE	17,333	-	-	39,000
	CAPITAL OUTLAY	17,333	-	-	39,000
	TOTAL EXPENDITURES	918,689	1,377,268	1,339,540	1,556,663
	REVENUES:				
	WATER/WASTEWATER FUND	901,356	1,377,268	1,339,540	1,517,663
	WATER/WASTEWATER I & E FUND	17,333	-	-	39,000
	PERSONNEL:				
	FULL-TIME EQUIVALENT	10.0	10.0	10.0	10.0

ELECTRIC

DEPARTMENTAL VISION

The Public Utilities division works jointly with all City departments to provide superb and reliable service at the most economical cost to the customer; thereby, providing the necessities for making Dover a comfortable and safe community.

MAJOR PROGRAMS

ADMINISTRATION

Objective: This program provides the overall administration to the Public Utilities divisions. Additionally, this program administers the electric generating plant's operation and maintenance contract and the electric system purchase power contract.

Measures: Manage the Electric Operating Agreements within the defined parameters for upcoming fiscal years.

1. Manage, monitor, and benchmark the PACE Global Energy Management Agreement. It is under this Agreement whereby the City purchases energy, schedules load with PJM, develops risk management procedures, and provides oversight to the generation agreement.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Monitored Operating Agreement and Instituted One Operating Amendment.	Monitored Operating Agreement with PACE Global.	Continue monitoring the Operating Agreement with PACE Global.

2. Manage, monitor, and provide oversight to the North American Energy Services Company Agreement for the operation and maintenance of the generation assets.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Monitored Operating Agreement and instituted Two Operating Amendments.	Monitor Operating Agreement with NAES and determine if it should be allowed to automatically extend. Complete by December 31.	Monitor Operating Agreement with NAES and determine if it should be allowed to automatically extend. Complete by December 31.

DESIGN AND ENGINEERING – ELECTRIC

Objective: The objective of this program is to engineer, design, map, oversee the proper installation of the City's infrastructure, and to provide specifications to internal staff, contractors, and developers in a timely and professional manner.

Measures:

1. Monitor and track the designs and specifications of construction projects. The target time is to complete the design within four weeks from receiving approved site plans and load sheets.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Met goal by maintaining a three-week turnaround time from customer request to delivery of a finalized design package.	Met goal by maintaining a three-week turnaround time from customer request to delivery of a finalized design package	Goal is to maintain a three-week turn around.

2. Monitor and evaluate system infrastructure to ensure system loading does not exceed capacity.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Hired an Electrical Engineer to perform this task. Engineer concentrated on balancing each circuit.	City to purchase line load loggers to begin recording circuit loads. System recording will indicate current loading.	Begin re-conductoring major circuit ties to allow for increased capacity.

CONSTRUCTION, MAINTENANCE, AND REPAIR

Objective: The objective of this program is to operate this system in accordance with recognized prudent utility practices; which will result in the reduction of power interruptions and ensure the prudent operation of the electric system.

Measures:

1. Reduce electric power interruptions through an ongoing tree trimming program.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Trimmed 2,597 trees and removed 228 trees.	Trimmed over 2,000 trees and removed 120 trees.	Trim over 2,000 trees and remove 120 trees.

2. Reduce electric power interruptions through a five-year pole testing and repair program (2002 through 2008). This program identifies internal decayed utility poles that otherwise would not be detected, thereby preventing power interruptions.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Completed the last 400 poles, the program will resume in 2012	N/A	N/A

3. Reduce electric power interruptions through an annual infrared testing program.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Tested all three-phase lines, equipment, and substations. Discovered/repared 30 hot spots on transmission and distribution lines. Discovered/repared two substation hot spots.	Tested all three-phase lines equipment, and substations. Discovered hot spots on transmission and distribution lines. Discovered substation hot spots.	Test all three-phase lines and substation equipment.

4. Reduce electric power interruptions through an annual substation oil testing program.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Tested 43 pieces of substation associated equipment. Discovered 6 items that required service/repair.	Tested 70 pieces of substation associated equipment. Completed service/repair recommended by test results.	Test 70 pieces of substation associated equipment. Complete service/repair recommended by test results.

SYSTEM OPERATIONS

Objective: System Operations will monitor, calculate, and investigate controllable electric outages to identify areas that require system reliability improvements and monitor outage response times.

Measures:

1. Track response time, should be less than 30 minutes to assure customer satisfaction.
2. Reduce controllable outages to less than 40.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	30 controllable outages; average response time was 29.6 minutes; average number of served customers – 22,000.	≤40 controllable outages; average response time of less than 30 min.	≤40 controllable outages; average response time of less than 30.

TRAINING

Objective: The objective of this program is to educate and train all employees in current standards for professional and personal development to improve customer support, utility efficiency, and employee safety.

Measures: Provide mandatory universal safety/security training as mandated by federal, state, and local regulations.

	2007-2008 Actual	2008-2009 Actual	2009-2010 Projected
Results	Provided all employees with CPR, Defensive Driving, and Hazardous Material Handling training and conducted monthly safety meetings.	Provided all employees with NIMS, CPR, Defensive Driving, and Hazardous Material Handling training & conducted monthly safety meetings.	Provide all employees with CPR, NIMS, Hazardous Material Handling course and defensive driving course.

FISCAL YEAR 2008-2009 STRATEGIC ACCOMPLISHMENTS

1. **Construct 69 Kv Feeders 3 & 4 (Phase I).** These are new transmission lines that will be constructed from the Cartanza Substation to the St. Jones Substation. This phase will not electrically connect with the current transmission system; however, once Phase II is completed, these lines will increase the internal transmission capacity to serve the City's load and provide a geographically diverse path from the current lines. This project is a part of the Construction, Maintenance, and Repair program and advances the critical success factors of Cost and Revenue Efficiency.

Measure: Complete construction contract by October 31, 2008. This goal has been met.

2. **Construct 69 Kv Feeders 3 & 4 (Phase II).** This Phase will complete the line from the St. Jones Substation and will interconnect with the current transmission system near the intersection of Fulton and West Street. This project is a part of the Construction, Maintenance, and Repair program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- A. Complete procurement of materials by October 1, 2008. This goal has been met.
- B. Complete project by January 31, 2009. This goal has been met.

3. **Rebuild the St. Jones Substation in coordination with Feeders 3 & 4.** This project will require the demolition of the current substation and construction of a new substation/switchyard at the current location. This project is a part of the Construction, Maintenance, and Repair program and advances the critical success factors of Cost and Revenue Efficiency.

Measures:

- A. Complete the design of the new substation by April 1, 2009. This goal has been met.
- B. Complete the procurement of materials by April 1, 2009. This goal has been met.
- C. Complete the project by June 15, 2009. This goal has been met.

Budget: \$3,956,820

Account: 487-8300-563.90-26

4. **Governors Avenue Rebuild.** Work in coordination with the State of Delaware for the re-building of the Governors Avenue infrastructure. This work includes the conversion of the electric system from overhead to underground. Complete the project by the end of the Fiscal Year 2009. This goal has been met.

Budget: \$4,028,122

Account: 487-8300-563.70-29

5. **Horsepond Substation Transformer Replacement.** The old transformer had reached its useful life and needs to be replaced. Complete the installation of the new transformer by February 15, 2009. This goal has been met.

Budget: \$695,000

Account: 487-8300-563.70-27

STRATEGIC OBJECTIVES FOR FISCAL YEAR 2009-2010

1. **Dover Energy 2030 Committee.** For several years this committee has been evaluating the feasibility of developing new generation assets to provide energy and capacity for the current system load as well as replacement of aging generators at McKee Run. The final negotiations for new generation should be completed with permitting starting should Dover decide to build new facilities.
2. **Public Education on Energy Conservation.** Provide energy conservation and safety education programs to assist our customers in their efforts to reduce utility expenses. This will be accomplished by providing conservation materials and education at community events, such as the African American Festival, Modern Maturity Expo at Dover Downs, Public Power Week at Customer Service, and Fire Department sponsored open houses. Additional education is available from the City website.

Measure: Attend at least three community events and provide education to at least ten classrooms in conjunction with the school system.

3. **Complete CIP Projects on Time and Under Budget.**

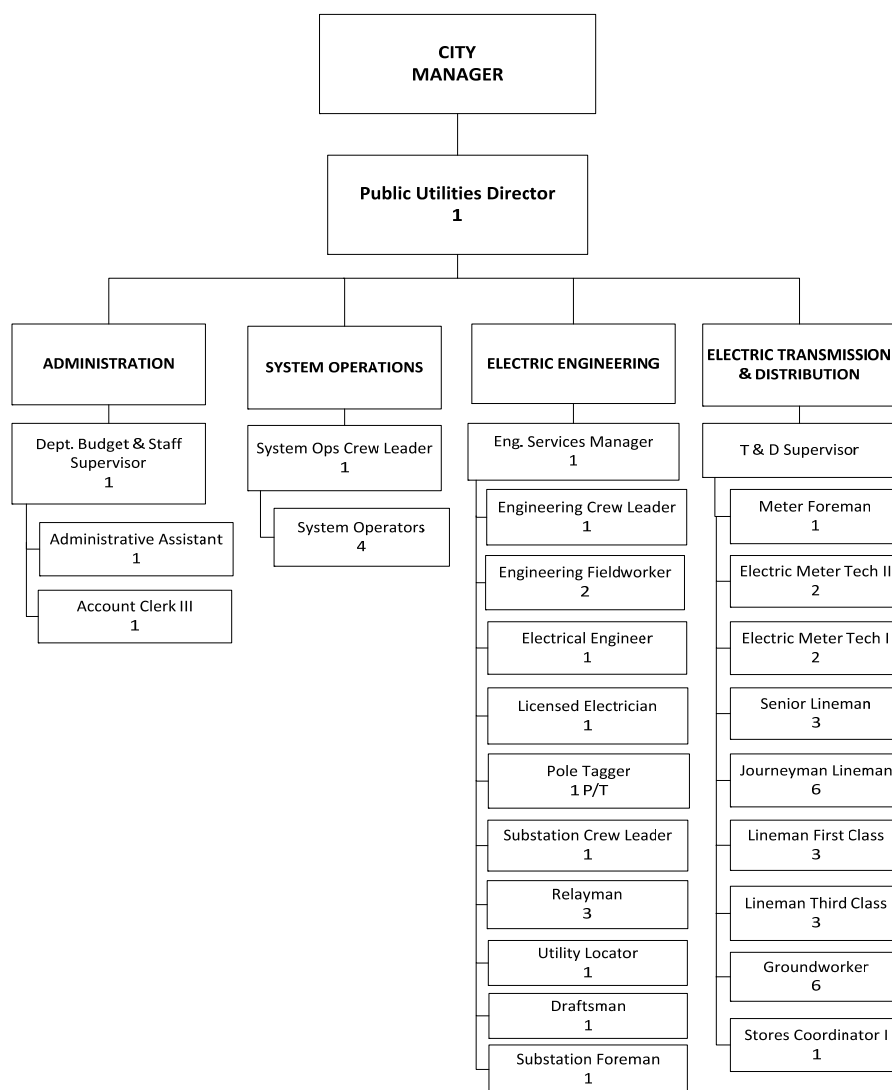
Measures:

- A. Design and start procurement of materials for Mid-City Substation Upgrade.
- B. Complete ongoing major system maintenance projects such as Distribution Upgrades; Street Light Upgrades; Distribution Feeder Replacements; and Substation PT & CT Replacements. This will be measured by spending 95% of the allocated funds.

PUBLIC UTILITIES – ELECTRIC

ORGANIZATION CHART

FISCAL YEAR 2010



ADMINISTRATION

480/487-8400-564

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	219,679	230,468	230,468	226,900
10-14	FICA TAXES	16,435	16,633	16,633	16,293
10-15	HEALTH INSURANCE	30,295	32,070	29,764	32,934
10-16	L I D INSURANCE	1,421	1,507	1,507	1,492
10-17	WORKERS COMPENSATION	575	1,733	1,467	1,722
10-19	PENSION	55,411	55,661	55,661	56,222
10-20	OPEB	-	5,761	5,761	-
	PERSONNEL COSTS	323,816	343,833	341,261	335,563
20-21	FURNITURE/FIXTURES	506	200	200	-
20-22	OFFICE SUPPLIES	4,482	3,000	3,000	3,000
20-23	PRINTING AND DUPLICATING	2,750	10,088	10,088	10,088
20-24	PHOTOGRAPHIC	10	100	10	-
20-28	MEDICAL SUP & PHYSICALS	318	300	200	300
20-31	BOOKS	191	250	250	250
20-32	SECURITY/SAFETY MATERIALS	53	-	-	-
20-37	COMPUTER SOFTWARE	240	200	-	-
20-38	COMPUTER HARDWARE	-	-	-	9,490
20-46	CITY BLDG MAINT SUPPLIES	112,038	89,694	89,694	89,694
20-58	WATER/SEWER	884	2,000	2,000	900
	MATERIALS & SUPPLIES	121,472	105,832	105,442	113,722
30-21	TELEPHONE/FAX	1,832	2,000	2,000	1,900
30-23	ELECTRICITY	21,690	25,200	25,200	25,200
30-27	SUBSCRIPTIONS AND DUES	73,070	56,515	56,515	56,515
30-28	TRAINING/CONF/FOOD/TRAVEL	5,830	10,000	10,000	500
30-29	CONSULTING FEES	16,255	50,000	50,000	39,000
30-31	CONTRACTUAL SERVICES	32,394	50,600	40,600	50,600
30-32	LEGAL EXPENSES	90,000	-	-	-
30-35	COMMUNITY RELATIONS EXP	14,212	16,810	16,810	16,810
30-37	OTHER EXPENSES	271	500	9	-
30-61	OFF EQUIP/REPAIRS & MAINT	-	500	500	-
30-62	GASOLINE	702	525	525	525
30-64	TRUCK REPAIRS/MAINTENANCE	50	200	200	200
30-67	RADIO REPAIRS/MAINTENANCE	698	-	-	-
	ADMISTRATIVE EXPENDITURE	257,004	212,850	202,359	191,250
40-23	TRUCKS - PURCHASE	25,498	-	-	-
	CAPITAL OUTLAY	25,498	-	-	-
	TOTAL EXPENDITURES	727,790	662,515	649,062	640,535
	REVENUES:				
	ELECTRIC FUND	702,292	662,515	649,062	640,535
	ELECTRIC I & E FUND	25,498	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	4.0	4.0	4.0	4.0

SYSTEM OPERATIONS

480/487-8600-526

ACCT	DESCRIPTON	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	319,993	341,449	341,449	380,882
10-12	OVERTIME	51,631	32,000	60,000	61,350
10-14	FICA TAXES	27,911	28,161	28,161	33,010
10-15	HEALTH INSURANCE	45,015	48,598	44,051	57,851
10-16	L I D INSURANCE	1,267	1,293	1,293	1,293
10-17	WORKERS COMPENSATION	4,884	15,171	13,207	13,552
10-19	PENSION	68,170	78,746	78,746	75,182
10-20	OPEB	-	8,536	8,536	-
	PERSONNEL COSTS	518,871	553,954	575,443	623,120
20-38	COMPUTER HARDWARE	-	-	-	1,400
	MATERIALS & SUPPLIES	-	-	-	1,400
	TOTAL EXPENDITURES	518,871	553,954	575,443	624,520
	REVENUES:				
	ELECTRIC FUND	518,871	553,954	575,443	624,520
	ELECTRIC I & E FUND	-	-	-	-
	PERSONNEL:				
	FULL-TIME EQUIVALENT	5.0	5.0	5.0	5.0

ELECTRIC ENGINEERING

480/487-8300-563

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	654,952	733,353	733,353	701,997
10-12	OVERTIME	38,796	15,500	45,500	47,320
10-14	FICA TAXES	52,278	56,722	56,722	57,816
10-15	HEALTH INSURANCE	96,723	94,404	87,868	112,595
10-16	L I D INSURANCE	3,152	3,061	3,061	3,611
10-17	WORKERS COMPENSATION	7,819	24,168	20,658	25,298
10-18	EDUCATIONAL ASSISTANCE	-	12,000	12,000	12,000
10-19	PENSION	180,405	189,324	189,324	197,044
10-20	OPEB	-	18,334	18,334	-
	PERSONNEL COSTS	1,034,125	1,146,866	1,166,820	1,157,681
20-21	FURNITURE/FIXTURES	693	1,500	1,500	-
20-29	UNIFORMS/UNIFORM ALLOW	5,584	12,799	12,799	12,799
20-31	BOOKS	557	650	650	650
20-32	SECURITY/SAFETY MATERIALS	5,882	4,570	3,870	4,570
20-33	SMALL TOOLS	2,394	3,250	3,250	2,500
20-37	COMPUTER SOFTWARE	6,702	7,290	7,290	7,290
20-38	COMPUTER HARDWARE	5,030	-	-	5,600
20-61	ELEC MATERIALS/SUPPLIES	100,005	58,000	58,000	58,000
	MATERIALS & SUPPLIES	126,847	88,059	87,359	91,409
30-21	TELEPHONE/FAX	22,502	22,000	22,000	22,000
30-23	ELECTRICITY	2,004	2,083	2,083	2,083
30-27	SUBSCRIPTIONS AND DUES	1,139	1,255	1,255	1,255
30-28	TRAINING/CONF/FOOD/TRAVEL	18,960	16,600	9,200	11,000
30-31	CONTRACTUAL SERVICES	217,334	279,950	239,950	104,000
30-39	IN-HOUSE TRAINING	7,118	3,000	1,500	3,000
30-43	ENVIRONMENTAL EXPENSES	53,649	65,000	63,000	63,000
30-51	RIGHT OF WAY	10	100	100	50
30-61	OFF EQUIP/REPAIRS & MAINT	354	1,000	1,000	100
30-62	GASOLINE	22,101	21,600	21,600	21,600
30-64	TRUCK REPAIRS/MAINTENANCE	476	1,400	3,400	3,400
30-66	OTHER EQUIP REPAIRS/MAINT	9,693	16,084	11,584	16,084
30-67	RADIO REPAIRS/MAINTENANCE	3,570	3,350	3,350	3,350
	ADMINISTRATIVE EXPENDITURES	358,910	433,422	380,022	250,922
	TOTAL OPERATING EXPENDITURES	1,519,882	1,668,347	1,634,201	1,500,012

ELECTRIC ENGINEERING

480/487-8300-563

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
40-23	TRUCKS - PURCHASE	16,663	15,445	16,247	-
40-25	OTHER EQUIP - PURCHASE	53,620	20,500	20,500	101,195
	CAPITAL OUTLAY	70,283	35,945	36,747	101,195
50-76	LIGHTING IMPROVEMENTS	-	50,000	50,000	50,000
50-82	REPLACE BREAKERS	978,941	183,000	403,113	183,000
	CAPITAL OUTLAY	978,941	233,000	453,113	233,000
70-27	SUBSTATIONS	3,848,762	780,000	1,462,361	2,014,341
70-29	ST.JONES SUBSTATION	807,673	4,028,122	5,401,104	-
70-35	TRANSMISSION/SWITCHES	22,676	23,000	23,000	23,000
70-51	MAYFAIR TO MID CITY LINE	9,585	-	-	-
70-52	SCADA REMOTE CONTROL UNIT	34,972	-	-	-
	CAPITAL OUTLAY	4,723,668	4,831,122	6,886,465	2,037,341
90-25	DISTRIBUTION UPGRADES	620,665	500,000	2,549,602	1,154,000
90-26	69 KV FEEDERS 3 & 4	4,462,455	3,956,820	5,116,182	-
	CAPITAL OUTLAY	5,083,120	4,456,820	7,665,784	1,154,000
	TOTAL CAPITAL EXPENDITURES	10,856,012	9,556,887	15,042,109	3,525,536
	TOTAL EXPENTITURES	12,375,894	11,225,234	16,676,310	5,025,548
	REVENUES:				
	ELECTRIC FUND	1,519,882	1,668,347	1,634,201	1,500,012
	ELECTRIC I & E FUND	10,856,012	9,556,887	15,042,109	3,525,536
	PERSONNEL:				
	FULL-TIME EQUIVALENT	12.5	12.5	12.5	12.5

ELECTRIC TRANSMISSION and DISTRIBUTION

480/487-8200-562

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES	1,440,621	1,532,016	1,532,016	1,392,268
10-12	OVERTIME	128,714	105,560	105,560	110,074
10-14	FICA TAXES	117,447	123,122	123,122	107,525
10-15	HEALTH INSURANCE	249,142	269,814	250,544	291,441
10-16	L I D INSURANCE	6,938	7,292	7,292	6,961
10-17	WORKERS COMPENSATION	22,190	66,500	56,495	58,331
10-18	EDUCATIONAL ASSISTANCE	-	600	600	1,400
10-19	PENSION	397,070	408,371	408,371	374,658
10-20	OPEB	-	38,300	38,300	-
	PERSONNEL COSTS	2,362,122	2,551,575	2,522,300	2,342,658
20-21	FURNITURE/FIXTURES	124	200	200	-
20-29	UNIFORMS/UNIFORM ALLOW	10,548	26,450	26,450	26,450
20-32	SECURITY/SAFETY MATERIALS	19,608	18,020	18,020	18,020
20-33	SMALL TOOLS	31,730	26,500	26,500	26,500
20-37	COMPUTER SOFTWARE	-	1,500	-	-
20-38	COMPUTER HARDWARE	11,696	-	1,545	12,600
20-53	METERS/METER SUPPLIES	24,491	14,179	14,179	14,179
20-58	WATER/SEWER	255	250	250	250
20-61	ELEC MATERIALS/SUPPLIES	370,244	363,428	363,428	363,428
	MATERIALS & SUPPLIES	468,696	450,527	450,572	461,427
30-21	TELEPHONE/FAX	1,221	3,000	2,000	1,600
30-23	ELECTRICITY	159	200	200	200
30-24	HEATING OIL/GAS	4,441	6,245	6,245	6,245
30-28	TRAINING/CONF/FOOD/TRAVEL	29,308	22,550	15,750	14,000
30-31	CONTRACTUAL SERVICES	448,370	499,373	487,828	347,828
30-39	IN-HOUSE TRAINING	5,260	5,000	5,000	3,000
30-43	ENVIRONMENTAL EXPENSES	42,918	41,258	41,258	41,258
30-44	AGENCY BILLING-TEMP HELP	2,930	-	-	-
30-51	RIGHT OF WAY	8,956	5,956	5,956	5,956
30-62	GASOLINE	75,354	63,000	63,000	63,000
30-64	TRUCK REPAIRS/MAINTENANCE	15,261	16,530	16,530	16,530
30-66	OTHER EQUIP REPAIRS/MAINT	14,399	10,000	10,000	10,000
30-67	RADIO REPAIRS/MAINTENANCE	4,291	4,920	4,920	4,920
	ADMINISTRATIVE EXPENDITURES	652,868	678,032	658,687	514,537
40-23	TRUCKS - PURCHASE	31,800	18,500	17,698	245,847
40-25	OTHER EQUIP - PURCHASE	2,178	50,000	50,000	-
	CAPITAL OUTLAY	33,978	68,500	67,698	245,847
60-31	UG TRANSFORMERS	178,203	153,500	173,500	156,570
60-34	UG CONDUCTORS/DEVICES	735,869	661,500	661,500	674,730
60-46	METERS	543,322	50,000	30,000	50,000
	CAPITAL OUTLAY	1,457,394	865,000	865,000	881,300
	TOTAL EXPENDITURES	4,975,058	4,613,634	4,564,257	4,445,769
	REVENUES:				
	ELECTRIC FUND	3,483,686	3,680,134	3,631,559	3,318,622
	ELECTRIC I & E FUND	1,491,372	933,500	932,698	1,127,147
	PERSONNEL:				
	FULL-TIME EQUIVALENT	28.0	28.0	28.0	28.0

POWER PLANT OPERATIONS

480/487-8101-591

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
10-11	SALARIES & WAGES	2,062,665	2,143,535	2,068,535	2,161,785
10-12	OVERTIME	176,708	186,879	186,879	172,498
10-13	TEMPORARY HELP	-	-	-	-
10-18	EDUCATIONAL ASSISTANCE	-	4,000	4,000	-
10-21	LABOR BURDEN (40.0%)	752,968	759,715	759,715	-
10-22	INCENTIVE ACUMULATOR	255,977	251,201	251,201	285,785
10-23	INCENTIVE BURDEN (21.0%)	-	52,752	52,752	66,016
10-24	BURDEN @ 40%	-	-	-	757,241
	PERSONNEL COSTS	3,248,318	3,398,082	3,323,082	3,443,325
20-22	OFFICE SUPPLIES/SUBSCRIPT	-	-	-	6,300
20-23	PRINTING & DUPLICATING	-	-	-	3,600
20-25	JANITORIAL SERV/SUPPLIES	-	-	-	36,000
20-28	MEDICAL SUPPLIES	-	-	-	9,000
20-29	UNIFORMS/UNIFORM ALLOW	-	-	-	15,000
20-32	SECURITY/SAFETY MATERIALS	-	-	-	6,000
20-33	SMALL TOOLS	-	-	-	3,600
20-35	WATER TREATMENT CHEMICALS	-	-	-	40,000
20-37	COMPUTER SOFTWARE	-	-	-	9,700
20-38	COMPUTER HARDWARE	-	-	-	9,000
20-46	CITY BUILDING MAINTENANCE	-	-	-	20,000
20-58	WATER/SEWER	-	-	-	60,000
	MATERIALS & SUPPLIES	-	-	-	218,200
30-19	OPERATOR INSURANCE	-	-	-	275,000
30-21	TELEPHONE	-	-	-	12,000
30-22	POSTAGE	-	-	-	7,800
30-23	ELECTRICITY	-	-	-	711,000
30-24	HEATING OIL/GAS	-	-	-	64,482
30-28	TRAINING/CONF/FOOD/TRAVEL	-	-	-	24,800
30-29	CONSULTING FEES	-	-	-	-
30-31	CONTRACTUAL SERVICES	-	-	-	180,900
30-32	LEGAL FEES	-	-	-	4,000
30-43	ENVIRONMENT EXPENSES	-	-	-	63,000
30-45	OPERATOR MANAGEMENT FEE	-	-	-	193,836
30-46	OPERATOR INCENTIVE	-	-	-	155,069
30-47	HOME OFFICE LABOR	-	-	-	86,600
30-51	RIGHT OF WAY/PERMITS	-	-	-	50,198
30-62	GASOLINE	-	-	-	3,000
30-66	OTHER EQUIPT/MAINTENANCE	-	-	-	53,100
30-67	RADIO REPAIRS/MAINTENANCE	-	-	-	6,000
30-80	AUXILLARY SYSTEMS	-	-	-	46,400
30-81	BOILER SYSTEMS	-	-	-	71,000
30-82	CONTINUOUS EMISSIONS MONI	-	-	-	32,000
30-83	DCS CONTROL SYSTEM	-	-	-	12,000
30-84	FIRE PROTECTION SYSTEM	-	-	-	10,000
30-85	COOLING TOWER	-	-	-	12,000
30-86	FUEL OIL/GAS SYSTEMS	-	-	-	9,600
30-87	COMBUSTION TURBINE MAINT	-	-	-	16,400
30-88	POWER DISTRIBUTION SYSTEM	-	-	-	13,000
30-89	TURBINE GENERATOR SYSTEMS	-	-	-	24,000
	ADMINISTRATIVE EXPENDITURES	-	-	-	2,137,185

POWER PLANT OPERATIONS

480/487-8101-591

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
65-19	INSURANCE	287,331	291,000	279,000	-
65-21	TELEPHONE	11,162	18,000	18,000	-
65-22	POSTAGE	3,370	3,600	3,600	-
65-23	FREIGHT	4,775	6,000	6,000	-
65-24	OFFICE SUPPLIES	6,237	7,200	9,200	-
65-25	LICENSES & PERMITS	122,405	127,000	62,000	-
65-26	EMPLOYEE RECOGNITION	3,724	6,200	6,200	-
65-28	TRAINING/CONF/FOOD/TRAVEL	7,869	18,000	18,000	-
65-29	MEDICAL ASSESSMENTS	2,873	4,200	4,200	-
65-31	CONTRACTUAL SERVICES(ENG)	7,870	56,000	51,000	-
65-32	LEGAL FEES	1,450	3,000	8,000	-
65-35	COMMUNITY RELATIONS	749	3,600	3,600	-
65-36	OFFICE EQUIPMENT	6,417	3,600	8,600	-
65-37	COMPUTER SOFTWARE	8,818	1,200	11,200	-
65-38	COMPUTER HARDWARE	7,409	8,000	23,000	-
65-39	TRAINING FEES	1,812	26,500	36,500	-
65-43	ENVIRONMENTAL	30,547	52,200	52,200	-
65-44	OPERATOR/SUPPLY MGMT FEE	327,284	187,824	187,824	-
65-45	OPERATOR/SUPPLY INCENTIVE	-	135,240	135,240	-
65-46	HOME OFFICE LABOR	123,667	60,000	70,000	-
65-47	COMPUTER SYSTEMS MGMT	7,938	9,600	9,600	-
65-73	BANK CHARGES/FEES	49	-	-	-
	65 SERIES COSTS	973,756	1,027,964	1,002,964	-
75-51	AIR ENVIRON MONITOR/TEST	900	4,000	4,000	-
75-52	HAZARDOUS WASTE DISPOSAL	2,113	2,000	2,000	-
75-53	MATERIALS TESTING	4,758	6,000	6,000	-
75-54	SAFETY SUPPLIES	10,134	12,000	22,000	-
75-56	WTR ENVIRON MONITOR/TEST	6,029	10,000	10,000	-
75-57	NON-HAZARD WASTE DISPOSAL	5,137	8,000	8,000	-
	75 SERIES COSTS	29,071	42,000	52,000	-
85-61	BUILDING & GROUNDS	22,449	24,000	24,000	-
85-62	NON-DURABLE TOOLS	3,275	1,200	5,200	-
85-63	PLANT EQUIPMENT	8,455	12,000	16,000	-
85-64	EQUIPMENT RENTAL	2,603	4,000	4,000	-
85-66	EQUIP REPAIR/CALIBRATION	3,109	3,000	5,000	-
85-67	COMPRESSED AIR SYSTEM	5,847	6,000	12,000	-
85-68	BOILER SYSTEMS	31,215	88,000	88,000	-
85-69	CONDENSATE CYCLE	369	2,000	2,000	-
85-71	FEEDWATER SYSTEM	887	32,000	27,000	-
85-72	CONTINUOUS EMISS. MONITOR	31,283	45,000	35,000	-
85-73	FIRE PROTECTION SYSTEM	16,061	9,600	19,600	-
85-74	CRANES & ELEVATORS	10,486	7,600	19,600	-
85-75	COOLING TOWER	6,154	12,000	42,000	-
85-76	DCS CONTROL SYSTEM	6,186	30,000	8,000	-
85-77	DEMINERALIZER WATER SYS	1,336	6,000	6,000	-
85-78	FUEL OIL SYSTEM	1,848	24,000	10,000	-
85-79	PM PROGRAM	4,800	6,000	6,000	-
85-81	FUEL GAS SYSTEM/IGNITERS	-	2,000	15,000	-
85-82	COMBUSTION TURBINE MAINT	268,543	60,000	45,000	-
85-83	HOT WATER SYSTEM	730	6,000	6,000	-
85-84	PIT INSULATION	-	8,000	13,000	-
85-85	POWER DISTRIB SYSTEM	11,776	24,000	124,000	-
85-86	VEHICLE ROLLING STOCK	833	1,800	1,800	-
85-87	TURBINE GENERATOR SYSTEM	40,329	98,000	68,000	-
85-88	SERVICE WATER SYSTEMS	-	2,000	2,000	-
85-89	MAINT CONSUMABLES	8,996	12,000	12,000	-
	85 SERIES COSTS	487,570	526,200	616,200	-

POWER PLANT OPERATIONS

480/487-8101-591

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
95-22	HEATING OIL/GAS	-	-	30,000	-
95-23	ELECTRIC	735,927	730,000	700,000	-
95-24	LABORATORY SUPPLIES	5,026	6,000	6,000	-
95-25	JANITORIAL EXPENSES	32,539	36,000	36,000	-
95-35	WATER TREATMENT CHEMICALS	9,859	32,000	47,000	-
95-58	WATER (TOWERS/SERVICE)	55,124	88,000	73,000	-
95-62	FUEL - VEHICLE	2,997	3,600	3,600	-
95-93	LUBRICANTS	-	2,000	2,000	-
95-94	GASES	21,042	24,000	24,000	-
95-95	OPERATING CONSUMABLES	1,493	4,000	4,000	-
95-96	TRASH REMOVAL	346	1,800	1,800	-
	95 SERIES COSTS	864,353	927,400	927,400	-
40-31	CONSTRUCTION-PURCHASE	521,762	2,690,000	3,370,555	1,254,000
	CAPITAL OUTLAY	521,762	2,690,000	3,370,555	1,254,000
	TOTAL EXPENDITURES	6,124,830	8,611,646	9,292,201	7,052,710
	REVENUES:				
	ELECTRIC FUND	5,603,068	5,921,646	5,921,646	5,798,710
	ELECTRIC I & E FUND	521,762	2,690,000	3,370,555	1,254,000

POWER SUPPLY

480/487-8102-592

ACCT	DESCRIPTION	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET
30-98	TRANSITION COSTS	(5,357)	-	-	-
	30 SERIES COSTS	(5,357)	-	-	-
65-31	CONTRACTUAL SERVICES	14,255	300,000	300,000	497,250
65-44	OPERATOR/SUPPLY MGMT FEE	3,000,000	2,788,808	2,788,808	3,000,000
	65 SERIES COSTS	3,014,255	3,088,808	3,088,808	3,497,250
95-48	3RD PARTY HEDGE PURCHASES	50,224,741	63,410,077	63,410,077	55,619,481
95-49	CAPACITY CHARGES	12,170,091	10,692,738	10,692,738	13,469,528
95-50	CAPACITY CREDITS	(11,726,108)	(9,265,997)	(9,265,997)	(12,133,285)
95-91	PJM CHARGES	10,090,536	3,510,195	3,510,195	13,943,413
95-92	PJM CREDITS	(4,168,256)	(2,552,753)	(2,552,753)	(1,701,066)
	95 SERIES COSTS	56,591,004	65,794,260	65,794,260	69,198,071
98-91	GAS FUEL	3,454,718	2,382,179	2,382,179	1,275,251
	98 SERIES COSTS	3,454,718	2,382,179	2,382,179	1,275,251
	TOTAL EXPENDITURES	63,054,620	71,265,247	71,265,247	73,970,572
	REVENUES:				
	ELECTRIC FUND	63,054,620	71,265,247	71,265,247	73,970,572

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OTHER FUNDS

CONTAINS THE FOLLOWING SUBSECTIONS:

MUNICIPAL STREET AID FUND

WORKERS COMPENSATION FUND

COMMUNITY TRANSPORTATION

IMPROVEMENT FUND

OPEB (OTHER POST-RETIREMENT
BENEFITS) RESERVE

PARKLAND/RECREATION RESERVE

LIBRARY RESERVE

MUNICIPAL STREET AID FUND

ORIGIN AND PURPOSE

The State of Delaware has passed legislation to share a portion of Delaware's motor fuel tax reserve with local municipalities. This fund was established to manage these monies.

SOURCE OF REVENUES

Funding is from a grant from the State of Delaware. The amount of the grant depends on Dover's population and miles of streets maintained. The grant is received from the State in four equal installments.

COMMENTS

The expenditures in this fund include items for street maintenance and repairs.

CASH RECEIPTS

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009/10
BEGINNING BALANCE	\$ 147	\$ 446	\$ 153	\$ 107	-30.1%
STATE GRANT	709,694	710,000	789,918	775,000	-1.9%
INTEREST EARNED	1,056	-	300	200	-33.3%
TOTALS	\$ 710,897	\$ 710,446	\$ 790,371	\$ 775,307	-1.9%

BUDGET SUMMARY

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009/10
TRANSFER TO GENERAL FUND	\$ 710,744	\$ 710,346	\$ 790,264	\$ 775,200	-1.9%
CURRENT YEAR BALANCE	153	100	107	107	0.0%
TOTALS	\$ 710,897	\$ 710,446	\$ 790,371	\$ 775,307	-1.9%

WORKERS COMPENSATION FUND

ORIGIN AND PURPOSE

The City established this fund in Fiscal Year 1991 in order to handle its workers compensation self-insurance program.

SOURCE OF REVENUES

Appropriations for the fund are received from the General Fund, Water/Wastewater Fund, and Electric Fund.

OPERATING REVENUES

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009/10
PRIOR YEAR BALANCE	\$ 1,447,224	\$ 1,236,346	\$ 1,380,282	\$ 1,404,956	1.8%
INTEREST INCOME	89,930	37,000	37,000	46,300	25.1%
PREMIUM FROM CITY	218,828	664,674	564,674	753,822	33.5%
TOTALS	\$ 1,755,982	\$ 1,938,020	\$ 1,981,956	\$ 2,205,078	11.3%

OPERATING EXPENSES

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009/10
PROGRAM EXPENSES/SUPPLIES - CLAIMS	\$ 219,509	\$ 400,000	\$ 400,000	\$ 450,000	12.5%
INSURANCE	83,715	93,400	93,400	93,400	0.0%
BANK FEES	2,074	1,600	1,600	1,300	-18.8%
STATE OF DEL - SELF INSURANCE TAX	41,052	50,000	50,000	50,000	0.0%
CONTRACTUAL SERVICES	29,350	32,000	32,000	37,000	15.6%
TRANSFER TO PENSION FUND	-	-	-	-	0.0%
TRANSFER TO GENERAL FUND FOR RETIREES	-	100,000	-	-	0.0%
TOTAL EXPENSES	375,700	677,000	577,000	631,700	9.5%
CURRENT YEAR BALANCE	1,380,282	1,261,020	1,404,956	1,573,378	12.0%
TOTALS	\$ 1,755,982	\$ 1,938,020	\$ 1,981,956	\$ 2,205,078	11.3%

COMMUNITY TRANSPORTATION IMPROVEMENT FUND

ORIGIN AND PURPOSE

This fund was established in Fiscal Year 2004 to account for capital projects funded through the Community Transportation Fund and the City's General Fund. One fund was established to better account for expenses.

SOURCE OF REVENUES

This fund receives monies from the City's General Fund and a State of Delaware program that provides funds through our state legislators to the City for capital projects and infrastructure improvements.

OPERATING REVENUES

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009/10
PRIOR YEAR BALANCE	\$ 308,414	\$ 308,414	\$ 289,812	\$ 108,812	-62.5%
GRANTS REVENUE	625,715	500,000	500,000	1,000,000	100.0%
TRANSFER FROM GENERAL	350,000	400,000	200,000	350,000	75.0%
INTEREST INCOME	48,066	19,000	19,000	2,800	-85.3%
TOTALS	\$ 1,332,195	\$ 1,227,414	\$ 1,008,812	\$ 1,461,612	44.9%

OPERATING EXPENSES

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009/10
PROGRAM EXPENSES	\$ 1,042,383	\$ 900,000	\$ 900,000	\$ 1,350,000	50.0%
CURRENT YEAR BALANCE	289,812	327,414	108,812	111,612	2.6%
TOTALS	\$ 1,332,195	\$ 1,227,414	\$ 1,008,812	\$ 1,461,612	44.9%

OPEB (POST-RETIREMENT BENEFITS) RESERVE

ORIGIN AND PURPOSE

The City established this reserve in Fiscal Year 2004 for the purpose of reserving monies for our post retirement benefits liabilities. The Governmental Accounting Standards Board (GASB) will require cities of Dover's size to fund these liabilities beginning in Fiscal Year 2007.

SOURCE OF REVENUES

Appropriations for the reserve are received from the General Fund, Water/Wastewater Fund, and Electric Fund. Interest will be retained in the reserve.

OPERATING REVENUES

	2007-08	2008-09	2008-09	2009-10	%CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2009/10
PRIOR YEAR BALANCE	\$ 3,976,000	\$ 4,354,000	\$ 4,135,000	\$ 4,752,552	14.9%
INTEREST INCOME	159,000	118,000	118,000	135,000	14.4%
TRANSFER FROM GENERAL	-	380,440	380,440	-	-100.0%
TRANSFER FROM GENERAL CONTINGENCY	-	-	-	-	0.0%
TRANSFER FROM WATER/WASTEWATER	-	44,027	44,027	-	-100.0%
TRANSFER FROM ELECTRIC	-	75,085	75,085	-	-100.0%
TOTALS	\$ 4,135,000	\$ 4,971,552	\$ 4,752,552	\$ 4,887,552	2.8%

OPERATING EXPENSES

	2007-08	2008-09	2008-09	2009-10	%CHANGE
	ACTUAL	BUDGET	REVISED	BUDGET	2009/10
CURRENT YEAR BALANCE	\$ 4,135,000	\$ 4,971,552	\$ 4,752,552	\$ 4,887,552	2.8%
TOTALS	\$ 4,135,000	\$ 4,971,552	\$ 4,752,552	\$ 4,887,552	2.8%

PARKLAND/RECREATION RESERVE

ORIGIN AND PURPOSE

The City established this reserve for the purpose of reserving monies for the improvement and development of the City's park system.

SOURCE OF REVENUES

Appropriations for the reserve are received from the General Fund, developer payments in lieu of subdivision parkland development, and donations. Interest will be retained in the reserve.

OPERATING REVENUES

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009/10
PRIOR YEAR BALANCE	\$ 1,894,105	\$ 113,162	\$ 232,735	\$ 192,735	-17.2%
PAYMENT IN LIEU OF PARKLAND	107,000	-	-	-	0.0%
TRANSFER FROM LIBRARY RESERVE	334,000	-	-	-	0.0%
INTEREST INCOME	30,000	-	-	-	0.0%
TOTALS	\$ 2,365,105	\$ 113,162	\$ 232,735	\$ 192,735	-17.2%

OPERATING EXPENSES

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009/10
TRANSFER TO GENERAL CAPITAL PROJECTS FUND	\$ 2,132,370	\$ -	\$ 40,000	\$ -	-100.0%
CURRENT YEAR BALANCE	232,735	113,162	192,735	192,735	0.0%
TOTALS	\$ 2,365,105	\$ 113,162	\$ 232,735	\$ 192,735	-17.2%

LIBRARY RESERVE

ORIGIN AND PURPOSE

The City established this reserve for the purpose of reserving monies for the construction of a new library.

SOURCE OF REVENUES

General fund, donations – Interest will be retained in the fund.

OPERATING REVENUES

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009/10
PRIOR YEAR BALANCE	\$ 2,373,776	\$ 3,760,000	\$ 3,778,150	\$ 3,309,400	-12.4%
GENERAL FUND APPROPRIATION	1,649,109	-	-	-	0.0%
INTEREST INCOME	141,139	131,250	131,250	117,000	-10.9%
TOTALS	\$ 4,164,024	\$ 3,891,250	\$ 3,909,400	\$ 3,426,400	-12.4%

OPERATING EXPENSES

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009/10
TRANSFER TO PARKLAND RESERVE	\$ 334,000	\$ -	\$ -	\$ -	
TRANSFER TO CAPITAL PROJECT FUND	10,094	1,200,000	600,000	3,000,000	
TRANSFER TO GENERAL FUND	41,780	-	-	-	0.0%
CURRENT YEAR BALANCE	3,778,150	2,691,250	3,309,400	426,400	-87.1%
TOTALS	\$ 4,164,024	\$ 3,891,250	\$ 3,909,400	\$ 3,426,400	-12.4%

LIBRARY GRANTS

ORIGIN AND PURPOSE

The City established this fund for the purpose of tracking monies received from Federal and State Grants to be used in the construction of a new library.

SOURCE OF REVENUES

Federal and State Grants

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
PRIOR YEAR BALANCE	\$ -	\$ -	\$ 133	\$ 133	0.0%
STATE GRANT	247,140	250,867	250,867	247,801	-1.2%
FEDERAL GRANT	3,444	-	-	-	
INTEREST INCOME	-	-	-	-	0.0%
TOTALS	\$ 250,584	\$ 250,867	\$ 251,000	\$ 247,934	-1.2%

OPERATING EXPENSES

	2007-08 ACTUAL	2008-09 BUDGET	2008-09 REVISED	2009-10 BUDGET	%CHANGE 2009-10
STATE GRANTS					
FURNITURE/FIXTURES	\$ -	\$ 7,000	\$ 7,000	\$ -	-100.0%
PROGRAM EXPENSES/SUPPLIES	60,590	53,584	53,584	41,935	-21.7%
BOOKS	97,110	107,217	107,217	107,216	0.0%
AUDIO VISUAL SUPPLIES	57,776	55,000	55,000	55,000	0.0%
TRAINING/CONF/FOOD/TRAV	11,774	2,767	2,767	5,000	80.7%
CONTRACTUAL SERVICES	19,892	18,649	18,649	18,650	0.0%
COMPUTER SOFTWARE	-	6,650	6,650	-	-100.0%
COMPUTER HARDWARE	-	-	-	20,000	0.0%
SUBTOTAL EXPENSES STATE GRANTS	247,142	250,867	250,867	247,801	-1.2%
FEDERAL GRANTS					
PROGRAM EXPENSES/SUPPLIES	3,309	-	-	-	0.0%
SUBTOTAL EXPENSES FEDERAL GRANTS	3,309	-	-	-	0.0%
CURRENT YEAR BALANCE	133	-	133	133	0.0%
TOTALS	\$ 250,584	\$ 250,867	\$ 251,000	\$ 247,934	-1.2%

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APPENDIX

CONTAINS THE FOLLOWING
SUBSECTIONS:

MISCELLANEOUS STATISTICS

POPULATION AND HOUSING
SUMMARY

MAJOR EMPLOYERS

FINANCIAL POLICIES

INVESTMENT POLICY

MISCELLANEOUS STATISTICS

AS OF JUNE 30, 2008 AND JUNE 30, 2007

	June 30, 2008	June 30, 2007
Date of Incorporation	February 16, 1829	February 16, 1829
Land Area - Acres	14,904.90	14,914.27
Land Area - Square Miles	22.586	23.303
Total Miles of Streets	159.62	155.62
City Maintained Miles of Streets	100.27	96.27
State Maintained Miles of Streets	59.35	59.35
Population - 2000 Census	32,043	32,043
Population - City Count	35,200	35,197
Registered Voters	20,181	19,084
ELECTRIC UTILITY:		
Total Generating Units	5	5
Total Generating Capacity	176 mw	176 mw
Area of Service - Square Miles	68	68
Substations	15	15
High Peak Load	175 mw	176 mw
CUSTOMERS:		
Residential	19,075	18,807
Commercial	3,602	3,535
Primary	38	38
Vapor Lights Only	880	872
69 KV Industrial	3	3
Municipal (total number of meters/bills)	-	-
Total Customers Sales	\$94,037,212	\$83,109,810
Total Customer Sales kWh	731,024,065	734,072,008
PURCHASE POWER:		
\$	\$68,648,786	\$70,146,601
kWh	788,824,000	770,997,000
FIRE DEPARTMENT:		
Stations	2	2
Officers	8	8
Firemen - Membership (Volunteers)	100	100
Equipment	18	14
PARKS DEPARTMENT:		
Major Parks	3	3
Small Parks	22	22

MISCELLANEOUS STATISTICS

CONTINUED

POLICE DEPARTMENT:	June 30, 2008	June 30, 2007
Station	1	1
Uniformed Personnel	92	90
Automobiles	66	66
Motorcycles	7	5
Motor Boats	1	1
Bicycles	4	4
Specialty Vehicles	6	6
Trailers	3	4
PUBLIC LIBRARY:		
Books	119,392	120,203
Audio Visual Materials	11,917	11,507
Members	37,587	37,036
Magazine Subscriptions	287	359
Newspapers	29	15
Circulation of Books	408,827	400,336
WATER UTILITY:		
Supply - Wells	22	22
Storage Tanks	6	6
Total Storage Capacity - Gallons	3,750,000	3,750,000
Water Mains - Miles	196	176
Average Daily Gallons Pumped	4,974,526	4,721,174
Peak Daily Gallons	9,278,000	8,672,000
Water - Gallons Pumped	1,815,702,000	1,869,585,000
Number of Metered Customers	13,229	11,962
Number of New Connections	284	198
WASTEWATER UTILITY:		
Pumping Stations	42	42
Wastewater Mains - Miles	185	185
Average Daily Gallons	4,202,974	4,631,172
Total Annual Gallons	1,538,796,919	1,722,795,930
Number of New Connections	Not available	Not available
WATER TREATMENT PLANT:		
Capacity	4.6 MGD	4.6 MGD
SALES TO CUSTOMERS:		
Water Fees	\$4,203,972	\$4,250,634
Wastewater Fees	\$2,589,539	\$2,619,013
Wastewater Adjustment	\$4,109,166	\$3,854,100

CITY OF DOVER POPULATION AND HOUSING STATISTICS

CHARATISTIC	NUMBER
Population	32,135
Median Age – Years	32.9
Male	15,122
Female	17,013
White	17,655
Black (African American)	11,961
Hispanic (Latino)	1,327
Asian	1,016
Total Family Households	7,500
Non-family Households	4,840
Married Couple Households	4,983
Female householder, no husband	2,061
Persons per household	2.35
Number of dwelling units	13,357
Single family dwelling units	5,777
Semi-detached dwelling units	1,960
Mobile homes	770
Owner occupied dwelling units	6,454
Median unit value	\$111,300
Renter occupied dwelling units	5,886
Median contract rent	\$599

Source: U.S. Census Bureau, American Fact Finder. 2000 Census Demographic Profile for the City of Dover, Delaware.

MAJOR EMPLOYERS AS OF JUNE 30, 2008

EMPLOYER	# EMPLOYEES	PERCENTAGE OF TOTAL CITY EMPLOYMENT
Dover Air Force Base ⁽¹⁾	6,257	32.8%
State of Delaware ⁽²⁾	6,150	32.3%
Bayhealth Medical Center ⁽³⁾	2,892	15.2%
Dover Downs, Co., Inc.	1,250	6.6%
Capital School District	909	4.8%
Energizer Personal Products (formerly Playtex Products)	677	3.6%
Kraft Foods, Inc.	513	2.7%
City of Dover	395	2.1%

Source: City of Dover Financial Records

NOTES

1. Dover Air Force Base total includes active duty, reservists, and civilian employees.
2. State of Delaware employees in Kent County.
3. Bayhealth Medical Center was previously listed as Kent General Hospital

INVESTMENT POLICY

1.0 Policy

It is the policy of the City of Dover to invest public funds under its control in a manner that will provide the highest investment return consistent with the maximum safety of principal, while meeting cash flow needs of the City. The City shall conform to all state and local statutes governing the investment of public funds. For the record, there are currently no state statutes or regulations related to the City's investments.

2.0 Scope

This investment policy applies to all financial assets of the City of Dover for which the City retains direct or indirect daily control. Funds for which the City has retained outside funds manager(s) may be governed by these policies and/or a separate agreement established.

2.1 Accounts

2.1.1 Cash and Liquidity Accounts: The majority of the City's cash balance available for investment is maintained in the cash and liquidity accounts. These accounts will be managed and invested by investment managers, selected by the City Council through competitive bid, in order to maximize the return to the City while, at the same time, providing for safety of principal and sufficient liquidity for the City to meet its cash needs. The City will manage its short-term (12 month) investments to ensure sufficient liquidity and prevent their premature sale for the purpose of covering expenditures. Short-term investments should mature at face value in sufficient amounts to meet any needs.

2.1.2 Reserve Cash (Intermediate) Account: To the extent cash is not expected to be needed on short notice, the City Council will direct the funding of a third part. This fund shall be managed and invested by an investment manager or managers, selected by the City Council after a competitive bid, in order to maximize the return on said money to the City while providing for the safety of principal. The City will manage its intermediate investments to ensure they are made under circumstances and in amounts in which the City would not be forced to liquidate them at a loss.

All of the City of Dover's funds are accounted for in its Comprehensive Annual Financial Report. Those funds to which this investment policy applies include (with the exceptions noted in the preceding paragraph as well as the Deferred Compensation Plan):

2.2 Funds

2.2.1 General Fund

2.2.2 Capital Project Funds

2.2.3 Special Revenue Funds

2.2.4 Enterprise Funds

2.2.5 Internal Service Funds

2.2.6 Trust and Agency Funds

2.2.7 (Any new fund created by the City Council, unless specifically exempted)

3.0 Objectives

The primary objectives of the City of Dover's investment activities, in order of importance shall be:

3.1 Safety

Preservation of principal is the foremost objective of the investment program. To attain this objective dispersion and/or diversification shall be employed so that risk of loss of principal is minimized.

3.2 Return on Investments

A goal of the investment program shall be to maximize income within the constraints of Sections 3.1 and 3.3.

3.3 Liquidity

A goal of the investment program shall be to maximize income within the constraints of Sections 3.1 and 3.3.

4.0 Delegation of Authority

Authority to manage the City of Dover's investment program is derived from: this investment policy, which is approved by City Council, and "Dover Code, Article IV, Section 42" (attachment B), which states in part that "The City Treasurer shall be the custodian of all of the City funds . . ." (Note: the City's Finance Director is also the City Treasurer).

The Finance Director/Treasurer shall:

1. Review the City's investment policy and recommend changes to the policy to City Council;
2. Be charged with implementing the policy, and may delegate authority to make investments.

The Finance Director/Treasurer shall be responsible for all investment transactions and shall establish controls to regulate the activities of the delegate.

3. Ensure that records of the City's investment activities are kept for ten years.

5.0 Prudence, Ethics and Conflicts of Interest

The delegate empowered to make investments on behalf of the City of Dover shall comply with the following:

5.1 "Prudent Person" Rule

They shall make investment decisions with the judgment and care which persons of reasonable intelligence, under circumstances prevailing at the time the investment is made, would exercise in the management of their own investments assuming that their objectives are those shown in Section 3.0 of this policy.

5.2 Ethics and Conflict of Interest

The delegate authorized to make City investments shall act at all times in an ethical manner, and shall not engage in any activity that could impair or be perceived to impair their ability to make impartial investment decisions. They shall disclose to the Mayor and City Council any material interests in financial institutions with which the City has financial dealings.

6.0 Authorized Institutions and Dealers

The City of Dover Finance Director/Treasurer shall maintain a list of financial institutions and other entities that are authorized to provide investment and/or depository services to the City. An annual review of the financial condition and registrations will be conducted by the Finance Director/Treasurer. The investment manager shall provide a current audited financial statement to the City annually, which will be kept on file in the Finance Department.

7.0 Authorized Investments and Trading of Securities

The Finance Director/Treasurer or his/her authorized delegate may invest in the following types of securities:

7.1 United States Government Securities

Marketable securities issued by the U.S. Government and supported by the full faith and credit of the U. S. Treasury either by statute or an opinion of the attorney general of the United States.

7.2 Government Agency Securities

Debt securities issued by government-sponsored enterprises, federal agencies, federal financing banks, and international institutions part of whose capital stock has been subscribed for by the United States.

7.3 Certificates of Deposit, Time Deposits, and Bankers Acceptances

7.3.1 Domestic Institutions: Issued or endorsed by a domestic bank, or a savings and loan association, organized and supervised under federal or any state laws, or any of its branches located in the United Kingdom, the Bahamas, or the Cayman Islands and denominated in U.S. dollars; provided, however, that:

- The banking institution has assets of not less than \$5 billion; and
- The banking institution is rated not lower than “B” by Fitch, Inc. (formerly Thomson’s Bank Watch Service).

7.3.2 Delaware-Domiciled Institutions: The Cash Account, and only the Cash Account, may also be invested in Certificates of Deposit, Time Deposits, and Bankers Acceptances issued by or endorsed by any bank or savings association domiciled in the State of Delaware and organized and supervised under federal or State of Delaware banking laws which does not meet the requirements of Section 7.3.1 hereto; provided, however, that:

- For each of the latest two years, the bank or association has had a return on total average assets of 0.50 percent or greater and an average capital ratio (defined as total equity capital to total assets) of at least 1 to 20, or the instrument is secured as set forth in Section 8, “Collateralization of City Deposits,” hereto; and
- Not more than the lesser of \$10 million or 25 percent of an issuer’s total equity capital, may be invested in any one issuer. (Investments due to mature in one business day may be excluded from the computation of this percentage.)
- The Board expressly affirms that, consistent with these guidelines, Delaware banks and savings associations should be considered as a source of investment.

7.4 Corporate Debt Instruments

Such instruments include commercial paper, variable rate master demand notes, and nonconvertible debt securities (bonds and debentures); provided, however, that:

- 7.4.1** Any such instrument must be issued by a U.S. corporation; and
- 7.4.2** Commercial paper investments at the time of purchase must be rated "A-1" by Standard & Poor's (S&P) and/or "P-1" by Moody's Investors Service ("Moody's), and the senior long-term debt of the issuer must be rated not lower than "A" by S&P and/or "A" by Moody's. Investments in corporate bonds and debentures must be rated at the time of purchase at least "AA" by S&P and/or "AA" by Moody's.
- 7.4.3** Any such instrument may be backed fully by an irrevocable, unconditional letter of credit issued by a bank which meets the requirements of Section 7.3.1 or Section 7.3.3 hereto. The security will count as a holding of the letter of credit provider for purposes of applying the percentage limitations outlined in Section 7.4 hereto.

7.5 Repurchase Agreements

The underlying securities shall consist of U.S. government or government agency securities, certificates of deposit, commercial paper, or bankers acceptances; provided, however, that:

- 7.5.1** All repurchased transactions must be governed by written repurchase agreements;
- 7.5.2** Agreements will be entered into only with respect to underlying securities in which the investment manager may otherwise invest as described above, and only with a recognized U.S. Government/broker or a bank which meets the requirements set out under paragraph Section 7.3.3 above;
- 7.5.3** In the case of repurchase collateral held in book-entry form in the Federal Reserve System, all deliveries of Securities must be made, for the transfer thereof, through the Federal Reserve book-entry system to the account designated by the investment manager for such purpose. Securities held in certificated form must be delivered to the investment manager or a custodian as directed by the investment manager; and
- 7.5.4** Any collateral employed under this paragraph shall be counted towards the applicable maximum limits set forth within these guidelines for such type of investment, and such collateral shall be valued at market at not less than 102 percent of the maturity value of the agreement and marked-to-the-market as requested by the investment manager.

7.6 Reverse Repurchase Agreements

The investment manager may enter into reverse repurchase agreements which involve the sale of money market securities held by the City, with an agreement to repurchase the securities at an agreed upon price, date, and interest payment, so long as:

- 7.6.1** The agreement is entered into only with a recognized U.S. Government broker/dealer or a bank which meets the requirements set out under Section 7.3.4 above who is acting as a principal to the agreement;

7.6.2 The City's securities are sold at not less than 98 percent of their fair market value including all accrued interest; and

7.6.3 The investment manager marks-to-market as appropriate.

7.7 Money Market Funds

The money market fund(s) selected by the investment manager shall be consistent with the investment quality guidelines as stated in this document.

7.8 Mortgage-Backed Securities

Only the Cash Reserve (Intermediate) Account may invest in Mortgage-Backed Securities. The portfolio may have a total investment of no more than 20 percent, valued at market, in AAA-rated Government National Mortgage Association (GNMA), Federal National Mortgage Association (FNMA), or Federal Home Loan Mortgage Association (FHLMC) mortgage-backed securities in the form of pass-throughs.

7.9 Municipal Obligations

Taxable and tax-exempt securities issued by state and local governments and public authorities in the U.S.

7.10 State of Delaware Investments Pools

7.10.1 Delaware Local Government Investment Pool (DELGIP) - The investment in this pool is permitted in relation to the City's cash flow and the guidelines set forth by the State of Delaware. The investment in this pool will not exceed 25 percent of the total funds available and will be monitored by the City's Finance Department on a monthly basis.

7.10.2 Delaware Local Government Retirement Investment Pool (DELRIP) - The investment in this pool is permitted in relation to the City's Post-Retirement Benefits Fund. The investment in this pool will not exceed 25 percent of the total funds available and will be monitored by the City's Finance Department on a monthly basis.

7.11 Trading Securities

7.11.1 The Financial Director/Treasurer is hereby authorized to buy/sell the securities when the net result will generate the additional revenues for the City.

7.12 Internal Control on such transactions

7.12.1 An investment report will be provided to the Council on a quarterly basis.

7.12.2 All investment reporting documents will be provided to the independent auditors.

7.12.3 The records will be kept on City records for ten years.

7.12.4 The trading shall not involve any hedge, derivatives, and/or borrowing funds for trading purposes.

8.0 Collateralization of City Deposits

If the City deposits any funds in any financial institution, those funds will be subject to the following collateralization requirements. The financial institution shall:

- 8.1** Collateralize the City's daily ledger balance(s) if, for any quarter during the most recent eight quarters, the bank has not met both of the following two criteria:
- Return on total average assets of .5 percent or greater.
 - Average capital ratio (total equity to total assets) of five percent or greater.
- 8.2** If either criterion in paragraph 8.1 is not satisfied, collateral must be pledged and shall consist of one or more of the following securities:
- U.S. Government securities.
 - U.S. Government agency securities.
 - Federal Home Loan Board letters of credit.
 - State of Delaware securities.
 - Securities of a political subdivision of the State of Delaware with a Moody's rating of "A" or better.
- 8.3** Ensure that the securities pledged as collateral (except for Federal Home Loan Board letters of credit) have a market value equal to or greater than 102 percent of the ledger balance(s) in the account(s) marked to market each day.
- 8.4** Ensure that securities pledged as collateral are housed at the Federal Reserve Bank or a mutually agreed upon third party depository. (The trust department of the winning vendor will not be acceptable.)
- 8.5** Provide reports on a monthly basis to the City Finance Department detailing the collateral pledged.
- 8.6** Provide a Call Report (Consolidated Report of Condition and Income, FFIEC 031) on a quarterly basis to the City Finance Department.

9.0 Percentage of Account Limitations

The purchase of the securities outlined in Section 7 cannot exceed the following percentage limits of the Account, valued at market. Investments due to mature in one business day may be excluded from the computation of said percentages.

- 9.1** U.S. Government. No restrictions.
- 9.2** Government Agency. 75 percent total, 40 percent in any one agency.
- 9.3** CDs, Time Deposits, and Bankers Acceptances. 50 percent total, ten percent in any one issuer.
- Domestic. No additional restrictions.
- 9.4** Corporate Debt. 50 percent total, 25 percent in any one industry, ten percent in any one issuer, ten percent of any issuer's total outstanding securities.
- Domestic. No additional restrictions.

9.5 Repurchase Agreements. 50 percent total

9.6 Reverse Repurchase Agreements. 25 percent total

9.7 Money Market Funds. 25 percent total, ten percent in any one fund except for the Cash Account which may invest 100 percent of the Account in the State Investment Pool.

9.8 Municipal Obligations. Ten percent in any one issuer.

10.0 Investment Limitations

The City of Dover will diversify its investments by type of investment, institution, and maturity dates in as far as staff is able to do so while remaining in compliance with Sections 3 and 7 of this policy.

11.0 Maximum Maturities

As a general rule, the City of Dover will invest operating funds for one day to 48 months to minimize the effects of interest rate fluctuations upon interest earnings, while always considering anticipated cash flow requirements. In any case, unless matched to a specific cash flow need, the City will not directly invest in securities maturing more than four years from the date of purchase. The City may, however, collateralize its repurchase agreements using acceptable securities that bear a maturity date exceeding four years.

12.0 Internal Control

The investing activities of the City of Dover shall be reviewed annually as part of the annual audit (attachment C) by a Certified Public Accountant, to assure that compliance with investment policies and procedures is maintained. On a monthly basis, a "balances report" will be prepared by one finance person, and the balances will be cross-checked with the General Ledger balances by another finance person. Any differences will be reconciled on a monthly basis. All reports and reconciliations (if any) will be provided to the external auditors at the time of audit.

13.0 Performance Standards

The City of Dover's investment decisions shall be made with the objective of obtaining a rate of return commensurate with the investment risk constraints and the cash flow needs. No formal targeted market yield is adopted, but the Finance Director/Treasurer shall compare the City's results with 90-day U.S. Treasury bill for the cash account and the one-year U. S. Treasury Bill for the reserve account in determining the effectiveness of the investment program account.

14.0 Reporting

At the end of each calendar quarter, the Finance Director/Treasurer will submit a report of all quarter-ending investments to the Mayor and City Council.

15.0 Investment Policy Adoption

The City of Dover's investment policy will be adopted by the City Council after review and recommendation of the Legislative and Finance Committee. The policy will be reviewed at least once every two years by the Legislative and Finance Committee, which is charged with considering the existing policy and any recommendations to modify the policy. Any modifications to the policy must be approved by the City Council.

LEGEND

1. Original approval by City Council - November 14, 1988
2. Policy revised and approved – March 7, 2005
3. City Council Approved with No Changes – April 14, 2008

ATTACHMENT A

GLOSSARY

AGENCIES: Federal agency securities

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate – Large denomination CD's are typically negotiable.

BANKERS ACCEPTANCE: A short-term credit investment which is created by a nonfinancial firm and whose payment is guaranteed by a bank.

COLLATERAL: Securities, evidence of deposit, or other property which a borrower pledges to secure repayment of a loan – Also refers to securities pledged by a bank to secure deposits of public monies.

COMMERCIAL PAPER: An unsecured obligation issued by a corporation or bank to finance its short-term credit needs – Maturities typically range from one day to nine months.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual report for the City of Dover – It includes five combined statements for each individual fund and account group prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

CORPORATE BONDS: Debt securities issued by a corporation – Such bonds usually have a par value of \$1,000, have a term maturity, and are traded on a major exchange.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns.

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g., S&Ls, small business firms, students, farmers, farm cooperatives, and exporters.

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that insures bank deposits, currently up to \$100,000 per deposit.

FEDERAL FUNDS RATE: The rate of interest at which Federal funds are traded – This rate is currently pegged by the Federal Reserve through open-market operations.

FEDERAL HOME LOAN BANKS (FHLB): The institutions that regulate and lend to savings and loan associations – The Federal Home Loan Banks play a role analogous to that played by the Federal Reserve Banks vis-à-vis member commercial banks.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

FEDERAL RESERVE SYSTEM: The central bank of the United States created by Congress and consisting of a seven-member Board of Governors in Washington, D.C., 12 regional banks, and about 5,700 commercial banks that are members of the system.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae): Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions – Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by the FHA, VA or FMHM mortgages. The term "pass-throughs" is often used to describe Ginnie Mae's.

LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and a reasonable size can be done at those quotes.

LOCAL GOVERNMENT INVESTMENT POOL (LGIP): The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

MARKET VALUE: The price at which a security is trading and could presumably be purchased or sold.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MORTGAGE-BACKED SECURITIES (MBS): An investment instrument that represents ownership of, and is backed by, an individual interest in a pool of mortgages such as those issued by Ginnie Mae or Freddie Mac – Principal and interest from the individual mortgages is used to pay principal and interest on the MBS.

MUNICIPAL NOTES AND BONDS: Securities issued by a state, city, or local government to finance operations or special projects.

PRUDENT PERSON RULE: An investment standard – In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state--the so-called legal list. In other states, the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

QUALIFIED PUBLIC DEPOSITORIES: A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

RATE OF RETURN: The yield obtainable on a security based on its purchase price or its current market price.

REPURCHASE AGREEMENT (RP OR REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money that is, increasing bank reserves.

REVERSE REPURCHASE AGREEMENT: The purchase of a security by a dealer with the agreement to sell it back to the seller at a fixed price at a later date – Typically used by owners of securities to finance short-term needs without having to liquidate the security.

SAFEKEEPING: A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

TIME DEPOSITS: A savings account or CD held for a fixed term or with the understanding that the customer can withdraw only by giving advanced notice.

TREASURY BILLS: Noninterest bearing discount securities issued by the U.S. Treasury to finance the national debt – Most bills are issued to mature in three months, six months, or one year.

TREASURY BOND: Long-term U.S. Treasury securities having initial maturities of more than ten years.

TREASURY NOTES: Noninterest bearing discount securities issued by the U.S. Treasury to finance the national debt – Most bills are issued to mature in three months, six months, or one year.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15. Also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

VARIABLE RATE MASTER DEMAND NOTES: A floating rate security with initial maturities and indexed rates chosen by the investor – The interest rate is adjusted periodically, usually off a standard such as that prevailing on a Treasury bill or the prime interest rate.

YIELD: The rate of annual income return on an investment, expressed as a percentage INCOME YIELD is obtained by dividing the current dollar income by the current market price for the security.

NET YIELD or YIELD TO MATURITY: The current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

Source: Municipal Treasurers' Association of the United States and Canada

ATTACHMENT B

ARTICLE IV. CITY TREASURER AND FINANCIAL AFFAIRS

Sec. 42 - City Treasurer; [signing of warrants]

At the annual meeting, the Council shall elect a City Treasurer to hold office until the next annual meeting of the Council or until his successor has been duly chosen and qualified, but subject to removal at any time by the Council.

The City Treasurer shall be the custodian of all the City funds and shall deposit them in a banking institution designated by the Council.

He shall pay out no money except upon warrant signed by the City Manager and countersigned by the Mayor.

The Mayor and the City Manager shall sign no warrants on the City Treasurer except pursuant to appropriations or resolutions theretofore made by the Council.

ATTACHMENT C

ARTICLE IV. CITY TREASURER AND FINANCIAL AFFAIRS

Sec. 46 - Annual Audit

Annually, in the month of July, the Council shall have the finances of the City and the books and accounts of the City Manager, the Alderman, and the City Treasurer audited by a certified accountant.

GLOSSARY OF KEY TERMS AND CONCEPTS

GLOSSARY OF KEY TERMS AND CONCEPTS

ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

ADA: Americans with Disabilities Act

AD&D: Accidental Death and Dismemberment Insurance

AFIS: Automated Fingerprint Identification System

AGENCY FUNDS: (1) A type of fiduciary fund used to report resources held by an entity in a custodial capacity; (2) A fund used to account for assets held by the City as an agent for individuals, private organizations, or other governments, or other funds. Agency funds usually involve receiving, investing, and remitting resources to individuals, private organizations, or other governments.

AMERICANS WITH DISABILITIES ACT: A civil rights law enacted in 1990 that prohibits discrimination against people with disabilities in the areas of employment, transportation, telecommunications, and public accommodation.

APPRAISED VALUE: An estimated value for taxation.

APPROPRIATION: An authorization made by City Council which permits the City to incur obligations and to make expenditures of resources.

APPROPRIATION ORDINANCE: The official enactment, by the City Council, to legally authorize City staff to obligate and expend resources.

ASSESSED VALUE: A value set on real estate and used as the basis for levying property taxes.

AUDIT: A comprehensive review of the manner in which the City's resources were actually utilized. The main purpose of an audit is to issue an opinion over the presentation of financial statements and to test the controls over the safekeeping of assets, while making any recommendations for improvement where necessary. The City's audit is conducted by an independent auditor.

AUTOMATED FINGERPRINT IDENTIFICATION SYSTEM: A biometric identification methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data.

BEGINNING BALANCE: A revenue source determined by the net result of estimated total revenues less estimated total expenditures of the previous fiscal year for any fund.

BOND: A written promise to pay a sum of money on a specific date(s) at a specific interest rate – The interest payments and the repayment of the principal are detailed in a bond ordinance.

BONDED DEBT: The portion of indebtedness represented by outstanding bonds.

BUDGET: a financial plan for a specified period of operations that matches all planned revenues and expenditures with the services provided to the residents of the City.

BUDGET CALENDAR: A schedule of key dates which the City follows in the preparation and adoption of the annual operating budget.

BUDGET DOCUMENT: An instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council.

BUDGET MESSAGE: The opening section of the budget, from the City Manager, which provides the City Council and the public with a general summary of the most important aspects of the budget.

BUDGET PROCESS: The chronology of adopting the budget.

BUDGETARY CONTROL: The management of a government or enterprise in accordance with an approved budget for keeping expenditures within the limitations of available appropriations and available revenues.

CAD: Computer Aided Dispatch

CAFR: Comprehensive Annual Financial Report

CAPR: Comprehensive Annual Performance Report

CAPITAL INVESTMENTS PLAN (CIP): The five-year projection of City projects, costing at least \$10,000, is compiled into a Capital Investments Plan. The CIP is produced by the City Manager and approved by City Council. The first year of the approved CIP is incorporated in the annual operating budget. All projects shown in the CIP include a description, implementation schedule, source of funds, needs statement, and statement of effect on the operating budget.

CAPITAL OUTLAY: An item which has an economic/useful life of more than one year and costs \$600 or more per unit. These items are shown in the 40 series (or higher in the Improvement and Extension Fund) of accounts in the budget and are not necessarily included in the CIP.

CAPITAL PROJECT FUND: A fund used to account for the financial resources used for the acquisition or construction of major capital facilities, with a life expectancy of more than one year.

CDEDC: Central Delaware Economic Development Council

CENTRAL DELAWARE ECONOMIC DEVELOPMENT COUNCIL: A public/private partnership between Kent County Levy Court and the Central Delaware Chamber of Commerce.

CPCN: CERTIFICATE OF PUBLIC CONVENIENCE AND NECESSITY

CITY CHARTER: The document of a home rule City, similar to a constitution, which establishes the City's government structure and provides for the distribution of powers and duties among various branches of government.

CITY COUNCIL: Council President and eight Council members collectively acting as the legislative and policy making body of the City.

CJIS: Criminal Justice Information System

CLFC: Creating Lasting Family Connections

COMPREHENSIVE ANNUAL FINANCIAL REPORT: The official annual report for the City of Dover. It includes five combined statements for each individual fund and account group, prepared in conformity with GAAP requirements. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

COMPREHENSIVE ANNUAL PERFORMANCE REPORT: A report covering all phases of operations by comparing the actual results against those anticipated in a stated budget.

COMPUTER AIDED DISPATCH (CAD): The system used to insure the availability of current response and notification information.

CONTINGENCY FUND: A reserve fund to be used only in case of emergency and upon the authorization by City Council.

CONTRACTUAL SERVICES: The costs related to services performed for the City by individuals, businesses, or utilities.

CPCN: Certificate of Public Convenience and Necessity

CREATING LASTING FAMILY CONNECTIONS: A comprehensive family strengthening, substance abuse, and violence prevention curriculum designed for youth nine to 17 years old and their families.

CURRENT TAXES: Taxes levied and due within one year.

D.A.R.E.: Drug Awareness Resistance Education program teaches kids how to recognize and resist the direct and subtle pressures that influence them to experiment with alcohol, tobacco, marijuana, and other drugs.

DEBT SERVICE: The annual payment of principal and interest on bonded indebtedness.

DELAWARE JUSTICE INFORMATION SYSTEM: The central state agency responsible for providing efficient and reliable development and operation of the hardware, software, network, and database which comprise the Criminal Justice Information System (CJIS).

DELAWARE PREVENTION NETWORK (DPN): A program that focuses on wellness through the prevention of alcohol, tobacco, and other drug abuse, as well as the prevention of violence throughout the State of Delaware. DPN is based on the principles of the Creating Lasting Family Connections model.

DELINQUENT TAXES: Taxes that remain unpaid after the date on which a penalty for nonpayment is attached, i.e., tax statements that are mailed out in July and become delinquent if unpaid by July 31.

DELJIS: Delaware Justice Information System

DEPARTMENT: An administrative organizational unit of the City which indicates overall management responsibility for one or more divisions.

DEPRECIATION: The expiration of the useful life of a fixed asset over a determined period of time.

DISTINGUISHED BUDGET PRESENTATION PROGRAM: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to fiscal officers.

DIVISION: A major administrative organizational unit of the City which indicates overall management responsibility for one or more activities.

DLWTF: Delaware Land, Water and Trust Fund

DPN: Delaware Prevention Network

DSWA: Delaware Solid Waste Authority

EEO: Equal Employment Opportunity that includes policies, programs, and legislation designed to affirm or provide equal access to initial employment and to occupational benefits, promotions, and other opportunities during employment for traditionally disadvantaged groups.

EMERGENCY OPERATIONS PLAN (EOP): A plan that provides a basis for coordinated emergency operations throughout the City prior to, during, and after a disaster, man-made or natural.

ENCUMBRANCE: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditure.

ENTERPRISE FUND (PROPRIETARY FUND): A fund established to account for operations, which are financed and operated in a similar manner to private business, where the intent is that the cost of providing the service is financed or recovered primarily through user charges.

EOP: Emergency Operations Plan

ESTIMATED REVENUE: The amount of projected revenues to be collected during the fiscal year.

EXPENDITURES: A decrease in the net financial resources of the City due to the acquisition of goods and/or services.

FISCAL YEAR (FY): A 12-month period to which the annual operating budget and CIP apply. The City's fiscal year starts July 1 and ends June 30.

FOP: Fraternal Order of Police

FRANCHISE FEE: A fee levied on a corporation in return for granting a privilege, sanctioning a monopoly, or permitting the use of public property. The City collects a franchise fee from Comcast Cable Television.

FRATERNAL ORDER OF POLICE (FOP): The world's largest organization of sworn law enforcement officers, with more than 310,000 members in more than 2,100 lodges. The FOP is committed to improving the working conditions of law enforcement officers and the safety of those they serve through education, legislation, information, community involvement, and employee representation.

FUND: Revenues and expenditures segregated for carrying on specific activities or attaining certain objectives in accordance with special regulations or limitations. In government, each fund constitutes an independent fiscal and accounting entity.

FUND BALANCE: The excess of assets over liabilities.

FUND ACCOUNTING: A governmental accounting system organized and operated on a fund basis.

FUND TYPE: Governmental accounting that includes eight types of funds: general, special, debt service, capital, enterprise, internal service, trust, and agency. These types are indicative of the accounting procedures used and the function of each type.

FUNDING SOURCE: Identifies the source of revenue to fund both operating and capital appropriations.

GAAP: Generally Accepted Accounting Principles

GASB: Government Accounting Standards Board

GASB 34 (GASB STATEMENT NO. 34): Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments.

GDAC: Greater Dover Arts Council is an organization whose mission is to promote excellence, access, and education in the Visual Performing Arts, by promoting and assisting Arts organizations in the Greater Dover Area.

GENERAL FUND: The fund used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND: Bonds that are backed by the full faith and credit of the City.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): The uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body of the application of GAAP to state and local governments is the GASB.

GEOGRAPHIC INFORMATION SYSTEM (GIS): a system of hardware, software, and procedures designed to support the capture, management, manipulation, analysis, modeling, and display of spatially-referenced data for solving complex planning and management problems

GFOA: Government Finance Officers Association

GIS: Geographic Information System

GOAL: a statement of broad direction, purpose, or intent based on the needs of the community – A goal is general and timeless.

GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB): the authoritative accounting and financial reporting standard-setting body for state and local governments

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA): an association of public finance professionals founded in 1906 as the Municipal Finance Officers Association

GRANT: contribution by a government or other organization to support a particular function – Grants may be classified as either categorical or block depending upon the discretion allowed the grantee.

GREATER DOVER ARTS COUNCIL (GDAC): an organization whose mission is to promote excellence, access, and education in the Visual Performing Arts, by promoting and assisting Arts organizations in the Greater Dover Area

HTE: a subsidiary of Sunguard HTE, Inc. based in Florida – a leader in government information technologies, providing a broad range of innovative software solutions to government offices, agencies, and utility companies throughout North America

HVAC: Heating, Ventilating, and Air Conditioning

IAAO: International Association of Assessing Officers

INFORMATION SYSTEMS PLAN: The City of Dover developed a Long-Range Strategic Plan for their information systems needs. This plan covers a span of seven years and is annually adjusted.

INFRASTRUCTURE: the basic facilities, equipment, services, and installations needed for the growth and functioning of a country, community, or organization

INTEREST EARNINGS: the earnings from available funds invested during the year in U.S. Treasury Bonds, Government Agencies, and Certificates of Deposits

INTERNATIONAL ASSOCIATION OF ASSESSING OFFICERS: IAAO

INTRAFUND SERVICE FEES: costs associated with the purchases of goods and services between funds for a price approximating their exchange value

INTRAFUND SERVICE RECEIPTS: receipts from the sale of goods or services between funds for a price approximating their exchange value

INTRAFUND TRANSFERS: flows of assets (cash or goods) between funds without reciprocating flows of assets and without requirement for repayment

INTERGOVERNMENTAL SERVICE FUND: The City has established an internal service fund for allocating those expenses which are chargeable to more than one fund of the City.

INTERMODAL SURFACE TRANSPORTATION EFFICIENCY ACT (ISTEA - pronounced "ice tea"): – This landmark federal legislation signed into law in 1991 made broad changes in the way transportation decisions are made. ISTEA emphasized diversity and balance of modes, as well as the preservation of existing systems before construction of new facilities. ISTEA expired in 1997, but much of its program structure is carried forward in new federal legislation.

INVESTMENTS: securities, bonds, and real property (land or buildings) held for the production of revenues in the form of interest, dividends, rentals, or lease payments – The term does not include fixed assets used in the normal course of governmental operations.

ISTEA: (*pronounced "ice tea"*) Intermodal Surface Transportation Efficiency Act

IUE: International Union of Electronic, Electrical, Salaried, Machine, and Furniture Workers

KILOWATT: 1,000 watts

KV: Kilovolt – 1,000 volts

kWh: Kilowatt-hour – a unit of work or energy equal to that expended by one kilowatt in one hour

LAW ENFORCEMENT INVESTIGATIVE SUPPORT SYSTEM (LEISS): a police report/warrant writing application designed by DELJIS which gives police officers statewide a common program with which to write their reports either in their patrol cars or in the station.

LEISS: Law Enforcement Investigative Support System

LIABILITIES: debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date

LINE ITEM BUDGET: a budget which lists each expenditure category (salary, benefits, office supplies, etc.) separately along with the dollar amount budgeted for each category

LONG-TERM DEBT: unmatured debt of a government expected to be repaid from government funds – An average repayment schedule is 20 years.

MAINTENANCE: all materials or contract expenditures covering repair and upkeep of City buildings, machinery and equipment, systems, and land

MATERIALS AND SUPPLIES: expendable materials and operating supplies necessary to conduct departmental activity

MISSION: broad, general statements of each division's desired social or organizational outcomes

MODIFIED ACCRUAL ACCOUNTING: a basis of accounting in which revenues are recognized in the accounting period when they become available and measurable – Expenditures are recognized in the accounting period in which the fund liability is incurred.

NATIONAL CRIME INFORMATION CENTER (NCIC): a computerized index of criminal justice information (i.e., criminal record history information, fugitives, stolen properties, missing persons) available to federal, state, and local law enforcement and other criminal justice agencies and is operational 24 hours a day, 365 days a year

NATIONAL POLLUTANT DISCHARGE ELIMINATION SYSTEM: NPDES

NCIC: National Crime Information Center

NCALL: National Council on Agricultural Life & Labor Research Fund, Inc. – a multi-faceted nonprofit housing corporation based in Dover, Delaware that offers a variety of housing development technical assistance services to local nonprofit sponsors, along with educational direct services to low and moderate income households in need of housing improvement

NET CURRENT ASSETS: total to date (day, month, or year) of all current assets (cash, investments, property, etc.) after all current obligations are met

NPDES: National Pollutant Discharge Elimination System

OBJECTIVE: an item to be accomplished in specific, well-defined, and measurable terms and achievable within a specific time frame

OPERATING BUDGET: plans of current expenditures and the proposed means of financing them – The annual operating budget is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of an annual operating budget is usually required by law.

OPERATING EXPENSES: day-to-day expenses for personnel services, materials, supplies, utilities, consulting services, and administrative expenses – They are shown in the 10, 20, and 30 series of accounts in the budget.

ORDINANCE: a formal legislative enactment by the governing board of a municipality – If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments, and service charges, universally require ordinances. Ordinances and other legislation are not passed until the plans for and costs of endorsements are known.

PART-TIME: Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

PAS: Public Administration Service – a consulting firm based in Florida and Virginia that specializes in organizational reviews of municipal governments

PAYMENT IN LIEU OF TAXES: payment made from a property owner not subject to taxation for compensation for services rendered to the property owner which normally are financed through property taxes

PER CAPITA COSTS: the cost of service per person – Per capita costs are based on a 33,829 population estimate.

PERFORMANCE MEASURES: specific quantitative measures of work performed within an activity or program – They may also measure results obtained through an activity or program.

PRIMARY PROGRAMS: specific goals divisions have set to accomplish within a specified time frame

PRODUCTIVITY STANDARDS: a quantifiable measurement of activity of a department or function

PROPERTY TAXES: description of all revenues received in a period from current taxes, delinquent taxes, penalties, and interest on delinquent taxes – Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

PUBLIC HEARING: the portions of open meetings held to present evidence and provide information on both sides of an issue

PURCHASED POWER: electricity bought from another generating entity for one or two reasons:

- It is less expensive to buy than to generate ourselves.
- We are unable to generate enough to meet our needs.

REQUEST FOR PROPOSALS (RFP): a solicitation for professional services necessary to address a particular deficiency, problem, or point of interest – Proposals are sought to determine whether or not there are qualified entities or individuals who can address the particular issue. These proposals often included the firm's or individual's approach to the problem, a history of their achievements, and their ability to complete the work necessary to address the issue.

REQUEST FOR QUALIFICATIONS (RFQ): a document describing a project for which professional services are required (Engineer, Architect, etc.) and requesting a statement from service providers as to how they would be able to deliver the services necessary to complete the project. It is much like a Request for Proposals, but the price of a contract is not the primary criteria for review.

RESERVE: an account used to indicate that a portion of a fund balance is restricted for a specific purpose

REVENUE BONDS: bonds issued with the repayment based on pledged revenues from a revenue generating activity – The City has issued revenue bonds for water/wastewater and electric projects.

REVENUES: (1) increases in the net current assets of a governmental fund type from sources other than expenditure refunds and residual equity transfers – Also, general long-term debt proceeds and operating transfers-in are classified as “other financing sources” rather than as revenues. (2) increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions, and residual equity transfers – Also, operating transfers-in are classified separately from revenues.

RFP: Request for Proposals

RFQ: Request for Qualifications

RISK MANAGEMENT: an organized attempt to protect a government's assets against accidental loss in the most economic method

RMS: Records Management System

SCADA SYSTEM: Supervisory Control and Data Acquisition System – a system that monitors and controls remote equipment for the Electric and Public Works Departments

SINKING FUND: a fund used to accumulate the cash needed to pay off a bond or other security

SOP: Strategic Organization Plan

SPECIAL ASSESSMENT DEBT: the total of accumulated or remaining unpaid nonpayments

SPECIAL REVENUE FUND: a fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable, trusts, or for major capital projects) that are legally restricted to expenditures for specified purposes

STRATEGIC ORGANIZATION PLAN (SOP): The purpose of the Plan is to unify services, programs, and projects under a Citywide vision and mission developed by the City Council. It is also intended to set forth measurable goals for each of its departments that are used to evaluate its performance in the future.

THREE-YEAR BUDGET: The first year of this presentation is the operating budget that must be adopted by the City Council. The two future years are presented for planning purposes only. They are included so that Council and the public are aware of major revenue and expenditure impacts anticipated in the future.

TRUST FUNDS: funds used to account for assets held by the City on a trustee capacity for individuals, private organizations, and/or other funds

UNIFORM STANDARDS OF PROFESSIONAL APPRAISAL PRACTICES: USPAP

USPAP: Uniform Standards of Professional Appraisal Practices

ZERO-BASED BUDGETING: (1) in *government*: the approach of justifying the budget and its program for each year or two, instead of studying funding increases or decreases in the programs separately as the need arises; (2) in *accounting and budgeting*: a financial management technique to redirect funds from lower-priority current programs to higher ones to pinpoint opportunities for improved efficiency and effectiveness, to reduce budgets while raising operating performance, and to improve profitability.

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ACKNOWLEDGMENTS

FINAL WORD OF ACKNOWLEDGEMENT

Thank you for taking the time to read our budget. The City of Dover's budget process begins in September of each year beginning with the strategic planning and capital projects processes. The budget process concludes in June with Council approval, and the adopted budget takes effect July 1 of the same year.

Our budget is truly a team effort that involves many different levels of staff. Their assistance is invaluable as they provide analysis and overall review of project related expenses. The budget process is a year-round activity which involves monitoring, problem solving, and planning for the next budget year.

We extend special thanks to Donna Mitchell, Finance Director; Tracey Lisiecki, Financial Reporting & Accounting Manager; and all of the Department Heads, their assistants, and supervisors for the many hours of budget preparation, review, and analysis.

We would also like to thank the Mayor and members of City Council for their guidance during the budget preparation process.

Additional information regarding the City of Dover can be found on the City's website at www.cityofdover.com.

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*Corner of Loockerman & State Street in Downtown Dover
Picture taken by Bill Cooper, Grounds Superintendent*

The City of Dover
"Community Excellence through Quality Service"

COMMENTS

Your opinion is very important to us!! Please take a few minutes and tell us what you think about our budget document. Your comments and suggestions are appreciated. Thank you.

PRESENTATION: Is the information presented in an easy to read format and are all the terms understandable?

Circle one:

DIFFICULT

**SOMEWHAT
DIFFICULT**

ADEQUATE

OK

VERY EASY

HELPFULNESS: Using the scale 1 – 5 below, please rate the overall helpfulness of the following sections:

Scale: 1-Not at all; 2-Somewhat; 3-Fairly; 4-Very; 5-Extremely

Section:	Score:	Section:	Score:
Introduction	_____	General	_____
Strategic Initiatives	_____	Public Services	_____
Budget Summary	_____	Public Utilities	_____
Fund Summaries	_____	Other Funds	_____
Pay-for-Performance	_____	Appendix	_____
Capital Investment Plans	_____	Glossary	_____
Debt Service	_____	Index	_____

CONTENT: Let us know if there is an area you would like to see added, removed, expanded, or reduced?

OVERALL IMPRESSION: How do you rate the entire budget document? *Circle one:*

START OVER

**MINIMAL
HELP**

OK

**ANSWERED MOST
QUESTIONS**

**VERY
HELPFUL**

CONTACT INFO: May we contact you for additional information? *Circle one:*

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NO

If yes, please provide us with your name and address below:

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