



# *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.*



# *City of Dover*

## *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.*

# *City of Dover*

## *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 2008-2009 STRATEGIC OBJECTIVES BY DEPARTMENT**

### **MAYOR**

1. Continue to work closely with the Delaware Economic Development Office (DEDO) and the Central Delaware Economic Development Council to address future job opportunities.
2. Secure funding for the Delaware Civic Center to be built in Dover.
3. Facilitate the adoption of a Transfer of Development Rights (TDR) Ordinance to compliment Kent County's TDR Ordinance.
4. Secure the necessary funding for the City's anchor library.

### **CITY COUNCIL**

1. Planning and Funding of Dover Public Anchor Library.
2. Restructure the Permitting Process to Create a Known and Efficient Process.
3. Develop a Strategy to Address Affordable Housing and Development Costs.
4. Review City Funding of Non-Profits and Conduct Due Diligence Evaluation.
5. Implement Steps Necessary to obtain International Association of Assessing Officers (IAAO) Certification for the City Assessor's Office.

### **CITY MANAGER**

1. Oversee the implementation of the IAAO recommendations for the Tax Office.
2. Implement the recommendations identified in the Economic Development Strategy, establish and monitor the goals and objectives created for the new Economic Development division.
3. Explore, develop, and implement one new revenue source.
4. Implement three new practices in support of the U.S. Conference of Mayors Climate Protection Act.

### **CENTRAL SERVICES**

1. Continue with Space Needs Projects.
2. Replace fuel pumps in the City yard by December 2008.

**CITY CLERK**

1. Develop ordinance amendments, with the assistance of the City Solicitor, based on Council approval of recommendations included in the 2005 Charter Review Committee report and present to appropriate committees for their review and recommendation.
2. Improve the City Clerk's webpage to include pending legislation, public notices, and other pertinent information.
3. Provide agenda subscription service on the website so that residents may "subscribe" to new agenda notifications.
4. Provide audio recordings of Council and Committee meetings on the website.

**CUSTOMER SERVICES**

1. Sign on with a third party credit card processor.
2. Restructuring of the Meter Reading Division.
3. Provide customers with the opportunity to complete the Customer Services Survey Card on-line.
4. Complete a management review audit of the Utility Billing department.
5. Establish a customer watch list.
6. Review and update the department correspondence and brochures in order to provide commercial customers with pertinent utility billing information

**FINANCE**

1. Coordinate the yearly Audit Program with the Legislative, Finance, & Administrative Committee.
2. Test of internal controls by the auditor. Not to exceed the tolerable rate established by the auditor's by more than five percent
3. Create a database, in Fortis, and scan 10% of files and other financial documents

**FIRE**

1. Increase recruitment of new firefighters.
2. Maintain Special Operations Rescue Team.
3. Purchase additional land located north of Fire Station 2 on Dover Kenton Road.
4. Build an Emergency Services Building next to Fire Station 2 to house Special Operations Rescue Team apparatus and equipment.

### **HUMAN RESOURCES**

1. Update the 2004 City of Dover Personnel Policy Handbook by June 2009.

### **INFORMATION TECHNOLOGY**

1. Implement e-Government services on the Internet.
2. Complete the upgrade/replacement of Inner City Fiber Optic Loop.

### **PARKS, RECREATION, and LIBRARY**

1. Begin the planning and design phases for a Skate Board Park.
2. Begin the planning and design phases for a Splash Pad at Schutte Park.
3. Secure funding for the new Dover Anchor Library.
4. Secure services of a professional architectural firm for the new Dover Anchor Library.

### **POLICE**

1. Attain the Flagship Agency status in the next CALEA inspection.

### **PUBLIC SERVICES, LIFE SAFETY**

1. Continue to develop and implement imaging system to address archiving needs and provide electronic access to documents maintained by this division.

### **PUBLIC SERVICES, PLANNING & COMMUNITY ENHANCEMENT**

1. Complete the ten-year update of the Comprehensive Plan.

### **PUBLIC SERVICES, CODE ENFORCEMENT**

1. Develop and implement a Code Enforcement and Customer Relations Improvement program.

### **PUBLIC SERVICES, ECONOMIC DEVELOPMENT**

1. Implementation of Major Programs, Strategic Goals and Objectives.
2. Provide staff support for the newly formed Downtown Dover Partnership.

**PUBLIC SERVICES, COMMUNITY DEVELOPMENT**

1. Compliance with all HUD requirements associated with grant funding.

**PUBLIC SERVICES, INSPECTIONS & PERMITTING**

1. Continue to develop and implement imaging system to address archiving needs and provide electronic access to documents maintained by this division.

**PUBLIC SERVICES, GROUNDS/STREETS/SANITATION**

1. Complete the mapping data for the City's stormwater infrastructure through the expansion of GIS.
2. Evaluate the feasibility of a Pay-As-You-Throw (PAYT) trash utility.
3. Evaluate the results of the GPS pilot project in the Sanitation Division.

**TAX ASSESSOR**

1. Implement a Citywide assessment evaluation.
2. Scan and electronically file (2008) deeds, appeal information, and miscellaneous correspondence into the CAMA software.
3. Create an Administrative Assessment Procedure Manual.

**PUBLIC UTILITIES, ELECTRIC**

1. Construct 69 Kv Feeders 3 & 4 (Phase I)
2. Construct 69 Kv Feeders 3 & 4 (Phase II)
3. Rebuild St. Jones Substation in coordination with Feeders 3 & 4
4. Complete the replacement of the Lebanon transformer
5. Transmission relaying, replacement and calibrations
6. Mayfair Substation Conversion
7. College Road Distribution Substation
8. Governors Avenue Rebuild
9. Blue Light Security Program

**PUBLIC UTILITIES, WATER/WASTEWATER**

1. Water/Wastewater Meter Reading Technology Upgrade Project
2. Inflow/Infiltration Reduction Project
3. Install Variable Frequency Drive Motors
4. Wellhead Redevelopment Program
5. New Well and Water Tower Siting
6. Water Quality Improvements
7. Wastewater Pump Station Replacements
8. Wastewater Planning Update
9. US Route 13 Sanitary Sewer Interceptor