REGULAR COUNCIL MEETING
AGENDA

FEBRUARY 26, 2018 - 7:30 P.M.

CITY HALL COUNCIL CHAMBERS
15 LOOCKERMAN PLAZA
DOVER, DELAWARE

OPEN FORUM - 30 MINUTES PRIOR TO OFFICIAL MEETING (7:00 P.M.)

THE "OPEN FORUM" SEGMENT IS PROVIDED TO EXTEND THE OPPORTUNITY TO THE GENERAL PUBLIC TO SHARE THEIR QUESTIONS, THOUGHTS, COMMENTS, CONCERNS, AND COMPLAINTS. DISCUSSION OF ANY ITEM APPEARING ON THE AGENDA AS A PUBLIC HEARING IS PROHIBITED DURING THE OPEN FORUM AS AN OPPORTUNITY WILL BE PROVIDED DURING CONSIDERATION OF THAT ITEM. CITIZEN COMMENTS ARE LIMITED TO THREE (3) MINUTES. COUNCIL IS PROHIBITED FROM TAKING ACTION SINCE THEY ARE NOT IN OFFICIAL SESSION; HOWEVER, THEY MAY SCHEDULE SUCH ITEMS AS REGULAR AGENDA ITEMS AND ACT UPON THEM IN THE FUTURE.

INVOCATION BY BISHOP THOMAS L. HOLSEY

PLEDGE OF ALLEGIANCE LED BY COUNCILMAN HARE

AGENDA ADDITIONS/DELETIONS

* **CONSENT AGENDA**

THOSE ITEMS ON THE COUNCIL AGENDA WHICH ARE CONSIDERED ROUTINE AND NON-CONTROVERSIAL SHALL BE MARKED WITH AN ASTERISK (*) AND WILL BE ACTED UPON BY A SINGLE ROLL CALL VOTE OF THE COUNCIL. THERE WILL BE NO SEPARATE DISCUSSION OF THESE ITEMS UNLESS A MEMBER OF COUNCIL SO REQUESTS, IN WHICH EVENT THE MATTER SHALL BE REMOVED FROM THE CONSENT AGENDA AND CONSIDERED A SEPARATE ITEM.

* **1. ADOPTION OF MINUTES**

- **A. COUNCIL WORKSHOP OF JANUARY 26, 2018**
- **B. SPECIAL COUNCIL MEETING OF FEBRUARY 12, 2018**
- **C. REGULAR COUNCIL MEETING OF FEBRUARY 12, 2018**

2. PRESENTATIONS

- **A. DOVER LION'S CLUB**
- **B. DELAWARE DIVISION OF HISTORICAL AND CULTURAL AFFAIRS**
- **C. 2017 ANNUAL REPORT - ROBBINS HOSE COMPANY (DOVER FIRE)**

* **3. COUNCIL COMMITTEE OF THE WHOLE REPORT - FEBRUARY 13, 2018**

A. PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE

(1) PRESENTATION - HEALTHY NEIGHBORHOODS/OPEN STREETS PROGRAM

(COMMITTEE RECOMMENDED ENDORSEMENT OF THE CITY WORKING WITH THE HEALTHY NEIGHBORHOODS OPEN STREETS PROGRAM)

(2) POTENTIAL LAND ACQUISITION - 104 WASHINGTON STREET AND 149 HAZEL ROAD

(COMMITTEE RECOMMENDED THAT THE PARKS AND RECREATION STAFF LOOK AT THE FEASIBILITY OF OBTAINING THE LAND AND WHAT THE COST MAY BE FOR OBTAINING THE LAND)

(3) EVALUATION OF PROPOSALS - DOVER PARK MASTER PLAN

(COMMITTEE RECOMMENDED AWARDING WHITMAN REQUARDT AND ASSOCIATES, LLP THE CONTRACT FOR DOVER PARK MASTER PLANNING SERVICES)

(4) FINAL REPORT - NON-CONFORMING USES PROJECT (PLANNING REFERENCE #MI-16-13)

(COMMITTEE RECOMMENDED ACCEPTANCE OF THE REPORT, AND THAT ALL RELEVANT INFORMATION, INCLUDING PAST LAW-BREAKING, BE MADE PART OF THE PUBLIC RECORD OF ANY CONDITIONAL USE APPLICATION)

B. UTILITY COMMITTEE

(1) EVALUATION OF PROPOSAL - ELECTRIC UTILITY MANAGEMENT AND BENCHMARKING ASSESSMENT

(COMMITTEE RECOMMENDED AUTHORIZING THE CITY MANAGER TO ENTER INTO A CONTRACT WITH AVANT ENERGY FOR AN ELECTRIC UTILITY MANAGEMENT AND BENCHMARKING ASSESSMENT)

C. LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

(1) PROPOSED ORDINANCE #2018-01 - AMENDING CHAPTER 66 - MANUFACTURED HOMES, MOBILE HOMES, AND LAND LEASE COMMUNITIES; APPENDIX B - ZONING, ARTICLE 3 - DISTRICT REGULATIONS, SECTION 8 - MANUFACTURED HOUSING (MH) ZONE; APPENDIX B - ZONING, ARTICLE 12 - DEFINITIONS; AND APPENDIX F - FEES AND FINES (SPONSORS: NEIL AND HUGG)(SEE ITEM #7-A)

(COMMITTEE RECOMMENDED ADOPTION OF ORDINANCE #2018-01)

(2) REVIEW OF TRAINING, CONFERENCE, AND TRAVEL POLICY

(COMMITTEE RECOMMENDED APPROVAL OF THE PROPOSED AMENDMENTS)

* **4. 2017 ANNUAL REPORT - DOVER HUMAN RELATIONS COMMISSION**

* **5. CITY COUNCIL REAPPOINTMENT - TODD STONESIFER - BOARD OF ASSESSMENT APPEALS (REAL ESTATE BROKERAGE OF SALES) - FOUR-YEAR TERM EXPIRING MARCH 2022**

* **6. APPOINTMENTS RECOMMENDED BY MAYOR CHRISTIANSEN**

(1) HISTORIC DISTRICT COMMISSION - MARY TERRY MASON (RESIDENT) (TO FILL THE EXPIRED TERM OF C. TERRY JACKSON II) - TERM TO EXPIRE JULY 2020

(2) ST. JONES GREENWAY COMMISSION - MARGERY CYR (EX-OFFICIO)

7. FIRST READING - PROPOSED ORDINANCE #2018-01

THE FIRST READING IS OFFERED ON THE PROPOSED ORDINANCE. AMENDMENTS TO APPENDIX B - ZONING REQUIRE A PUBLIC HEARING. IT IS RECOMMENDED FOR REFERRAL TO THE PLANNING COMMISSION ON MARCH 19, 2018 AND THAT A PUBLIC HEARING BE SET FOR APRIL 9, 2018 AT 7:30 P.M., AT WHICH TIME THE FINAL READING AND COUNCIL ACTION WILL TAKE PLACE. THE ORDINANCE IS AVAILABLE AT THE ENTRANCE OF THE COUNCIL CHAMBERS, ON THE CITY'S WEBSITE AT WWW.CITYOFDOVER.COM UNDER "GOVERNMENT," OR BY CONTACTING THE CITY CLERK'S OFFICE AT 736-7008 OR CITYCLERK@DOVER.DE.US.

A. AMENDING CHAPTER 66 - MANUFACTURED HOMES, MOBILE HOMES, AND LAND LEASE COMMUNITIES; APPENDIX B - ZONING, ARTICLE 3 - DISTRICT REGULATIONS, SECTION 8 - MANUFACTURED HOUSING (MH) ZONE; APPENDIX B - ZONING, ARTICLE 12 - DEFINITIONS; AND APPENDIX F - FEES AND FINES

(LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE)

8. CITY MANAGER'S ANNOUNCEMENTS

9. COUNCIL MEMBERS' ANNOUNCEMENTS

10. ADJOURNMENT

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EXECUTIVE SESSION PURSUANT TO:

29 DEL. C. §10004(B)(2) - PRELIMINARY DISCUSSIONS ON SITE ACQUISITIONS FOR ANY PUBLICLY FUNDED CAPITAL IMPROVEMENTS, OR SALES OR LEASES OF REAL PROPERTY;

29 DEL. C. §10004(B)(4) - STRATEGY SESSIONS, INCLUDING THOSE INVOLVING LEGAL ADVICE OR OPINION FROM AN ATTORNEY-AT-LAW, WITH RESPECT TO COLLECTIVE BARGAINING OR PENDING OR POTENTIAL LITIGATION, BUT ONLY WHEN AN OPEN MEETING WOULD HAVE AN ADVERSE EFFECT ON THE BARGAINING OR LITIGATION POSITION OF THE PUBLIC BODY;

29 DEL. C. §10004(B)(6) - DISCUSSION OF THE CONTENT OF DOCUMENTS, EXCLUDED FROM THE DEFINITION OF "PUBLIC RECORD" IN §10002 OF THIS TITLE WHERE SUCH DISCUSSION MAY DISCLOSE THE CONTENTS OF SUCH DOCUMENTS;

29 DEL. C. §10004(B)(9) - PERSONNEL MATTERS IN WHICH THE NAMES, COMPETENCY AND ABILITIES OF INDIVIDUAL EMPLOYEES ARE DISCUSSED, UNLESS THE EMPLOYEE REQUESTS THAT SUCH A MEETING BE OPEN

COUNCIL WORKSHOP

A Council Workshop was held on January 26, 2018 at 9:32 a.m. with Council President Slavin presiding. Council members present were Mr. Anderson (departed at 11:03 a.m. and returned at 11:05 a.m.), Mr. Neil, Mr. Cole (departed at 1:43 p.m.), Mr. Polce, Mr. Hare, and Mr. Lindell (departed at 2:22 p.m.). Mr. Sudler and Mr. Lewis were absent.

Staff members present were Police Chief Mailey, Ms. Peddicord, Mrs. Mitchell, Mrs. Melson-Williams, Mrs. Bundek, and Mrs. McDowell. Mayor Christiansen was also present (departed at 10:49 a.m., returned at 10:59 a.m.; departed at 11:06 a.m., returned at 11:16 a.m.; departed at 12:46 p.m. and returned at 12:50 p.m.).

AGENDA ADDITIONS/DELETIONS

Mr. Neil moved for approval of the agenda, seconded by Mr. Lindell and unanimously carried.

INTRODUCTIONS

Mr. Slavin stated that the approach for this year's Council Workshop was a little different because it reflected Council's confidence in staff and the people in the City and that members wanted to hear from them. He indicated that Council feels that these individuals are competent and they had proven themselves competent not only in managing day-to-day operations but in looking out strategically and creating the plans that the City is moving toward. Mr. Slavin advised that it was not Council's job to micromanage staff but to provide some vision in addition to staff's. He noted that he thought everyone was pulling in the same direction and it was a very good feeling. Mr. Slavin thanked everyone for their work and what they would be presenting during the meeting.

OVERVIEW - CITY MANAGER STRATEGIC GOALS FY 19 AND BEYOND

Mrs. Donna Mitchell, City Manager, began reviewing a presentation entitled, "City of Dover Fiscal Year 2019 and Beyond" **(Exhibit #1)**. She reviewed the City Manager Strategic Goals and Common Theme portion of the presentation.

CITY MANAGER DEPARTMENTS

Customer Service

Ms. Patricia Marney, Customer Service Director, reviewed the Customer Service Department portion of the presentation.

Responding to Mr. Neil, Ms. Marney stated that the Department was getting a diversified group of applicants for some of its openings but not for others. Mr. Neil stated that Council has goals of diversification and making sure that everybody has a chance if they are qualified to do the job, and Ms. Marney noted that she fully agreed.

Mr. Neil stated that someone had recently come in and stated that they were not notified about street work that was going to be done that would be very disruptive to their area. He advised that those who should have notified these people had been notified. Mr. Neil asked if there was a means of verifying when notification is made and by whom so that there is a trail. Responding, Ms. Marney stated that this is part of the Customer Service Department's cooperation with other departments. She indicated that Public Works is very good about notifying Customer Service when things will be

happening and there is a method in place to verify when these things are happening and when something is done for a customer.

Mr. Anderson thanked Ms. Marney for her work and stated that she had been working hard to transform the Department over the past year. Ms. Marney advised that she has a great staff and she could not do it without them, noting that they have six (6) new employees.

Mr. Anderson noted that there had been at least a couple of cases where people had hundreds of dollars in electric credit balances that they were meaning to use for unpaid taxes. He asked if staff was doing anything to make sure that they have a verification of where payments are going, so that customers don't end up with a $350 electric credit and their taxes not being paid. Responding, Ms. Marney explained that there is a cross-reference process. She stated that sometimes customers make payments through the lock box, and the lock box will align the payment to the account number indicated by the customer. Ms. Marney advised that staff occasionally finds that customers place incorrect information on their payment stubs; however, staff has the ability to review this through cross-reference and can move them to the customer's taxes if payments were mis-posted.

Mr. Anderson asked whether there had been any thought of asking charitable organizations, such as LIHEAP, Catholic Charities, and others, to share a notification each week of customers that the City will definitely get money from but may be coming up on disconnect. He noted that some of these customers come up to cut-offs because the City is not notified that the bill will be paid in a couple of weeks by one (1) of the charities. In response, Ms. Marney stated that she had a conversation the previous day with the basic needs coordinator for Catholic Charities, and unfortunately Catholic Charities is no longer providing commitment letters. She advised that she recently had a customer who had an appointment with Catholic Charities for the LIHEAP Program, and Ms. Marney reached out to them directly, found that the customer was approved for services, and staff was able to halt that disconnection. She noted that staff receives a weekly update regarding the LIHEAP Program and updates customers' accounts with this information as soon as it is received to prevent them from being disconnected.

Mr. Anderson asked if the individual customer has to come in since staff is not getting commitment letters. Responding, Ms. Marney reiterated that she was just made aware of this change the day before, and the directive she gave to staff was to work through payment arrangements with the customers. She noted that if she can get a verbal commitment from Catholic Charities, she will continue to do that. Ms. Marney stated that she was not sure exactly why they had chosen not to provide commitment letters, noting that it may be due to changeover and uncertainty regarding funding. She advised that staff was continuing to work with customers in the best way they can.

Mr. Kirby Hudson, Assistant City Manager, advised that First State Community Action Agency had been very instrumental in helping; however, staff was finding out that even some of the funding that they rely on may be in jeopardy. He noted that a lot of the social service based organizations that the City had been able to rely on to help some of its customers are in flux and do not know what the future holds for them. Mr. Hudson advised that staff was doing their best to continue to work with those agencies and be on the lookout for others. He indicated that all agencies were basically saying the same thing, that federal funding could be in jeopardy. Mr. Anderson stated that this could be due to long-term spending, too. Ms. Marney noted that, unfortunately, this will affect the City's

customers, and staff's commitment and job is to do what they can to work with customers, while still being fiscally responsible to the City.

Mr. Slavin stated that when the City went to the new way of collecting electric bills and not allowing balances to carry forward for 60 days, this was done in hopes of pushing people to automatic payment. He asked if this had occurred. Responding, Ms. Marney explained that there had been an increase in people signing up for the service, but they're actually paying their bill before staff drafts it from their bank account. She noted that, in her monthly report, the numbers for this year were reduced from last year because staff has more adjustments to make in their drafting process. Ms. Marney explained that staff does not have to bank draft those accounts because the customers have already paid the bills, which is a good side effect. In response to Mr. Slavin, she stated that the net effect is that people are paying their bills more timely. Ms. Marney advised that there are currently about 500 people per month on the disconnect list, compared to over 2,000 last year.

In response to Mr. Lindell, Ms. Marney explained that customer wait times are always a peak and valley situation and they depend on how busy staff is in the lobby versus on phones. She noted that Mondays, Wednesdays and Fridays seem to be their busiest times. Ms. Marney stated that staff is in its slow season now due to weather and had not processed as many disconnects, so wait times are very short. She noted that wait times will be higher again getting into the spring and summer months and the times depend on the circumstances.

Mr. Lindell noted that a couple more individuals had been hired to deal with longer wait times based on a survey before his tenure on Council, and he asked if wait times were now less with the new hires. Responding, Ms. Marney stated that they were, noting that phone hold times had previously been 45 minutes and could be five (5) minutes at the most at this point.

Electric

Mr. Paul Waddell, Engineering Services and System Operations Superintendent, reviewed the Electric Department's portion of the presentation.

Mayor Christiansen asked what the cost and construction time would be for a new substation at the Garrison Oak Technical Park, noting that the City was aggressively marketing the Park. In response, Mr. Waddell advised that if the City does a substation, the cost of the construction could be anywhere from $5M to $15M, depending on the size that the City would have to supply the load with. He noted that construction time would be at least a year and probably closer to 18 months. Responding to Mayor Christiansen, Mr. Waddell explained that he did not know if this was considered when the original infrastructure was put in at Garrison Oak, noting that he was not around at that time.

Mayor Christiansen stated that the City had run into an issue with treeing or branching in regard to the underground cables. He noted that when underground cables are dug up and a section is cut off after there is a problem, it looks like a Christmas tree and asked if this issue had been solved or there had been a repeat. In response, Mr. Waddell advised that he had not heard of any other issues.

Mr. Neil asked if the maps had changed on the available land that is for sale in the area around Garrison Oak. He asked, if the substation is needed, if it would take a part of Lot 14. Mr. Neil stated his understanding that it had been mapped that this part of the land would not be available for

whoever is going to purchase that area. Responding, Mr. Waddell explained that there was discussion that this area was going to be earmarked so that it would not be available for anyone to purchase. He stated that this is the least desirable of the tracts simply because of location and elevation; however, it would work for the City because the City's substation would be a smaller footprint than an industrial company or industrial building.

Responding to Mr. Neil, Mr. Waddell advised that he could think of two (2) times when the plant had been needed and unable to fire up because of a problem in the last seven (7) or eight (8) months. Mrs. Mitchell stated that she thought that there had been at least four (4) times in Calendar Year 2017 to the present, and cited a tube leak in May at McKee Run, a gear break at Van Sant, and another tube blow at McKee Run. She noted that she could not recall the other incident. Mr. Neil stated that the Electric Department deserves applause because the City is a very dependable source for its residents and businesses.

Mr. Hare noted that the City basically gets its power through purchase agreements and asked if it was worth it to keep these plants available, as they continue to age, or if the City would get to a point of letting the plants shut down, purchasing power, maintaining the line, and not having the plants on standby. He stated that the plants do not really provide the City with any electric and asked if the City would reach the point where it was better off just shutting them down and not having the expense of The Energy Authority (TEA) or North American Energy Services (NAES). Responding, Mr. Slavin stated his belief that this question was addressed in the study that the City had done, noting that a presentation had been given. Mrs. Mitchell explained that the presentation was in the Integrated Resource Plan (IRP) to look at a long-term Power Purchase Agreement (PPA), a solar PPA, or build a generation station. She indicated that she was having TEA look at PPAs for the City in conjunction with the IRP that was presented. She noted that a cost benefit will be developed in regard to whether or not the City will keep the plants as the PPAs are looked at.

Responding to Mr. Anderson, Mrs. Mitchell advised that the City bears the responsibility for any of the financial penalties for not being able to provide power. She noted that a monthly meeting was held the previous day and the analysis demonstrated that there was $200,000 or $300,000 in revenue loss due to the recent outages as a result of the gear and the boiler tube. Mrs. Mitchell explained that if there is any penalty from PJM, staff will not know what it is until PJM shores up the year and bills for it in August. She indicated that the City made pretty good revenue while the plants were running and, because of the cold, the rates were high.

Mr. Slavin stated that, in regard to the Electric, Public Works, Police, and a couple of other departments, someone had asked him yesterday how things are running in the City, and he noted that when he does not get complaints, he knows things are running right. Mr. Slavin advised that we live in a world where the best work will likely go unrecognized because when people wake up in the morning, plug in their coffee makers, and turn the lights on, they just assume that this is the way it should be, and they don't look further to see that there are people making this happen. He noted that shootings are not happening anymore or dominating the headlines; however, the City would not order press conferences to announce that, everyone would just keep doing their jobs. Likewise, when snow events come, Public Works staff keep doing their jobs. On behalf of Council, Mr. Slavin asked everyone to extend thanks to City workers for the everyday things that they do that they will never be recognized for.

Responding to Mr. Lindell, Mr. Waddell stated that he would rate the current status of the equipment at an A. He noted that the City's equipment is performing really well because of its overall life expectancy and that the equipment is 10, 15, or 20 years old with a life expectancy of 40 years. Mr. Waddell advised that he was looking toward preventive maintenance. He noted that he was in aircraft maintenance for 20 years and knows that if you don't keep your eyes on things, things will surprise you and break at the most inopportune time. He noted that when he needs to operate a switch to restore an outage, he wants to know that he has already operated that switch six (6) months ago and it is not going to fall apart on him.

Mr. Waddell explained that staff was doing some scheduled maintenance on the substation, noting that some bolts had backed off, and when their maintainers opened the switch the bolts fell apart. He stated that there was luckily no impact on the system because they had already scheduled having that portion of the circuit down and were able to fix the problem. Mr. Waddell advised that he then started to go through things, and six (6) or seven (7) of the substations had been taken down for a time to operate everything that would be impacted from a power-on situation before restoring power. He stated that staff does maintenance for power-offs so that they will not impact any customers.

Responding to Mr. Lindell, Mr. Waddell stated that Council will have the Department's prioritization plan for what should be included in the FY 19 budget for preventive maintenance. He explained that the beautiful thing about this is that it does not cost a lot of money but just a little bit of time, noting that there will be odds and ends, bits and pieces. Mr. Waddell advised that if staff sees that a major piece of equipment needs to be replaced, they have budgets that can handle that replacement. He noted that if there is a large section, this will be addressed in the following year's budget.

Human Resources

Mrs. Kim Hawkins, Human Resources Director, reviewed the Human Resources Department's portion of the presentation.

Mr. Anderson thanked Mrs. Hawkins for the efforts that had been made toward diversity over the past two (2) years. He noted that he had been following the various numbers, recruitment, and reports and thought there had been slow but steady progress, and people who are qualified are getting a fair shot. Mr. Anderson stated that this is all that members were asking and thought it was a good thing. He asked Mrs. Hawkins to keep this up and noted that he would be looking forward to the diversity inclusion study.

In response to Mr. Lindell, Mrs. Hawkins stated that she attributed some of the issues with recruiting staff in different positions to salaries. She noted that reasons were "consistently inconsistent," noting that it could be skill sets or salaries for both higher and lower level positions. Mrs. Hawkins noted that a young lady was recently offered a position and declined it because, while the salary was lucrative to her, when staff explained the 20% cost sharing for health care and the mandatory requirement for 6% to the 401 Pension Plan, she declined the offer. She noted that accepting the position was no longer fiscally responsible for the applicant, and the reason was attributed to the cost of the benefits.

Mrs. Hawkins advised that engineers are always a challenge to find and that Mrs. Sharon Duca, Public Works Director, was currently doing a re-posting for a civil engineer. She stated that this

could be attributed to money and that the last time the City was hiring an engineer they lost the candidate to Harley Davidson, who was offering $65,000, compared to the City's starting salary of $45,000 to $49,000. Mrs. Hawkins noted that when staff recruited for a City Manager, they had approximately 25 applications.

Mr. Slavin stated that he had seen similar trends in his State job. He noted that for a period of approximately seven (7) to 10 years, the City had pushed down the benefit package for new employees and changed it dramatically. Mrs. Hawkins stated that the City had increased the cost for bargaining employees. Mr. Slavin advised that no changes had been made in salaries to offset this. Mrs. Hawkins noted that bargaining units as well as non-bargaining employees had received increases. Mr. Slavin stated that nothing had been done to offset the initial bump in the additional costs, so the net effect had been that the City's salaries had not really moved much. He advised that salaries had moved a little bit, but the costs to be an employee had moved a lot, and Mrs. Hawkins stated that she agreed. Mr. Slavin indicated that the City was seeing that it is no longer an employer of choice for people. He explained that public sector jobs are no longer valued because they typically came with lower salaries or slightly below market salaries and much richer benefit packages, and neither of those are the case right now. Mr. Slavin stated that this is what is now being found, especially in the skilled trades, and we are just simply not getting people.

Mr. Slavin stated that, ironically, the solution that has been emerging is to outsource these jobs and contract out, which costs more money. He indicated that he understands why; however, he is not in agreement with it as he faces it in his State job. Mr. Slavin expressed his hope that the City would not find itself in that predicament because the City will be paying sometimes 130% or 140% of what it would cost for an employee had it kept the original benefit packages in place.

Ms. Hawkins noted that when a job is outsourced, control is lost because the contractor is given a task to accomplish and the employer is not allowed to tell them every day what to do. She explained, for example, that she is a 22-year employee of the City and Mrs. Mitchell has been with the City for quite some time, and they have a lot of knowledge of the organization. Mrs. Hawkins advised that if the City hires a contractor, they will be in and out in 12 to 18 months, depending on the project, and will take all that knowledge with them. She noted, for example, that if a contractor rebuilds an electric substation, the contractor will take that knowledge with them, however, a qualified employee who does this will hopefully stay and the City will have that knowledge for the next 25 or 30 years.

By unanimous consent, the meeting recessed at 10:32 a.m. and reconvened at 10:47 a.m.

Information Technology

Mr. Andy Siegel, Information Technology (IT) Director, reviewed the Information Technology Department's portion of the presentation.

Mr. Neil complimented Mr. Siegel on his efforts, noting that he is one of the hidden gems and if anything happens, that is when IT is noticed. Mr. Neil noted that Mrs. Mitchell had mentioned having a transparent system that will allow constituents to check on where Public Works will be working and digging up streets. Responding to Mr. Neil, Mr. Siegel explained that his only involvement in this is that he knows about it and had arranged for the installation of GPS for the vehicles for Customer Service, which occurred on January 25, 2018. He stated that staff had not yet had any training on that system and this was forthcoming.

Mr. Neil asked if Mr. Siegel had presented information regarding the generator for the forthcoming budget. Responding, Mr. Siegel explained that the backup power supply is in the Capital Improvement Plan (CIP) budget for next year; however, the generator is not. He stated that this was studied at the same time that the generator was installed at City Hall, noting that there were some significant hurdles to having a permanent pad generator placed at 5 East Reed Street. Mr. Siegel indicated that, at that time and probably now, those hurdles are probably not something that the City would want to tackle. He stated that it is questionable whether or not to make the investment to put a permanent pad generator in, not knowing what the long-term goal is with that building. Mr. Siegel expressed the need to keep in mind that this is a pipe dream, noting that he would love to have a generator there and would be glad to take it if somebody were to magically grant a generator there. He noted that, in the meantime, there is a need to have the backup power supply there.

In response to Mayor Christiansen, Mr. Siegel stated that there was a mechanism to bring in portable power, explaining that when the generator was installed at City Hall staff went forward with having all the electrical components installed at 5 East Reed Street. He advised that when the last hurricane came through, the City was able to get a portable generator from Tudor. Mr. Siegel noted that all staff had to do was start up the generator in case it was needed, and it was fortunately not needed. He indicated that if there was a power outage that was going to last a long time, a portable generator could be put there to provide power to the computer room and air conditioning; however, the rest of the building would still be out of power.

Responding to Mr. Anderson, Mr. Siegel stated that, from his perspective, the migration to the Enterprise Resource Planning (ERP) system was going very smoothly. He explained that the vendor came in and significant improvements were made to the City's server capability to facilitate the ERP. Mr. Siegel advised that additional server space and storage had been installed and is running. He noted that Tyler Technologies had installed the five (5) servers necessary to get the ERP system up and running a couple of weeks ago. Mr. Siegel stated that the City's server farm is probably 80% virtualized, noting that there are a few physical servers in some strategic locations, but 10 or 15 other virtualized servers actually reside on them. He stated that all the servers necessary for the ERP were virtualized and up and running, and everything looks good.

Responding to Mr. Slavin, Mr. Siegel stated that he was not involved in the open data initiatives going on in Delaware right now. Mr. Slavin stated that this may be something that the City may want to look at. He explained that the Open Government Center of the State of Delaware is asking for data sets to be placed into it. Mr. Slavin stated that this would allow the City to get out of the business of predicting how government information is used and having to present it that way and would get the City in the business of watching how it is used and benefitting from collaboration. He explained that the City of Philadelphia had been very successful in putting open data out and allowing people to come in and code against that data and create apps. Mr. Slavin indicated that this was the beginning of the tracking system that tells where trains and buses are. He noted that there is currently an outfit in Wilmington that is teaching high school students to code, and they are coding against open data being presented by various open sources like this. Mr. Slavin stated that he thought it would be worthwhile to take a look at this and look for some inclusion in it.

Library

Mrs. Margery Cyr, Library Director, reviewed the Dover Public Library's portion of the presentation.

Mr. Slavin noted that he had heard observations from constituents regarding the library and expressed appreciation for the efforts that the library has made to be to be the kind of library that is wanted in the community that is not just a place people go to check out books. He stated that he also appreciated the efforts to serve everyone in a very democratic fashion. Mr. Slavin stated that, whether those coming in have homes or are homeless, people are people when they have needs, and the City is blind to where they're coming from in that regard. He stated, however, that he thought some of the support in the community to build the library is potentially eroding when it is difficult for people to understand how some of the programs are aligned with library services. Mr. Slavin noted that he had read about and seen a clip from an interview at the Dover Public Library about a program where social workers are being placed at the library.

Responding to Mr. Slavin, Mrs. Cyr explained that this program is a pilot project that the Delaware Division of Libraries is working on in cooperation with the State of Delaware. She noted that people in our communities that do not have homes are spending time in the libraries, and they don't have knowledge or a way to be able to access the public services that they might be eligible for. Mrs. Cyr advised that because many of these folks are already spending time in the libraries across the State of Delaware, the Delaware Division of Libraries, along with their counterparts in the State government, felt that this was a logical place to put this program. Mrs. Cyr noted that this way professionals can interact with these individuals to make sure that they have access to the support that they need.

Mr. Slavin stated that he was concerned about this and did not think that it was a logical step to say that this is the case. He advised that it was said in the News-Journal interview that this was being done because the State isn't building service centers in the right locations to serve the populations. Mr. Slavin noted that these populations have come to the libraries, and the states now don't need to build service centers if they can put social workers there. He advised that, as a City, the source of funding and authorization for the library was to be a library and it was not authorized to be changed into a State service center as things morph over time. Mr. Slavin stated the desire to be very respectful of what is being done but also to be very careful, because he thought members have a fiduciary responsibility to the authorization that was made. He noted that millions of dollars were spent and stated the need to make sure that the City is always in the bulls-eye of why it was decided to build a library building. Mr. Slavin advised that he had been there for those arguments and there was never an argument that said the library would be a great place to put social workers, that was never the intention, and he wanted to be careful to balance this out.

Mr. Polce stated that it is very important to him how the City addresses those who are less fortunate and expressed concern with some specifics of the proposal. He asked how quickly the pilot program would be operational and if additional State dollars would be directed to the library. In response, Mrs. Cyr indicated that the pilot program had already started and a social worker is in the library on Wednesday mornings from 9:00 a.m. until noon. She explained that, while the social worker is in the building, her role is to walk around the building, create relationships with people in order to determine the needs they might have, and follow up with them to make sure that they have access to applying for those needs and the support that they need. Mrs. Cyr advised that there is no cost to the library, which is not providing any of the funding for this, and this is done through the Delaware

Division of Libraries. She indicated that the social worker is under the State of Delaware Department of Health and Social Services' Division of Public Health.

Mr. Polce suggested erring on the side of caution and stated that he echoed Mr. Slavin's remarks. He advised that he completely understood that we have to meet the people where they're at, and he is a strong advocate for that. Mr. Polce stated that, as an individual who works daily with this community, both in his personal life and his position with the State, the City has to be very conscientious about where it is allocating dollars and resources. He noted that, although we can connect a person with the most critical services that they need, if there is not transportation to those services and a true warm hand-off, then there are some issues. Mr. Polce stated his belief that a community health worker is needed versus a social worker, noting that this is a public policy debate. He asked, if this individual is consulting with someone who has a co-morbid disorder with an underlying substance use problem, whether they hare taking that person to a warm hand-off to Dover Behavioral Health or Connections and, if not, then there is a need to re-focus on the purpose. Mr. Polce advised that he did not think the library should be the place where the warm hand-off originates. He noted that he supports what is being done at the library and what it is doing for the community; however, from a public policy perspective, he had a little concern and a lot of unanswered questions around the program.

Mrs. Cyr advised that she shared the concerns that Mr. Slavin and Mr. Polce had raised; however, the decision was made because you have to meet the people where they are and, for better or for worse, that is where they are. She noted that there are very few places in the community where people who have nowhere else can go to be out of the elements, and the library is the public facility that provides that for them.

Mr. Anderson stated that he applauded the program and thought it was one (1) of the best ways to decrease the homeless population in the City. He stated that the councilmen had some valid points and some adjustments may be necessary. Mr. Anderson expressed his hope that the pilot program would take the City's feedback, re-examine it at the State level, make adjustments, and succeed. He stated the need to start somewhere, because the only way to get these individuals out of the library is to have someone who can get in and provide them with a connection to independent resources, such as Hopes and Dreams, that can help them and move them forward. Mr. Anderson noted that otherwise they would just stay there. He stated that he thought that if the City was going to keep the library serving a diverse population of the citizenry and not become focused on one segment, connections would have to be made to get people to other resources and that they should not necessarily think that the library is the only place they can go.

Mrs. Cyr stated that she agreed with Mr. Anderson and had been thinking about this issue a lot lately, and it occurred to her that the City and other agencies have a lot of programs designed as a reactionary response to what is happening in the greater community in regard to this issue. She noted that it is good to react and try to help; however, she likes to be proactive and hoped to get to a place where the City would not need to be reactive but instead, plan for a larger solution which identifies low-income housing for the really low-income people. Mrs. Cyr noted that the Mayor's Blue Ribbon Panel on Homelessness is addressing this now.

Mr. Anderson complimented the library staff for the many amazing services offered at the library that can help people in many different areas of life, from employment, to business, financial

awareness, getting a second start with pardons, and research. He noted that there are many youth services and even Comic Con and stated that staff was doing things that most never imagined being done five (5) years ago that were adding great value to the community. Mr. Anderson asked how staff planned to get the word out more regarding valuable programs that are under-utilized. Responding, Mrs. Cyr advised that when staff did the youth focus groups last year, the most glaring response of the focus group in regard to parks and recreation and the library showed that young people wanted services that were already being offered but they didn't know about them. She noted that the library has three (3) different Facebook accounts and staff spends a lot of time on social media. Mrs. Cyr advised that the library has a Twitter account, a newsletter, a weekly electronic e-mail blast, and advertisements in the paper, yet they are still challenged with getting the word out to the people. She stated that this is a process.

Mr. Anderson asked how much is spent on advertising in social medial. Responding, Mrs. Cyr advised that there is no cost for social media advertising, other than staff time. Mr. Anderson suggested expending a couple hundred dollars over the course of a year to boost some items, noting that staff might be surprised with the payoff from a very low dollar amount.

Responding to Mr. Anderson, Mrs. Cyr explained that the maker movement had been sweeping the country for the last 10 years or so, noting that there are spaces where people can come in and use equipment, like laminating machines, sewing machines, and other types of wood-working equipment that they don't necessarily have in their home and may be an investment that they are not sure that they want to make. She noted that public maker spaces are used as an opportunity for people to experiment, create, and use their imagination to expand their world. Mrs. Cyr indicated that staff had been working on this project for about three (3) years and has equipment that has been locked away in a storage space. She stated that people can make appointments to use the equipment; however, staff would like to broaden the opportunity for all people to access it, so they were setting up space in the teen loft. In response to Mr. Anderson, Mrs. Cyr stated that the library has its own 3D printer now, and a variety of different cameras and filming equipment with green screens, and all of that will be going into the maker space.

Mr. Slavin noted that significant private money was donated for the teen loft space and stated that staff would do well to do due diligence to make sure that the City is not violating the covenants of those donations when it re-purposes that space for other things. Mrs. Cyr noted that staff was looking at that.

Mr. Neil stated that he is an unabashed fan of the library and looks forward to the Friday newsletter that lets him know everything about the movies and the music programs that he attends, and he also enjoys going down there for books to read. He advised that he thinks so much of the programs that he sends them off to some of the leaders in the Third District community and homeowners associations to spread the word. Mr. Neil stated his belief that the library and the vast amount of programs should be a very useful draw for somebody wanting to come and do business in Dover or bring a business to the City, and he applauded it.

Mr. Neil stated that he was concerned because the City does not have a social services or health services program in its charter. He suggested trying to measure whether the program is successful and how many people are being served so that there is an idea of whether to keep it or find a place for it where the homeless are gravitating to.

Mr. Lindell advised that he is all for anyone who wants to use the library for its intended purpose, regardless of economic circumstances; however, a few constituents had stated that they do not go to the library because they feel it is not safe, and they specifically cited the homeless population. He quoted them as saying that the library is a $24M homeless shelter, as opposed to a library. Mr. Lindell asked if the Cadet Program had been helping or if the City needed to do something else. Responding, Mrs. Cyr stated that when the Cadet Program started, three (3) cadets were assigned to the library and there was a cadet there during all of the hours that the library was open. She indicated that this had a tremendous impact on the activities that were going on in the building and was enormously helpful to staff. Mrs. Cyr advised that, in the last couple of years, the number of hours of cadet coverage had been reduced, which had been a loss to staff, and they were hopeful that the cadet force will be built up to its original level. She noted that library staff understands that the emphasis with the Police Department is security in the downtown area and providing safety for people, and that the Police Department's resources are spread thin as well. Mrs. Cyr advised that staff looked forward to the time when the cadets are re-assigned to the library.

Mr. Lindell noted that his daughter and wife had enjoyed some of the library programs over the past several months and there were a lot of great things going on; however, there is an underlying concern among some constituents for safety reasons.

Mrs. Cyr stated that staff understood the concerns and noted that most of the security problems or incidents in the library are not generated by the homeless population but by people behaving badly in a public space. She advised that, while there are some incidents related to the homeless, this is not the case for the majority of problem behaviors in the library. Mr. Lindell stated that he was unsure if his constituents knew specifically one way or the other; however, this is the information he had been getting from them. Mrs. Cyr stated that there is a perception, stating that she understands it because some people don't look wonderful, appear to be unwashed, and their behavior is sometimes not normal; however, this does not necessarily mean that they are a threat or going to hurt somebody. She noted that she is raising young children and tries to help them understand that people are people, people are different, and everybody has different needs and different opportunities in their life. Mrs. Cyr stated the need to learn about the world and deal with people, and Mr. Lindell advised that he understands that completely. Mr. Slavin stated that he thought that this was an easy answer; however, the reality, from his personal experience, was not the threat factor but the comfort and perception factors. He stated that when he went to the library and saw an individual with shoes off, feet up on a pillow, and asleep on a chair and asked the cadets for the policy on that, they told him that Mrs. Cyr and her office said it was fine and not to go around and wake people up. Mr. Slavin advised that he thought there had been a change since then. He indicated that the perception is that people are allowed to come in and eat and that the bathrooms really aren't monitored. Mr. Slavin stated that there are areas of improvement that could be tightened up to break down some of the perception that the library is not a comfortable place to come to for the citizens who supported it.

Mr. Polce advised that he loves talking about breaking down stereotypes. He stated that this conversation gets to the heart of a larger issue that members must tackle, which is the role of Council and the City in providing services to individuals who are serviceless, or not aware of the services, and who don't know how to connect. Mr. Polce expressed his hope, moving forward in the meeting's agenda, that members could be mindful of this conversation, noting that if they are to make a commitment, that means dollars. He stated, in regard to having a social worker placed in the

library, that he agreed with meeting the people where they're at, and noted that there is a dollars issue. Mr. Polce advised that dollars are appropriated at the State level and the program needs to be sustainable, noting that these individuals will come to the City if and when those dollars are no more. He indicated that if members want to have these important conversations, they have to talk about the ultimate driver, which is the financing and sustainability of programs that yield results. Mr. Polce stated that he was sure that the program would yield results but stated the need to be mindful in it.

Mr. Hare stated that he had seen and heard nothing but positives about the Cadet Program, and every time he had been in there the cadets were doing what they can and do a very good job. He indicated that, if anything, the cadets may need to know that they have a little more power than they realize and noted that they are all very courteous. Mr. Hare advised that a lady in his neighborhood volunteers down there and feels very comfortable doing so. He stated that she had commented that it was not so much an issue with the homeless but that people who don't live in the City come in there to use the facilities, and if someone says something, they get testy and a little belligerent. Mr. Hare indicated that the people who cause the problems are those who are not homeless and feel privileged.

Mr. Hare indicated that there is a place where kids can go watch movies and every now and then there will be someone asleep in that area, and people are a little uncomfortable leaving their kids there. He noted that there is not anything wrong but people are uncomfortable. Mrs. Cyr stated her belief that Mr. Hare may be talking about the theater area in the back by the fireplace, which is an adult space. She noted that last year Council provided funding to build a glass wall which enclosed that space, and staff did this purposefully for security reasons. Mr. Hare indicated that, other than that, his experiences had been good at the library, the cadets were doing a great job, and it would be even better if there could be more cadets down there, and Mrs. Cyr concurred.

Mayor Christiansen thanked Mrs. Cyr for her efforts, stating that he could appreciate the angst expressed by members of Council, noting that he did not think it was snobbery but a concern that is heard on a regular basis. He asked, in addition to the cadets in the library, if library staff enforces the rules of the library and if they are posted anywhere. Mayor Christiansen asked if there is an understanding of the rules that people need to abide by or if there is reliance on the fact that everybody should be on their best behavior. Responding, Mrs. Cyr noted that the library has an acceptable behavior policy, and all the staff and cadets know and enforce this. She stated that the policy is posted and available for all members of the public.

Mayor Christiansen advised that the cadets replaced the outside security contractor that the library had, which was not very good, resulting in savings to the library. He expressed his belief that the library had been paying $18 or $19 per hour for outside security and the cadets are $12. Mayor Christiansen stated that they do an exemplary job and the City contracts for at least one (1) cadet at all times. He indicated that the cadets were fulfilling their end of the contract and that they have other responsibilities downtown.

Responding to Mayor Christiansen, Police Chief Marvin Mailey indicated that nine (9) cadets are authorized and the Department currently has eight (8). Mayor Christiansen noted that the cadets work varied shifts. In response to Mayor Christiansen, Chief Mailey indicated that cadets are only allowed to work 19 hours. He noted that the problem with the cadets is that they are primarily college students and have classes to attend, the Police Department has to work around their

scheduling, and there will be turnover because the Police Department is hiring some of those young people as officers. He stated that Lieutenant Colbert, who runs the Special Enforcement Unit, had texted him an update and stated, "Sergeant Hopkins, Special Enforcement Unit Sergeant, is working directly with Mrs. Cyr to try to alleviate the issue. The library is authorized for one (1) cadet for a few hours. They are limited to 19 hours a week because of their part-time status." Chief Mailey advised that he had to fight to get the Cadet Program back as it stands, this is the situation the Department is in right now, and the Department has a commitment to patrol the downtown area as well.

In response to Mayor Christiansen, Chief Mailey advised that the Police Department is fulfilling the expectations of what they promised the library to do with one (1) cadet whenever they can fill the position. He noted that the Cadet Program was doing what it was intended to do from its inception, to move people from cadet status into a law enforcement career, whether it be in Dover or elsewhere. Chief Mailey indicated that the Department fills the library position as many times as they can, almost on a daily basis, and the only day they are not there is Sunday.

Mrs. Mitchell stated that Mrs. Cyr had advised her that the cadets are not at the library now as originally planned. She noted that early on they were there regularly, but the library is not now getting the three (3) cadets for 19 hours every week. She indicated that she thought this was because when the Department is short-staffed, the downtown area takes precedence over the library.

Chief Mailey advised that the Department tries to balance the two (2) areas. H noted that as soon as he does not fulfill his commitment to downtown, he hears about it from the Downtown Dover Partnership (DDP). Mr. Hare suggested discussing the number of cadets required at the library and scheduling their hours at a future meeting. Mr. Slavin indicated that those recommendations come from managers who know the business of the library and the Chief and could be discussed when members pivot into the budget segment.

Mr. Hare stated that it is important that the library has someone there during the main hours. Mrs. Cyr advised that there is a critical list of hours for coverage that staff needs in the library and library staff had shared this with the Police Department staff. Chief Mailey noted that Sergeant Hopkins is working with Mrs. Cyr; however, the Police Department is not able to fill that commitment as many times as it is needed because the cadets are primarily college students who attend classes during the day.

Mr. Anderson asked if the library's budget was being charged only for the hours that are covered. Responding, Mrs. Cyr advised that it was her understanding that the library was only being charged for the hours that the cadets are actually in the library building.

Mr. Polce reiterated that he was not opposed to the programs that members had talked about that would help the homeless; however, he was opposed to providing some of those services in the setting of a public library and he thought this required more detailed discussion by members.

By unanimous consent, the meeting recessed at 11:47 a.m. and reconvened at 12:45 p.m.

Parks and Recreation

Mrs. Margery Cyr, Library Director, reviewed the Parks and Recreation portion of the power point presentation.

Mr. Polce thanked Mrs. Cyr and Mr. David Hugg, Director of Planning and Community Development, for meeting with the Healthy Neighborhoods Committee and for their commitment and support of that Committee, of which Mr. Anderson is a member. He noted that his colleagues would be hearing a presentation from them during the Council Committee of the Whole Meeting February 13, 2018 regarding a great initiative they are proposing called open streets, which is a model replicated from Wilmington.

Mr. Anderson thanked Mrs. Cyr for stepping up and handling the Parks and Recreation program in the interim, indicating that it was not in her area of expertise and was a little bit of a stretch; however, she was stretching well.

Mr. Anderson advised that he had a little concern about different proposals that may impact the amount of park land that should be for non-recreational purposes and asked if Mrs. Cyr saw any problems with converting other land into new fields and parking lots. He noted that there had been talk about expanding some of the other public works-type services at Schutte Park. In response, Mrs. Cyr advised that the Parks and Recreation staff is not planning to expand the footprint of the parking lot but is planning to re-pave and pave part of the existing lot there. She stated that staff had not expressed to her that there is a need for more parking. Mrs. Cyr noted that she had heard staff say that the parking lot is full on days when there are tournaments and games, but in general the parking lot is not full. Mr. Anderson asked if this would be something that would come into play when they are adding the new fields. In response, Mrs. Cyr noted that part of the parking is currently a gravel surface, and part of the master plan is to pave that part of the parking lot.

Mr. Anderson stated that he had done some research and spoken with some people in the State a couple of years ago and that contacting AmeriCorps could be a great opportunity. He noted that a lot of local college students volunteer for the program, get a stipend, and get their college tuition paid for. Mr. Anderson suggested that this would be a good opportunity to get high-quality people to possibly help the library, Silver Lake, Dover Park, etc. and wanted to make Mrs. Cyr aware of this opportunity.

Public Works Department

Mrs. Sharon Duca, Public Works Director/City Engineer reviewed the Public Works Department's portion of the presentation.

Responding to Mr. Neil, Mr. Slavin stated that the funds that the City had been promised in relation to the transfer of the old library to Wesley College were to be used for the City's Street Program only. Mrs. Duca advised that these funds were included in the numbers that were provided in the presentation and Community Transportation Fund (CTF) funds were being taken into consideration as part of the FY 18 Street Program. She noted that, in terms of the information provided, it is only through that money and other CTF funds that staff was able to provide an annual estimate of $1M to $2M. Mrs. Duca explained that without that money, the City would be looking at only $1M, which would reduce the investment overall.

Mr. Anderson stated that the City had an evaluation of its water rates, which were far lower than other municipalities and Tidewater. He asked how much it would affect rates if the City invested an additional $0.5M in replacement of water and $0.5M in replacement of sewer. Responding, Mrs. Duca stated that, since the City's rates are so low, any increase is going to be felt as significant. She noted that people are concerned about paying $3 for 1,000 gallons but willingly pay $1 or $2 for a 16-ounce bottle of water. Mrs. Duca stated that, in addition to understanding the effects of raising the cost $1 or $2 per 1,000, the City must also increase public outreach on the value of the water and the services that are being provided in order to make such a blow sustainable.

Mr. Anderson stated, in regard to the budget, that he would like to hear more about different alternatives. He noted that none may be viable; however, he suggested that different levels may get the City a little closer to what everyone seems to want, which is a water and sewer infrastructure that isn't falling apart, costing over $1M in infiltration and leaks, or giving below standard water. Mr. Anderson stated that the City was catching up on these issues; however, they are real issues and he would like to hear more about what the City can do within reason without hurting the ratepayer and economic development. Mrs. Duca explained that the point of a lot of these goals was to actually get the data collected, such as doing the rate study and developing the appropriate capital plan as well as the level of service. She noted that, as had been heard from other departments, there would have to be a significant cost increase overall to achieve what is currently expected out of the plethora of assets that are available. Mrs. Duca stated the need to look for a proposal that is sustainable overall.

ASSESSOR

Mrs. Cheryl Bundek, Tax Assessor, reviewed the Tax Assessor's portion of the presentation. She explained that the Assessor's Office values all property within the City limits and that assessments are currently based on the 2015 revaluation. Mrs. Bundek advised that staff conducts appeals every year on these values and increases or decreases values based on building permit activity. She stated that staff handles the annual and supplemental property tax billing and collection of taxes, collects transfer tax for settlements and manages senior citizen and disabled citizen exemptions, property ownership transfers and mailing addresses, and approved tax abatements. Mrs. Bundek indicated that staff assigns the numeric addresses for all properties within the City.

Mrs. Bundek stated that additional short-term goals for the Assessor's Office were to work closely with the City Manager on the public safety fee. She noted that staff would also be working with Customer Service on Payments In Lieu of Taxes (PILOT). Mrs. Bundek advised that there is currently no good tracking system for PILOT payments and staff will keep better track of who has been making these payments to the City and billing them every July through miscellaneous billing.

Mr. Hare asked if a reassessment is done in 2020 and costs approximately $165,000, which is approximately $0.05 on the tax dollar, whether the increase in the property values would more than cover the $165,000 cost. Responding, Mrs. Bundek explained that revaluations are revenue neutral and the City never profits from a revaluation; therefore, whether the values go up or down, the City's revenue has to be the same as before the revaluation and there would be no increase to the tax billing for the revaluation. Mr. Slavin advised that State law prevents municipalities from using revaluations to raise taxes. Mrs. Bundek noted that if the property values go up, the City has to bring the tax rate down; however, it is up to Council if they would like to increase the tax rate during their budget review, which she believed had been done following the last two (2) revaluations.

Mr. Anderson advised that there is a provision in the law which allows a one-time covering of the cost of the assessment, and stated his belief that this was what Mr. Hare was referring to. He noted that this would not be a decision by the Assessor's Office but by Council. Mr. Anderson recalled that the law allows up to approximately 10% to 15% to cover this cost.

Mr. Anderson asked if thought had been given regarding how to accommodate places that are already making PILOT, like Luther Towers and others, if a public service fee comes about. Responding, Mrs. Mitchell advised that staff was looking at this, and one (1) thought was to exclude them altogether or to just charge them the public service fee and not the PILOT. She stated that staff was looking at both of those options.

Mr. Neil noted that there is an unusual situation in leased-land communities, like his, where residents pay taxes to the City on the houses and taxes to the County based on their assessment. He stated that the community owner sold the community, which used to have a $7.5M assessment that dropped to under $6.4M, and the community was sold for $16M. Mr. Neil indicated that, based on Mr. Hare's question, the property owner's taxes will basically not rise at all until 2020. He asked, if the requirement is to be revenue neutral, whether the property owner would pay more since they are able to transfer that tax increase to the residents, even if their taxes go down or become revenue neutral. Responding, Mrs. Bundek stated that this would not be the case for each individual property owner, explaining that the City as a whole must be revenue neutral. She indicated that if the Wild Meadows community's value went from $6.4M to the more reasonable amount that they sold it for, they would see an increase in the tax billing; however, she noted that the values of other people in the City might have gone down. Mrs. Bundek advised that individual people will see a difference in their tax billing; however, the City as a whole must be revenue neutral and the City cannot have more or less revenue than before the revaluation.

Mr. Neil noted that, unfortunately, the landowner can take the increase in taxes that they will pay individually and include it in the higher rent that residents will pay which will have no depreciation value.

CITY CLERK

Mrs. Traci McDowell, City Clerk, reviewed the City Clerk's Office portion of the presentation. She elaborated on the presentation, as follows:

Areas of Responsibility

Coordination of Council and Committee Meetings:

- The Clerk's Office provides support for City Council, Council Committee of the Whole, Human Relations Commission, Pension Boards (Police, General, and OPEB), and Construction and Property Maintenance Code Board of Appeals. Less active groups that we support are the Economic Development Committee, Compensation Commission, Ethics Commission and the Election Board.

Records Management:

- The City Clerk serves as the City's archivist and the Office is responsible for implementing and monitoring procedures for managing all City records. The Clerk's Office supervises the proper storage, retention, and disposition of all City records in accordance with the State of Delaware Records Retention Schedule to ensure that data is stored in such a way to provide Council, staff members, and the public timely access to reliable information. We provide instruction and expertise to City staff in regard to indexing and storing information in Fortis, the City's electronic database.

- Approximately 186 boxes of documents were destroyed in 2017. Much less paper is being generated and we have been working hard to encourage electronic retention.

Municipal and Special Elections:

- In addition to Regular and Special Municipal Elections, the Clerk's Office coordinates the annual and any special elections for the General Employee Pension Plan and Robbins Hose Company Fire Line Officers, and provides assistance with the Police Pension Election.

Strategic Goals and Major Initiatives

Increase the efficiency of generating and distributing all meeting materials:

- Our major initiative is the development and implementation of iCompass legislative management software which features management tools for meetings, boards, FOIA requests, and contracts.

- Meeting Manager Pro will allow us to:

  - reduce agenda prep and minutes creation time by up to 50%
  - more easily collaborate with other departments
  - produce consistent, professional action forms and track follow-ups from staff
  - streamline workflows and approvals for the entire pre and post meeting sequence
  - manage and store digital copies of documents within the cloud-based Document Center (unlimited storage)
  - provide staff and citizens with immediate searchable access to all meeting materials via the Online Transparency Portal

- The AgendaNotes feature will enable elected officials and staff to review and make notes on their agenda using the iPad App.
- With Digital Voting, council members can instantly submit their vote on a motion and have the results displayed in real-time in our council chambers.
- The Online Transparency Portal will integrate seamlessly with our website, and provide access to agendas, minutes and supporting items. Citizens will be able to subscribe to receive automatic email updates when information is published and search through public archives.

- Board Manager will improve the public's visibility into committees, commissions, and boards membership information, postings, and online applications. It will also automate the tracking and approval of new applicants and allow staff to easily track upcoming term expirations.

- The FOIA Requests Tracker will provide a public portal for FOIA requests. Requesters will be able to submit their requests and track them via the Online Transparency Portal, and staff's response will be available for the public to view. The Clerk's Office processed 233 FOIA requests in 2017. The majority of these requests involved coordinating responses from one or more other city departments.

Improve communication with constituents utilizing Dover TV:

- This is an exciting area for the Clerk's Office. We have begun televising job postings, public works project information, when and where to attend City Council meetings and information on how to view the meetings live and on Dover TV. We are also utilizing Dover commercials that were made for the Downtown Dover Partnership and clips from the 3 for 300 film that is being produced by the Big River Film Company for Dover's 300th anniversary.

Mr. Hare stated that he thought the City Clerk's Office staff does an excellent job and noted that the Office was working short staffed.

Responding to Mr. Polce, Mrs. McDowell indicated that she did not know the monetary figure for the dollars collected for Freedom of Information Act (FOIA) requests off the top of her head. She noted that these funds go into the General Fund and do not come back directly to the Clerk's Office. Mrs. Donna Mitchell, City Manager, stated that these funds go into miscellaneous revenue.

Mr. Polce stated that he would be interested to know what the City receives for FOIA requests. He noted that some pricing had changed with recent legislation and wanted to make sure that the City has the most recent price and is collecting on the work being done by staff. Mr. Polce indicated that the change was related to a bill from the 149th General Assembly and was specific to requests from out-of-State entities.

Mr. Polce expressed appreciation for the research that the Clerk's Office does for him. He advised members that a debate was continuing to occur about financial disclosure forms being filed through the Department of Elections and asked if the City Clerk would have the staff capacity to be the recorder of financial disclosure forms for candidates during the campaign cycle. Responding, Mrs. McDowell indicated that the City has four (4) or five (5) vacancies each election and estimated the largest number of candidates at one (1) time to be 11. She advised this would not be a large request to process and it would not be difficult for staff to include this information in the filing paperwork or have it online.

By unanimous consent, the meeting recessed at 1:43 p.m. and reconvened at 2:00 p.m.

Mr. Slavin noted that the Workshop was scheduled to adjourn at 2:30 p.m. and members would honor that adjournment time. He noted that three (3) offices still had to report, so the discussion about the budget may be part of a different meeting.

FINANCE

Ms. Lori Peddicord, Controller/Treasurer, reviewed the Finance Department portion of the presentation.

PLANNING AND INSPECTIONS

Mr. Slavin noted that this was the presentation of Mr. David Hugg, Director of Planning and Community Development, and noted that although Mrs. Dawn Melson-Wilson was ready to give members the presentation, she may not be ready to defend it the way Mr. Hugg would. He suggested that follow-up questions be directed to Mr. Hugg. Mrs. Melson-Williams indicated her willingness to address questions that she can answer and reviewed the Planning, Inspections, and Community Development Department's portion of the presentation.

Mr. Anderson provided an email dated January 24, 2018 regarding his top objectives for 2018 **(Exhibit #2)** and advised that he wanted to defer most of his questions to a future agenda. He noted that they related to the housing corporation, homelessness, and affordable housing. Mr. Anderson indicated that he did want to discuss parking apps for downtown and the eventuality of downtown multi-level parking. He noted that Mayor Christiansen had held some conversations with Mr. Hugg regarding these topics and there may be a need to refer to the Mayor.

In response to Mr. Anderson, Mr. Slavin advised that, during the past week's meeting of the Downtown Dover Partnership (DDP), a long discussion took place. He stated his belief that the DDP was going to take a hard look at the parking issue and come up with some recommendations for the City. Mr. Slavin indicated that the message was clear that it is time to build a vertical parking structure downtown to address the concerns about parking, and also to free up service lots that could be used for new development. He suggested deferring the question to the DDP Board.

Mrs. Melson-Williams explained that there was a recent downtown Dover parking study and a final document is in the process of being released. She stated her belief that members would be hearing more about the results of that study, as well as decision-making regarding the path forward and the participants in that path.

Mayor Christiansen stated that he and Mr. Hugg had been in discussions with several entities, which they cannot reveal, in regard to a multi-level parking facility in the downtown area. He noted that the Kent County Metropolitan Planning Organization (MPO) undertook the study that Mrs. Melson-Williams had referred to at a cost of $58,000 and at first it did not contain a concept that he wanted to see in there, which is a parking garage. Mayor Christiansen stated his belief that the study had been modified out of its draft form. He advised that he concurred with the DDP that this is something that should be actively pursued.

Mr. Neil stated that it was a compliment to the Planning Department and to Mr. Hugg that word is out in the community that there is not a no but a yes, and this is resonating throughout the business community. He congratulated Mrs. Melson-Williams, Mr. Hugg, and everyone in the Department.

POLICE

Police Chief Marvin Mailey reviewed the Police Department's portion of the presentation. He elaborated on the Strategic Goals for the Police Department for the next three (3) years, as follows:

Goal 1: Utilize the information and crime analysis data to identify and monitor crime trends, crime map hot spots and analyze and predict criminal activity.

Action Step: Continue biweekly crime analysis meetings, continue with the monthly crime prevention activity rotation (near repeat crime prevention theory). On non-meeting weeks, if any activity is observed, the crime prevention rotation will be modified to address the crime trend.

Goal 2: We realize that heroin is the most dangerous drug on the streets today. Addiction is not only a local problem, but a national problem. The Dover Police Department will use the intelligence received in the crime analysis meetings, citizen complaints, and other law enforcement agencies to identify local drug dealers and the neighborhoods that are affected.

Action Step: Coordinate with Connection program to renew interest in the Angel Program via media. Continue to train our officers in the use of NARCAN and restock the inventory of NARCAN effective date expires in April 2018. Continue to allocate resources and technology to the Drugs, Vice and Organized Crime Unit and Street Crimes Unit to combat the growing drug market in the City of Dover. Finally, we will continue to partner with the DEA and other state and local law enforcement agencies to dismantle drug organizations in the State of Delaware.

Goal 3: The Dover Police Department is committed to further enhance the delivery of our services by providing strong community service, strengthening communications with the community, promptly addressing community concerns, and engaging in collaborative partnerships.

Action step: The Department will utilize all units of the Police Department to increase community awareness and involvement. The Department will continue to educate the public and provide information regarding current investigations, crime prevention, and safety tips. The Department will continue to provide PAL services to the community and make efforts to expand the PAL division to provide additional services.

Goal 4: The DPD recognizes that having a department that reflects the community it serves helps build community trust and confidence, offers operational advantages, improves understanding and responsiveness, and reduces perceptions of bias. The Department also realizes the importance of supporting the needs of our employees in the performance of their duties.

Action step: The planning and training unit will actively recruit to attract the best applicant pool while representing the diversity of the communities we serve. Social media, job fairs, recruitment from local colleges, recruit from DAFB, continue to hold the how to succeed seminar, evaluate the Department hiring standards to remain current, train more officers as recruiters. Finally, improve communication throughout the organization, be responsive to employees, provide training opportunities, and attract and retain a skilled and diverse group of employees.

Goal 5: The DPD strives to be at the forefront of integrating technology into our duties to proactively fulfill our mission of making the communities we serve safer. In recent years the department has procured numerous pieces of advanced technology to further our crime fighting and investigative capabilities. The department shall continue to be on the cutting edge of utilizing and honing advantageous technology to act as a force multiplier in the delivery of police services.

Action step: Identify and evaluate and procure applicable technology. Continue to work with the IT department to make our current system more efficient and effective through updates and periodic maintenances to ensure network security and dependability. Identify grant opportunities to support technology initiatives.

Mr. Slavin suggested having Chief Mailey come back as part of the agenda for a Safety Advisory and Transportation Committee meeting so that members could follow up with any questions they may have for him.

PLANNING FOR FY 19 BUDGET

This item was deferred due to time constraints.

Mr. Anderson moved to suspend the rules to allow for Mr. Sam Chick to come forward, seconded by Mr. Neil and unanimously carried.

Mr. Sam Chick, 115 West Loockerman Street, expressed appreciation for everything that everybody in the room does. He stated that the most important thing for the future of downtown Dover and the capital city is to get a parking garage or some kind of parking solution downtown, and noted that he was very pleased to hear it discussed today. Mr. Chick indicated that he had lived downtown for the last year and had owned and operated a business there for five (5) months. Having experience living and working downtown, he stated that a parking solution is needed and expressed his hope that this is the year that action takes place on that.

Mr. Chick stated that he had gone through a bit of an ordeal with the Historic District Commission to get a sign put up and would hate to see other business people go through this. He indicated that he would like to see the Historic District Commission either done away with or pared down to

significant historic buildings only. Mr. Chick noted that the Historic District Commission had only been around for 30 years or so of Dover's 300-year history. He advised that it is another hurdle in the way of business people and really hurts downtown. Mr. Chick stated that he is not the only one with this concern, noting that members could talk to all of the business people down there, and especially the property owners, and they will all tell their own stories about having to deal with an extra layer of bureaucracy when trying to get things done and improve the City through their own efforts.

Mr. Chick invited members to come check out their store and learn about their future plans. He stated that once the General Assembly changes some laws, they would like to be the downtown cannabis dispensary, and he encouraged members to come see what they have in mind.

Mr. Slavin thanked staff on behalf of Council, noting that Mr. Lindell and Mr. Cole had to leave on other business and specifically asked him to extend their thanks for staff's help today and their efforts. Mr. Slavin stated that he found the format and setting of the Workshop to be very productive. He advised that members had confidence in what staff had laid out for them and if members have anything to add, they will be glad to forward it on.

Mr. Anderson moved for adjournment, seconded by Mr. Neil and unanimously carried.

Meeting adjourned at 2:38 p.m.

TRACI A. McDOWELL
CITY CLERK

All ordinances, resolutions, motions, and orders adopted by City Council during their Workshop of January 26, 2018, are hereby approved.

ROBIN R. CHRISTIANSEN
MAYOR

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Exhibits
Exhibit #1 - Presentation entitled "City of Dover Fiscal Year 2019 and Beyond" provided by Mrs. Donna Mitchell
Exhibit #2 - Email from Councilman David Anderson dated January 24, 2018 regarding his top objectives for 2018

City of Dover
Fiscal Year 2019 and Beyond

Council Workshop

January 26, 2018

Introductions

- Welcome
- What today brings –
  - A high level overview of each Department's vision, strategic goals, and major initiatives
  - Interaction with City staff to get to know who they are and better understand each of their areas of operation and expertise
  - An understanding of how each Department plays a key role in providing service to our citizens and customers
  - The net that binds us all together to provide support for each other

Our commitment is to provide our residents, businesses and visitors with a great place in which to live, work and visit is evidenced by our Vision, Mission and Critical Success Factors

City Manager Strategic Goals

- Public Hearings
  - Public Safety Fee
  - Sanitation Services
- Space Planning
  - City Hall
    - Short-term – Public Works & Human Resources to Weyandt Hall
    - Long-term – Reviewing alternatives
  - Central Operations Facility
    - Fleet, Facilities, Warehouse, Procurement
    - Public Works and Utilities
    - Repurpose current facilities for PAL Program and Police Specialized Vehicles
    - Analysis of community and cost benefits

Common Theme

- Interactive Customer Communication
  - Availability and use of various media outlets
  - Refresh website and departmental webpages
  - GIS mapping with links to major projects and road closures
  - Responsiveness to customer concerns and complaints in a timely manner

Customer Service

Patricia Marney, Customer Service Director

Mission Statement

- To provide quality public service to our diverse group of customers with professionalism, respect and integrity.

Vision Statement

- To foster an environment where all customers (internal and external) feel that their needs are met and questions answered.
- To treat all individuals with courtesy and respect while following the City of Dover's mission to make the City of Dover a place where people want to live and where businesses thrive.

Core Values

- We are professional, responsible, accountable, respectful, effective and efficient public stewards.
- We promote honesty, integrity, respect and openness in all we do.
- We encourage collaboration.

Functional Areas

- Customer Service Administration (CSRs and Management)
- Billing / Collections Department
- Cashier Department
- Metering Department

Strategic Goals – Short-term

- Complete the hiring process to ensure quality candidates are selected for open positions - Billing Supervisor
- Continue with training efforts to improve employee / customer relations and increase new hire knowledge base.
  - APPA Certification for Management level employees
- Continue to ensure Metering and Billing functions are completed accurately daily.
- Continue to ensure Cash Management processes are followed and appropriately recorded.
- Continue efforts to reduce the City's outstanding Accounts Receivables through collections efforts.
- Continue to foster positive working relationships with all City departments.
- Improve Customer relations through the utilization of existing and future communication options. (ex. Social Media, Internet, DoverTv, Website)
- Continue to improve Customer relations through expanding services.
  - "Compassion through Policy" program –
    - How can we help you while working with existing City policies?
  - Referral based services for Customer's in need.
    - Catholic Charities, First State Community Action and other local agencies.

Strategic Goals – Short / Long-term

- Maintain a fiscally responsible budget through continued joint efforts with the City Manager's Office and Finance Department.
- Establish and continue a Key Accounts Program.
- Establish and continue outreach to Property Managers and Real Estate Companies to ensure prompt service.
- Continue working with Electric Admin and City Manager's office to implement an AMI System Upgrade.
- Continue working with Public Works for water and trash related concerns.
- Continuation of ERP project improvements
- Continue working with and improving quality of service through one-stop business initiatives.
  - What can we do to help the customer reduce their steps to accomplish their goals?
  - Acceptance of online applications.
  - Auto Payment options.
  - Website options for account access.
- Reduce disconnections through collections efforts. (Robo calls, text alerts, emails)

Electric

Paul Waddell, Engineering Services & System Operations Superintendent

Mission Statement

- The Electric Department 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.

Functional Areas

- Transmission & Distribution (T&D)
  - Install, Maintain and Inspect OH & UG systems and equipment
- Metering
  - Install, Maintain and Inspect all classifications of meters
- Engineering
  - Relay – Install, Maintain and Program substation breakers; both 69 & 12.47 kV
  - Field – Face of the City with new developments, design and coordinate new services
- System Operations
  - 24/7 monitoring of electric grid health, security monitoring of substations, remote control of electric equipment
- Plant
  - Generation asset

Strategic Goals

- Scheduled Maintenance
  - Currently compiling maintenance requirements of substation equipment
  - No concrete maintenance plan for preventative maintenance and inspection
  - Take down each substation to perform power off tasks, then restore for other tasks
- Strategic vision for Transmission & Distribution
  - Overhead to underground conversion (Town Point)
  - Upgrade aged underground developments (Beechwood, Ann Ave)
  - System Reliability (Fault Indicators)
- Garrison Oak Technical Park
  - Fed by feeder 502 out of Horsepond Substation
  - 10.06 MW capacity, 5.1 MW summer peak 2017, Calpine Auxiliary 2 MW, 2.96 MW available for new construction
  - Place new substation on Lot 14, corner by White Oak Rd and Route 1

Strategic Goals

- Generation
  - City Manager working with TEA for possible PPA
- Rate Design Study
  - Exam validity of current rate across all classifications
  - Provided information to consultant with estimated completion date of Feb/Mar
  - On track, bi-weekly meetings for questions and clarifications
- Organizational Management Benchmarking Study
  - RFP under review

Strategic Goals

- LED Lighting
  - Pilot program to encompass S. Kirkwood, S. Queen, Reed & N. New and Lincoln Park area
- AMI Infrastructure
  - Initial scope was 26 commercial meters and 200 disconnects
  - New scope is turnkey encompassing all electric meters in City (25K)
  - RFP under review

Human Resources

Kim Hawkins, Human Resources Director

Vision and Mission Statement

Vision

To be a unified department that will provide assistance to all customers with enthusiasm. Assigned projects and tasks will be completed to the best of our ability while ensuring the end-user understands the results and the implications of implementation.

Mission

The Human Resources Department is an inter-governmental service department that performs strategic, operational and administrative responsibilities in varied aspects of managing current and future human capital.

Values

- Develop personal relationships to enhance trust and open communications.
- Strive to recognize and celebrate individual and team accomplishments.
- Respect all employees. Understand and recognize the value that they contribute to the City of Dover, both internally and externally.
- Understand the impact that our actions and decisions have on the organization as a whole.

Major Functional Areas

- All functions related to collective bargaining for four labor groups; including negotiating collective bargaining agreements, interpreting contract language, grievances and arbitrations
- Manage EEOC complaints
- Conducts investigations (e.g. Harassment, Bullying, Inappropriate behavior)
- Recruitment
- Risk Management; Workers Compensation
- Benefit Administration
- Directs the oversight and adherence of federal and state labor laws (e.g. FMLA, discrimination and wage and hour)
- Consults with senior management, department heads, and department staff to ensure efficient and fair human resources management processes
- Monitors and researches trends, new methods, and laws to develop or improve human resource management processes including collective bargaining

Strategic Goals

- Diversity and Inclusion Study
- City Employee Newsletter
- City Employee Recognition Program
- Personnel Handbook
- Pay for Performance Evaluation System
- Driving Record Program

Information Technology

Andy Siegel, IT Director

Strategic Goals

- Maintain 99.999% availability of critical IT systems and resources.
- Migrate Fortis Document Management system from its legacy environment to a cloud based Docuware system.
- Increase training availability and opportunities to IT Department staff.

Major Initiatives Towards Strategic Goals

- SYSTEMS
  - Maintain a lifecycle management system for servers as well as network infrastructure by replacing equipment at the end of useful life. Where possible, extend warranty service.
  - Replace the server room backup power supply.
  - Install a backup generator at Weyandt Hall.
- FORTIS
  - Begin staff training on new document management software.
  - Migrate existing Fortis data to the cloud.
- TRAINING
  - Make training a priority.
  - Seek classroom and online training opportunities.
  - Dedicate necessary time to allow staff to complete training classes necessary to keep current in new technologies.

Library

Margery Cyr, Library Director

Mission Statement

- Delaware libraries are leaders in connecting and inspiring a lifetime of discovery. The Dover Public Library connects people to a variety of resources and services that inform, educate and entertain!

Functional Departments for Public Service

- Adult Services
- Youth Services
- Circulation & Technical Services
- Administration Services

Strategic Goals – Short-Term Goals

- Upgrade Audiovisual equipment and wiring in meeting rooms with updated components for more consistent operation and reliability.
- Replace landscaping elements which have died and fill in plantings in existing landscaping. Replace mulch to control weeds annually. Establish routine maintenance for landscaping and the Green Roof.
- Continue to develop and expand partnerships with community agencies to bring reading and cultural enrichment outside the library walls to reach young people who, due to family and a changed culture, have no way to use the library facility itself. An example of this is the project to hold Library Summer Reading events and activities weekly in Dover Park this summer.
- Formalize relationships with the Capital School District to ensure all schools and students are active participants in summer reading.
- Formalize the “Library As a Learning Institution” project for library staff around staff competencies for each position and 21st Century Skills.
- Create the Passport Services as a permanent service the Library offers.
- Complete the creation of Maker Space in the third floor of the library. Realign shelving and furniture for ease of “making” using the variety of tools and equipment that the Library already owns.
- Continue the partnership with Literacy Delaware and expand tutoring services for those for whom English is not a first language and those adults who are not able to read.
- Begin the cataloging and organization of the Women’s Records to make them available to the public.

Strategic Goals – Long-Term Goals

- Continue the Patron Use Survey on a five year cycle. Projected for 2021.
- Install exterior cameras for additional security.
- Realign the exit from the Library's parking lot to Legislative Ave so that it lines up with the driveway to Treadway Towers; and making it a two-way for access and egress.

Parks & Recreation

Margery Cyr, Library Director

Mission Statement

- To provide quality affordable recreation and leisure services that promote healthy lifestyles for residents of Dover and its surrounding communities.

Strategic Goals – Short Term

Perform on-going evaluation of recreational and sports opportunities, teams, and programs to ensure the community's needs are met.

- Pitts Center
  - Reorganize space at the Pitts Center and identify other available City space to appropriately house staff work space in close proximity to the Pitts Center
  - Max Enterprise is the software that manages program sign ups, field and facilities reservations, accounts for payments of fees, and tracks attendance at all programs and events. This software will no longer be supported effective April 2018. Identify and purchase a replacement software.
  - Hire crew to maintain all City playing fields, parks, and facilities.
  - Establish a regular maintenance schedule for all fields, parks and facilities.
  - Replace high-top lights in gym with LED lights to reduce heat emissions and reduce cost of replacement parts and energy.
- City Parks:
  - Study the number of existing City parks: their location, purpose, and need.
  - Develop a plan to establish a cut-off point for the creation of new parks to ensure that all existing parkland can be appropriately maintained.

Strategic Goals – Short Term

- Schutte Park
  - Continue the implementation of Phase I of the Schutte Park Master Plan.
    - Field Grading
    - Field Seeding
    - Stormwater Management
    - Pave parking lot with striping
    - Install concrete curbs in parking lot
- Dover Park
  - Using the newly completed Master Plan as a guide, begin implementation of this Plan.
  - Continue expansion of programs and partnerships with other community services to bring summer program opportunities to children and youth in the Park.

Strategic Goals – Short Term

- Silver Lake Park
  - Replace wooden bollards which have fallen into disrepair
  - Establish a volunteer crew to provide assistance with Lake clean-up done annually by the Silver Lake Commission
  - Work with the Silver Lake Commission to determine interest in an annual Mayor's Kayak Event on the Lake
  - Ensure maintenance of Silver Lake and the dam
- The Hamlet
  - The swing structures at the Hamlet are scheduled to be replaced. Replacement parts for the existing structure are no longer available; and the life-span of the equipment has come to its end.

Strategic Goals – Long Term

- Schutte Park
  - Continue implementation of the Master Plan to its conclusion
  - Investigate the need to replace parking lot and field lighting.
  - Conduct a Feasibility Study to consider expansion of the building for adequate gym and program space, storage of equipment and staff work space.
- Dover Park
  - Complete redevelopment of the Park according to the Master Plan

Public Works

Sharon Duca, Public Works Director/City Engineer

Mission Statement

- It shall be the mission of the City of Dover Department of Public Works to provide services that are an integral part of our community and citizens' everyday lives. The Department shall provide quality and effective services upon which the health, safety and comfort of this community greatly depend.

Functional Areas

- Public Works Administration
- Public Works Engineering & Inspections
- Grounds Maintenance
- Solid Waste Collection and Recycling
- Streets and Stormwater Maintenance
- Water Distribution Maintenance
- Wastewater Transmission Maintenance
- Water Treatment and Production

Strategic Goals

- **Communication:** Utilize available resources to improve communication with the community regarding services provided and projects performed.
- **Levels of Service:** Establish sustainable levels of service for all functional areas within the Department which shall include compliance with local, state and federal requirements. Evaluate levels of service annually and convey additional needs through the budget process.
- **Accreditation:** Achieve accreditation with the American Public Works Association as a means to evaluate, verify and recognize compliance with recommended public works management practices.
- **Asset Management:** Finalize and continually update inventory of assets for all functional areas. Utilize asset management methodologies to plan maintenance, upgrades and improvements as well as evaluate levels of service.
- **Right-of-Way Management:** Develop holistic approach to right-of-way management and capital planning through the integration of ratings and evaluations for street, water, wastewater and stormwater systems.
- **Master Planning:** Utilize master planning initiatives for the water and wastewater utilities, as well as stormwater system, to guide long term system improvements and strategies.

Major Initiatives Towards Strategic Goals

- **Communication:**
  - Utilize advertisements, billing inserts, door-to-door notices and postings on Facebook, Dover TV and web page to convey service and project information.
- **Levels of Service:**
  - Invest in, develop, engage and acknowledge Public Works staff. Continue to cultivate teamwork within the Department. Clearly convey departmental goals and objectives to staff. Encourage feedback from staff in assessing levels of service and resources required.
  - Assess Solid Waste Collection operations including route efficiency, services provided and overall cost of service including capital investment. Evaluate alternatives.
  - Continue MS4 Program and NPDES Permit compliance through utilization of one (1) dedicated staff member and annual budget of $174k. Permit requirements also effect operational activities.

Major Initiatives Towards Strategic Goals

- **Accreditation:**
  - Continue investment of staff time to document and develop procedures and management practices for APWA evaluation in FY 2020.
- **Asset Management:**
  - Finalize initial inventory of above ground right-of-way assets through utilization of internal staff (additional 500 hours required).
- **Right-of-Way Management:**
  - Continue Street and Water Main evaluations on 10-year cycle.
  - Utilize staff and consultants to evaluate Sanitary Sewer and Storm Sewer (estimated 5-year initiative).
  - Develop prioritization matrix to address capital improvements for four (4) key infrastructure systems.

Major Initiatives Towards Strategic Goals

- **Master Planning:**
  - Perform Water and Wastewater Rate Study in FY 2019 through utilization of a consultant (estimated cost $30k per utility).
  - Develop required Silver Lake Dam Emergency Action Plan in FY 2019 through utilization of a consultant (estimated cost $175k).
  - Continue annual Street Program. Current annual investment of $1M - $2M per year including CTF. Addresses approximately 1 – 2 miles of roadway per year of 109 total system miles (1% - 2% per year).
  - Continue annual Water Quality Improvements Projects (primarily water main replacements). Current average annual investment of $1M per year. Addresses approximately 1 mile of water main per year of 220 total system miles (0.5% per year).
  - Continue annual Pump Station Replacement Projects. Approximately one (1) pump station is addressed each year with a three (3) year total cost of $665k.

Major Initiatives Towards Strategic Goals

- **Master Planning:**
  - Continue annual Inflow/Infiltration Removal Projects (primarily gravity sanitary sewer main relining and replacements). Current average annual investment of $1M per year. Addresses approximately 1 mile of gravity sanitary sewer main per year of 160 total system miles (0.6% per year).
  - Install air scrubber unit at Pump Station #7 by June 30, 2018. Complete wet well relining, bypass installation and valve repair following completion of Kent County force main relining project in U.S. Route 13.
  - Perform value engineering of Long Point Water Treatment Plant Upgrades project. Project currently estimated at $6.8M. Project necessary to address regulatory requirements and upgrade antiquated equipment. Project completion FY 2020.
  - Complete Meetinghouse Branch Improvements Project. Initial engineering estimate of $17M+. Project scope reduced to meet DNREC requirements only. Voluntary Clean Up Plan currently underway which will dictate final scope and project completion date. Greenhouse and materials storage to move to Schutte Park.

Tax Assessor

Cheryl Bundek, Assessor

Mission Statement

- We, the employees of the City of Dover Assessor's Office, have a primary mission to maintain the property assessment system in a way that is equitable, fair and uniform to all citizens of the City of Dover and at the same time meet all constitutional and statutory requirements. We will strive to provide an optimal level of service, information and policy guidance to the public and to other governmental agencies.

Short Term Goals

- Clean Hands Policy – Tax & Utility (Short & Long Term)
- ERP – H.T.E. Data Clean-up
- Customer Notification on Dover TV/Facebook

Long Term Goals

- FY 19 – Customer Friendly Website
- FY 19 – ERP Training/Data Conversion (October 2018)
- FY 19 – Data Review for all City of Dover Parcels for 2020 Revaluation
- FY 20 – ERP Go live with Tax Billing (July 2019)
- FY 20 – 2020 Revaluation (begin in Summer 2019 for July 2020 Tax Billing)
- Mobile Assessing

City Clerk

Traci McDowell, City Clerk

Denise Devine, Assistant City Clerk

Mission Statement

- 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 accurately recording and preserving 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.

Areas of Responsibility

- Management and Coordination of All Council Affairs and Events
- Policy Research and Implementation
- Point of Contact for Constituents and Interest Groups on Municipal Matters
- Coordination of Council and Committee Meetings
- Records Management
- Municipal and Special Elections
- Coordination of Freedom of Information Act (FOIA) Requests

Strategic Goals and Major Initiatives

- Increase efficiency of generating and distributing all meeting materials. Complete implementation of iCompass Legislative Management Software.
- Implement City of Dover Ethics Initiative by coordinating Ethics Training with Human Resources Department.
- Streamline document management through FORTIS Conversion to Docuware.
- Work to implement the Space Needs Project to better serve the public, meet the needs of staff, and more efficiently utilize space and resources.
- Improve communication with constituents utilizing Dover TV.

Finance

Lori Peddicord, Controller/Treasurer

Functional Areas

- Supervision of General and Property Accounting
- Financial Reporting
- Cash Management
- Debt Management
- Internal Auditing
- Payroll
- Retiree's Benefit Payment and Administration
  - City's Employee General Pension Plan
  - City's Police Pension Plan

Strategic Goals

- Conversion and Implementation of Enterprise Resource Planning (ERP) system. Overall 3 year project.
  - Phase I – Financials – began November 2017, Go-Live is Scheduled for November 2018
    - Accounting
    - General Ledger
    - Budget
    - Purchasing / eProcurement and Accounts Payable
    - Bid and Contract Management
    - Project and Grant Accounting
    - Miscellaneous Revenue / General Billing
  - Phase II – Payroll and Human Resources Management, Scheduled to begin July 2018
- Review and analyze City Policies and Procedures
  - Paperless Workflow
  - Approval Process
  - Increased Efficiencies
  - Document Archiving
- Website review and expansion for more user friendly environment and communication with citizens, employees and other users.

Planning, Inspections and Community Development

Goals, Objectives and Priorities for 2018

Dave Hugg, Planning Director

Areas of Responsibility and Focus in 2018

- Comprehensive Planning
- Managing Development
- Regulatory and Process Improvements
- Addressing Blight
- Focusing on the DDD
- Maintaining the BUZZ
- Customer Service Enhancements
- Monitoring, Reporting, Visioning, Conceptualizing Opportunities
- Economic Development

Comprehensive Planning

- Census 2020 – LUCA
  - This priority project involves comparing City address records with those of the U. S. Census to ensure that all properties within the City are counted and assigned.
- Updating the Comprehensive Plan (Deadline of February 2019)
  - The Comp Plan must be updated, adopted and certified by February 2019. This will be the major year long planning project in 2018. We anticipate drafts for review by early fall
- Integrating Existing Studies, Plans, Reports, Assessments
  - Numerous studies and other projects have been completed recently (Restoring Central Dover, Route 8 Corridor, Gateway, Recreation Needs Assessment, Downtown Parking Study, Bike/Ped Plan, etc.). These need to be assessed to ensure that there are not conflicting recommendations, that any proposed changes to ordinances are identified, and they are consistent with the Comp Plan. Mid-year target as input to plan.
- Coordination with DelDOT Re: Transportation Improvement District
  - Almost a year ago DelDOT and the City agreed to develop a TID for the Route 13 corridor. Much background work was completed but transportation modeling was not done. TID's are a way to expediter larger projects through pre-planning. Mid-year target as input to comp plan.

Managing The Everyday Business

- Processing and Review of Development Applications and Permits
  - Ensuring efficiency, fairness and openness in working with owners, engineers, developers and others to support projects and facilitate the approval processes
- Administering the Zoning Ordinance
  - Providing timely responses to applications and inquiries, support the Planning Commission, Board of Adjustment and Historic District Commission in carrying out their responsibilities
- Ensuring Health and Safety
  - Administer the City Fire Code, investigate fire events, and ensure life safety compliance
  - Administer the City Building Codes for compliance with construction and building safety standards
- Addressing Violations
  - Identify and respond to violations of City Codes and Ordinances in a timely, professional and defensible manner
- Customer Inquiry
  - Ensure friendly and helpful service to customers seeking information about the Department's areas of responsibility, the City, City services, or other matters.

Regulatory and Process Improvements

- Review and Revision of Zoning Ordinance and Code (ongoing)
  - Work involved includes updates to the Residential Districts regulations, manufactured housing, parking, home occupations/accessory uses and others. Target next round of changes 1st quarter.
- Addressing Emerging Uses and Land Development Trends
  - Research to determine possible new uses or trends in land development for such uses/types such as craft breweries/distilleries, aqua/hydroponics, dispensaries, food halls, life style centers/power centers, etc. (Ongoing)
- Adopting the 2018 IBC/ICC Codes
  - Dover is using the 2009 building codes. 2018 codes are available and should be adopted. Target mid-year.
- Implementing the IPMC Dangerous Building Option
  - IPMC allows for administrative orders to demolish dangerous buildings, making the process more efficient and timely. A proposal will be forthcoming 1st quarter.

Addressing Blight

- Coordination with NCALL, Habitat and Others
  - Working with housing providers and landlords to replace blighted units
  - Taking advantage of opportunities to promote revitalization and civic ownership of blighted neighborhoods
  - Administering the Community Development Block Grant and Sub grants
- Implementing the “Restoring Central Dover” Plan
  - Continuing active involvement on RCD Steering Committee
  - Ongoing efforts to implement the RCD Plan
- Approaching Blight Holistically (Housing, Recreation, Safety, Place)
  - Working to integrate separate initiatives to facilitate change (Open Streets, Lights on Dover Strong, New Housing, creating a sense of place)
- Homelessness
  - Chairing the Homelessness Task Force development committee to identify short term and longer duration solutions

Focusing on the DDD

- Brownfield opportunity
  - Working with EPA and the DDP to develop an urban agriculture reuse plan for property along Railroad Avenue. Target mid-year
- Better Guidelines and Information
  - Much of the DDD information is outdated and needs revision. Target 1st quarter
- Defined Point of Contact
  - The DDD program has suffered from inconsistency. A designated point of contact has been designated and is working to establish checklists, brochures and outreach.
- Inventory and Tracking
  - Working with the DDP, an online regularly maintained inventory of owners, businesses, and building status is being implemented.
- “Unlock the Block”
  - A pilot program of the State (DSB&T) designed to connect property owners and/or businesses with technical assistance (Dover is the pilot - underway)
- Vacant Buildings
  - After resistance from Downtown owners we are exploring some options to better address vacant buildings; a new proposal is targeted for mid-year.

Maintaining the BUZZ

- Telling Our Story – Media Connections
  - Part of this initiative will be developing a strategy for involving the media and ensuring that they get timely and correct updates about the City's development and economy.
  - Throughout the year we plan a regular series of news releases and informational pieces to inform the public and promote the City. We anticipate an article at least monthly.
- Website and Social Media Improvements
  - The Department's website is ineffective as an economic development tool, and is difficult to navigate for any user seeking planning or regulatory information. The Department also does not have a social media strategy. This is a high priority task to be undertaken this winter.

Customer Service Enhancements

- Fillable Applications and Forms
  - Department applications and forms for the most part are not customer-friendly and cannot be completed online. Although the new data management system may improve these processes, we are not scheduled until 2019, hence the initiation of a project to make some basic documents (such as Rental Licenses) “fillable”.
- Online Tracking, Checklists and Follow-up
  - Improving the tracking of applications, logging code issues, addressing construction and/or approval status to serve the applicant and enable regular reporting (tied to whatever improvements come from the ERP initiative)
- Front Desk Service Modifications (signage, friendly access, no clutter)
  - Continuing improvements to make the customer lobby more pleasing, professional looking and efficient

Monitoring, Reporting and Visioning – Conceptualizing Opportunities

- Finding Champions
  - Identifying and fostering ongoing involvement of a Cadre of City Supporters, especially through the Comp Plan Process
- Creating a "What If" Process
  - Regular program of thinking outside the box about our future
  - Periodic paper exercises, charrettes, urban design sessions, etc. to visualize concepts, opportunities, and ideas
- Tracking Change and Assessing the Built Environment
  - What is really going on out there? Regular tracking of the built environment to look for trends and issues, literature research on "new" planning concepts, assessment of business and demographic changes, reporting.

Economic Development

- Responsiveness
  - Developing and implementing rapid response protocols with appropriate materials, contacts, information, tracking, and personal contacts
- Outreach – Building Connections: Recruitment and Retention
  - Building ongoing relationships with property owners, businesses, development professionals (Checking in routinely, knowing them and understanding their business)
- Multi-jurisdictional Coordination
  - Ongoing coordination with Kent County, the KEP, Kent Tourism Office, Central Delaware Chamber of Commerce, and the State Division of Small Business, Development and Tourism
- Capacity, Insight and Information
  - Developing in-house capacity to follow industry trends, be informed of business related developments, learn of new business opportunities, and communicate such to Mayor and Council, and others as appropriate.

Police Department

Marvin Mailey, Police Chief

Mission Statement

- It is the mission of the Dover Police Department to proudly serve the community by protecting the life and property of its citizens, enforcing the law, and working in partnership with the public to enhance the quality of life and nurture public trust by holding ourselves to the highest standards of performance and ethics.

Strategic Goals

- Continued reduction of violent crime in the City of Dover
- Focused enforcement on the Heroin / Opioids Epidemic
- Concentration on community outreach and the PAL program
- Emphasis on recruitment, retention and diversity
- Emphasis on technology

FY19 Budget Prep

Council Workshop

January 26, 2019

Organizational Structure

- Parks & Recreation
  - FY19 – Budget for Park Maintenance staff or look at other options
- Central Services
  - Hire Central Services Manager/Director – responsibility to include
    - Procurement & Warehouse
    - Facility Maintenance
    - Fleet Maintenance
    - Account Clerk recently transferred to Central Services

Budget Impacts

- Current Contract Negotiation
  - AFSCME
  - FOP
  - DOE
- Benefits
  - Employer Contribution for Police Pension +5.26%
  - Health Insurance Premiums +2.0%

Devine, Denise

From: ANDERSON, DAVID L SSgt USAF AFRC 512 OSS/OSF <david.anderson.150@us.af.mil>
Sent: Wednesday, January 24, 2018 3:57 PM
To: Devine, Denise
Cc: davidlevianderson@gmail.com
Subject: for workshop

Top objectives for 2018
Parking for Downtown
Explore financing for a parking garage without tax increase Have a parking App before Dover Days

Public Safety
Ensure LED replacement starts this year.
Support expansion of PAL
Opioid overdose prevention measures

Parks and Recreation
Develop funding sources

Affordable Housing
Support Dave Hugg and People's place in developing a Dover Housing Corporation Finalize Land Bank Community grant finding program

Communication
Should we find a way to communicate important changes in policies?
City survey for two way feedback?
Partner with Restoring Central Dover for focus groups

Examine supplier diversity

V/r
DAVID L. ANDERSON, SSgt, USAF
CrewComm Office
512TH OSS/OSF
Dover AFB, Delaware
DSN 445-5546, COMM (302) 677-6838

SPECIAL COUNCIL MEETING

A Special Council Meeting was held on February 12, 2018 at 6:32 p.m. with Council President Slavin presiding. Members present were Mr. Anderson (arrived at 6:36 p.m.), Mr. Sudler, Mr. Neil, Mr. Lewis, Mr. Cole, Mr. Polce, Mr. Hare, and Mr. Lindell. Mayor Christiansen was absent.

Council staff members present were City Solicitor Rodriguez, Mrs. Mitchell, and Mrs. McDowell.

ADOPTION OF AGENDA

Mr. Neil moved for approval of the agenda, seconded by Mr. Lindell and unanimously carried.

Mr. Neil moved to recess into Executive Session pursuant to 29 Del. C. §10004 (b)(4) - Strategy sessions, including those involving legal advice or opinion from an attorney-at-law, with respect to collective bargaining or pending or potential litigation, but only when an open meeting would have an adverse effect on the bargaining or litigation position of the public body. The motion was seconded by Mr. Sudler and unanimously carried.

The Special Council Meeting recessed into Executive Session at 6:33 p.m.

The Executive Session adjourned at 7:27 p.m.

ACTION RESULTING FROM THE EXECUTIVE SESSION

Potential Litigation

During the executive session, members of Council considered potential litigation.

Mr. Polce moved to retain Marc J. Bern & Partners and all of their required associates to file suit against recommended pharmaceutical companies that mass manufacture and distribute opioids, which this Council believes is one of the roots of the opioid epidemic as a whole and of course part of the terms of this conversation. The motion was seconded by Mr. Sudler and unanimously carried.

Mr. Anderson moved for adjournment, seconded by Mr. Lindell and unanimously carried.

The Special Council Meeting adjourned at 7:30 p.m.

TRACI A. McDOWELL
CITY CLERK

All ordinances, resolutions, motions, and orders adopted by City Council during their Special Meeting of February 12, 2018 are hereby approved.

ROBIN R. CHRISTIANSEN
MAYOR

/TM

REGULAR COUNCIL MEETING

The Regular Council Meeting was held on February 12, 2018 at 7:36 p.m. with Council President Slavin presiding. Council members present were Mr. Anderson, Mr. Sudler, Mr. Neil, Mr. Lewis, Mr. Cole, Mr. Polce, Mr. Hare, and Mr. Lindell.

Staff members present were Police Chief Mailey, Ms. Peddicord, Mrs. Mitchell, Mrs. Melson-Williams, Fire Chief Carey, City Solicitor Rodriguez, and Mrs. McDowell. Mayor Christiansen was absent.

OPEN FORUM

Due to a scheduling conflict, the Open Forum was not held.

The invocation was given by Bishop Thomas L. Holsey, followed by the Pledge of Allegiance.

AGENDA ADDITIONS/DELETIONS

Mr. Hare moved for approval of the agenda, seconded by Mr. Neil and unanimously carried.

Mr. Lewis moved for approval of the Consent Agenda, seconded by Mr. Neil and carried by a unanimous roll call vote.

ADOPTION OF MINUTES - SPECIAL COUNCIL MEETING OF JANUARY 22, 2018

The Minutes of the Special Council Meeting of January 22, 2018 were unanimously approved by motion of Mr. Lewis, seconded by Mr. Neil and bore the written approval of Mayor Christiansen.

ADOPTION OF MINUTES - REGULAR COUNCIL MEETING OF JANUARY 22, 2018

The Minutes of the Regular Council Meeting of January 22, 2018 were unanimously approved by motion of Mr. Lewis, seconded by Mr. Neil and bore the written approval of Mayor Christiansen.

PROPOSED RESOLUTION NO. 2018-01/PRESENTATION - CARLETON E. CAREY, SR.

The City Clerk read Resolution No. 2018-01 into the record, as follows:

WHEREAS, Carleton E. Carey, Sr. was appointed by Council President Robin R. Christiansen to the Utility Committee on November 25, 1991, and served until November 24, 1997; and

WHEREAS, Carleton E. Carey, Sr. was sworn into office as the At-Large Council Representative on November 24, 1997 and served with distinction in that capacity until October 8, 2007, when he was sworn into office as Mayor of the City of Dover, and served with distinction in that office until April 28, 2014. He served as Council President and Vice-Mayor; Chair of the Utility Committee and the Fourth of July Celebration Committee; as a member of the Legislative and Finance Committee; Parks and Recreation Committee; Safety Advisory Committee; Safety Advisory and Transportation Committee; 2030 Energy Committee; Ad-Hoc Committee to Meet with State Legislators, the Bond Bill Committee, and the Governor Regarding the Reallocation of State Bond Funds; Downtown Dover Development Corporation; Downtown Dover Partnership Steering Committee; Kent County Strategic Fund Development Advisory Committee; Kent Economic

Partnership; and as a Liaison to Kent County on the City/County Committee and to the Chamber of Commerce and Greater Dover Committee; and represented the City of Dover on other boards and committees in his capacity as Mayor; and

WHEREAS, during his tenure, Carleton E. Carey, Sr. worked diligently to build partnerships with State and local government, as well as the business community, while promoting the City's economic interests and the general welfare of its citizens. He gave generously of his time, energy, and attention by serving as "the face of Dover" at countless civic and community events, exhibiting his love for the City and his pride in its progress, and he listened attentively to the concerns of his constituents and demonstrated his commitment to bringing about resolution.

NOW, THEREFORE, BE IT RESOLVED that the Mayor and Council express their sincere appreciation to Carleton E. Carey, Sr. and his family for the dedicated years of service and personal sacrifices made on behalf of the City of Dover, and wish him and his family success in all future endeavors.

BE IT FURTHER RESOLVED that the Mayor and Council direct the City Clerk to make this resolution a part of the permanent records of the City of Dover as a lasting symbol of appreciation and gratitude to Carleton E. Carey, Sr.

ADOPTED: FEBRUARY 12, 2018

On behalf of the Mayor and Council, Council President Slavin and Councilman Sudler presented former Mayor Carleton E. Carey, Sr. with the Resolution, a Dover Cup, and a gavel in recognition of his many years of service to the City. Mr. Slavin noted that his grandmother taught him two very important things in his life: Always say thank you and never forget to apologize when you should. He apologized to Mr. Carey, on behalf of the City, for the presentation being long overdue and thanked him for his 40 plus years of service to the City.

Mr. Carey thanked members for the recognition, noting that it had been an honor and a privilege to serve the citizens of the City of Dover. He stated that he appreciates everything that the Council does every day for the citizens.

Mr. Sudler moved for adoption of Resolution No. 2018-01, seconded by Mr. Anderson and unanimously carried.

SPECIAL DOVER HUMAN RELATIONS COMMISSION REPORT - JANUARY 18, 2018

A Special Dover Human Relations Commission (DHRC) meeting was held on January 18, 2018 at 6:10 p.m. with Chairman Henderson presiding.

OPEN FORUM

The Open Forum was held at 6:00 p.m., prior to the commencement of the official DHRC meeting. Mr. Henderson declared the Open Forum in session and reminded those present that the Commission was not in official session and could not take formal action.

There was no one present wishing to speak during the Open Forum.

State Human Relations Commission Liaison Report (Herbert)

Mrs. Herbert reminded members that Dr. Nancy Maihoff, Commissioner, State Human Relations Commission (SHRC), had attended the DHRC meeting held on November 16, 2017. She indicated that she had been meeting with Dr. Maihoff since that time, which had been extremely helpful. Mrs. Herbert advised that Dr. Maihoff had indicated that the DHRC needed a little more conformity in what it was doing and asked what kinds of cases the DHRC would be hearing and sending on to the SHRC, or doing what they could in Dover. She explained that this resulted in she and Dr. Maihoff reviewing the DHRC's mission stated in the DHRC brochure, which was approved by City Council during their Regular Meeting of January 8, 2018. Mrs. Herbert reviewed a handout entitled, "Suggested Sample - Our Mission", explaining that the first paragraph was a more concise statement of the mission in the DHRC brochure.

Referring to the second paragraph in the handout, Mrs. Herbert advised that Dr. Maihoff had suggested that the DHRC needed things in the statement that they could attach to behavioral objectives. She noted that the suggested mission statement allows emphasis on legislation, public awareness, and community response through things such as mediation, conciliations, surveys, studies, and following proposed legislation by the State and City concerning the DHRC's mission. Mrs. Herbert suggested that the DHRC needed someone to pay attention to what the legislature and the City are doing to be able to respond to what is going on. She indicated that public communications, which Ms. Paige handles, would include articles, presentations, and informational written materials. Mrs. Herbert noted that one (1) suggestion was to try to set up a photo op for Mr. Henderson with the newspaper to talk about the goals of the Commission and what they are doing.

Mrs. Herbert expressed her understanding that the DHRC no longer had anybody trained in mediation. Mr. Henderson advised that the Commission's previous chair went to a course in mediation and was going to share information with members; however, when she left the Commission she took her knowledge with her. Mrs. Herbert informed members that mediation training is provided by People's Place for $250 per person, and the University of Delaware provides the exact same training for $900 per person. She indicated that four-day training is held at People's Place two (2) times per year. Mrs. Herbert stated that it is suggested that at least two (2) people attend the training because they have found that having two (2) people conduct mediation is better than one (1).

Mrs. Herbert advised that the State Division of Human Relations had provided a list of networking places that could be used if someone came in with an issue and that this information was included with the suggested mission handout. She expressed her opinion that education and networking were the major things that the DHRC could do now. Mrs. Herbert asked if information regarding the DHRC's 10-minute Open Forum had been presented in churches or to groups of people and noted that

there are probably a lot of people, like herself, who are not good with the internet and do not go there to find things. She noted that if there was an article in the paper, the Open Forum could be mentioned.

Mrs. Herbert explained that the suggestions that she and Dr. Maihoff had developed had been provided to members in an effort to come up with some kind of organization or understanding of what the DHRC is doing. She informed members that the DHRC can refer complaints to the SHRC that fall into two (2) categories in State law: 1) Delaware's Equal Accommodation Law, or 2) the Fair Housing Act. Mrs. Herbert noted that, to her knowledge, the DHRC had not yet picked categories of individuals or people that they would be receiving.

Mrs. Herbert stated that she and Dr. Maihoff had agreed that DHRC members would not attend every SHRC meeting. She explained that she would look at SHRC agendas, which are put out a few days ahead of time, and advise DHRC members if the SHRC will be discussing something relevant.

Mr. Fleming stated that it should be indicated that the DHRC would refer to the State any complaint brought to them by individuals who are not citizens of Dover, noting that the DHRC would only deal with complaints received by individuals who live in Dover. Mrs. Herbert agreed, stating that the idea is to get people to the right person. She indicated that eventually mediation would be a good thing because the DHRC cannot subpoena and had decided that they do not want to get into the legalistic part. Mrs. Herbert advised that mediation is usually the first step in helping somebody resolve a problem and noted that the State had done some mediation at Caesar Rodney High School because of some student issues.

Ms. Paige advised that she and Ms. Mullen had talked about some of the things that Mrs. Herbert had brought up, for example, the photo op and having the Chair interviewed, and had even talked about going on a radio program to talk about the DHRC. She reminded members that the DHRC had put those things on hold until they were 100% clear about their mission and what they can and cannot do, and this was the only reason that they had not done anything, except for moving forward with trying to get a brochure out. Ms. Paige noted that every time they think they are making leeway with the brochure, there are changes to be made.

Mrs. Herbert advised that these were just suggestions that Dr. Maihoff had made in regard to where the DHRC is at this point. She noted that public communication and educational events were something that the DHRC was already working on; however, the DHRC had not really made a decision about what kinds of things they want to take on. Mrs. Herbert indicated that, although she was uncertain of the year, she had read in the minutes that one (1) of the reasons that people stopped inviting people to come in and talk about things was because they became overwhelmed with the number of issues that members could not really do anything about. She stated that she did not think members wanted to get into that position and that they may want to only pick education and networking or just a couple of things to begin with.

Mr. Henderson asked if Dr. Maihoff had made the suggestions regarding the mission statement and other issues based on the DHRC's brochure. Responding, Mrs. Herbert stated that the mission, as stated in the brochure, was the best of all of the mission statements floating around; however, it was redundant in places and Dr. Maihoff had stated that the DHRC's mission statement is longer than the SHRC's. Mrs. Herbert noted that she had consolidated all the parts into one (1) paragraph, and the only thing not included was organizational practices, because this was a vague term that they couldn't actually hang anything on. Mrs. Herbert indicated that she and Dr. Maihoff felt that organizational practices were covered by the fact that the police and other people were being educated as to what they could do and could not do, which is an organizational issue.

Mr. Rocha stated that he is interested in mediation training and had been trying to figure out how to get it, so he appreciated the information. He advised that he would do some research and find out the particulars.

Mrs. Herbert stated that People's Place was the cheapest place to get mediation training and Dr. Maihoff had advised that it was very good training and worth the $250. She explained that Dr. Maihoff had gone to the University of Delaware training and did not find it useful. Mrs. Herbert noted that she did not know if the DHRC could afford to send two (2) people.

Mr. Henderson asked if the DHRC budget would allow for the training. Responding, Mrs. Jody Stein, Administrative Assistant, City Clerk's Office, stated that discussion of next year's budget would be on the agenda for the DHRC's next meeting. She stated that she did not know the level of the DHRC budget for the current year but could provide that information. Mr. Henderson stated that, from what he remembered, the budget was around $2,000. *(City Clerk's Office Note: Subsequent to the meeting, members were informed that the DHRC budget request for FY 2018/2019 was not changed from the FY 2017/2018 level and remains at $3,000.)*

Mr. Henderson asked Ms. Paige how she felt about Mrs. Herbert's suggestions, noting that Ms. Paige and Mr. Jon Offredo, former DHRC Commissioner, had worked very hard on the DHRC brochure. Responding, Ms. Paige indicated that she and Mr. Offredo had pulled from previous mission statements and did not change a lot because they were afraid to and felt that they better leave the statement alone. She indicated that they had City of Dover personnel in mind in regard to the part about "organizational practices . . . and . . . trained employees to support diversity" and were trying to give some room to be able to explore City of Dover hiring practices. Mrs. Herbert advised that this was put in the Suggested Mission in the handout where it was stated that "The commission interacts with the City of Dover to assure that it has and utilizes policies, programs, city ordinances, specialized resources and provides education and support . . . ," noting that this was not as clear as what Ms. Paige was saying.

Members discussed the mission stated in the current brochure, as well as the concise statement that Ms. Paige, Mr. Gaddis, and Mr. Henderson had developed previously. Responding to Mr. Henderson, Ms. Paige advised that she was a little taken aback by Mrs. Herbert's suggestions from the State and would have to process this information, because she did not want it to be too diluted. She noted that she does not mind changes as long as they are improvements. Mr. Fleming advised that the work that was done was well worth it and that his preference would be the mission statement in the most current brochure. Mrs. Herbert reiterated that Dr. Maihoff thought the statement could be more concise, so Mrs. Herbert made an effort at it; however, this did not mean that she was against anything that the group would decide.

Mr. Rocha advised that he agreed not necessarily with taking anything out of the mission statement but breaking it up. He suggested creating a sentence that would be an impact statement of the mission and bulletizing or breaking up the rest into another paragraph, without leaving anything out. Mrs. Herbert stated that she thought that Mr. Rocha's suggestion was a good idea, noting that she thought that Dr. Maihoff was looking for a mission statement that could be remembered. She read the statement in the handout that "the commission's goal is to promote understanding and appreciation of diversity, inclusion, and positive intergroup relations and advocates for a fair and respectful environment among its citizens." Mr. Rocha stated that this would be an example of the second part of the mission. Mrs. Herbert stated that she thought this was a very strong statement and she liked it.

Mrs. Stein indicated that the agenda item being discussed was the State Human Relations Commission Report and that members had gotten a little off topic. She suggested that someone work on the particulars of the mission statement in the brochure for review during the Commission's next meeting.

Mr. Henderson indicated that a decision had not been reached regarding mediation training and suggested that members determine whether there is funding available in the current budget for it. Responding to Mr. Henderson, Mr. Rocha, Mr. Gaddis, Ms. Paige, and Mr. Fleming expressed interest in attending mediation training. Mrs. Stein suggested that this item also be placed on the next meeting agenda, noting that members would then have information about the budget.

Mr. Gaddis moved to place the matter of mediation training on a future agenda, seconded by Mr. Rocha and unanimously carried.

Responding to Mr. Henderson, Mr. Rocha advised that he would be willing to work with Ms. Paige regarding the mission statement in the brochure.

Mr. Rocha moved to place consideration of the mission statement in the brochure on a future agenda, seconded by Mrs. Herbert and unanimously carried.

2017 Annual Report to City Council

Mr. Henderson advised that the DHRC needed to put together the 2017 Annual Report to City Council. He stated that this year the Commission had been in a great state of flux and transition. Mr. Henderson suggested possibly reporting to Council the interaction the Commission had with the State and writing up something on the DHRC brochure. He asked members if there were other ideas regarding what could be presented to Council for the Annual Report.

Mrs. Herbert noted that Mr. Fleming had interacted with the community to put on an education program. In response, Mr. Fleming indicated that he could summarize the workshop activity with the education group. Mr. Henderson suggested that members get this information to Mrs. Jody Stein, Administrative Assistant, City Clerk's Office.

Responding to Mrs. Herbert, Mrs. Stein explained that after someone summarizes the report, it will be included in the packet for the February DHRC meeting. She noted that, after approval of the report by the DHRC, it will be reviewed by Council along with the February DHRC meeting minutes. Mrs. Herbert noted that there would not be time to include a decision about the DHRC mission statement. Mr. Rocha stated that Mrs. Herbert could mention this because she was going to summarize her meeting with the State.

Mrs. Herbert reminded members that the DHRC also had a training workshop. Ms. Paige noted that Mr. Nicholas Rodriguez, City Solicitor, had attended the workshop. Mr. Henderson advised that he would work on this part of the report. Responding to Mr. Henderson, Mrs. Stein stated that information about the workshop could be found in the DHRC meeting minutes.

Mrs. Stein suggested that there be one (1) report and that members review the total report next meeting and approve it. Mr. Rocha stated that members could send their portions of the report to him and he would put them together and email the report for submission.

Mr. Henderson asked if members had any comments.

Responding to Ms. Paige, Mrs. Stein stated that she was not aware of any applications for the DHRC vacancy in the Fourth District and that there was also a vacancy in the Second District.

Mr. Rocha expressed thanks to everyone for allowing him the opportunity to serve. He noted that he is not the type to sit back and tends to gravitate toward a need, so if there is a need and he sees hesitation, he may step up and take responsibility. Mr. Rocha indicated that he looked forward to working with each and every member.

Mr. Gaddis stated that, approximately two (2) months ago, Ms. Mullen mentioned a possible City-wide get-together celebration or festival of all kinds of different groups. He indicated that he would like to continue that discussion because that would be something that members could concretely do.

Mrs. Herbert suggested that the DHRC have one (1) or two (2) people cover a celebration or event at Legislative Mall and put out information. Mr. Fleming advised that he thought this was a good idea and that the DHRC brochure could be handed out once it is completed and approved. Mr. Henderson stated that the Commission can only meet at City Hall. In response to Mr. Henderson, Mrs. Stein explained that all DHRC meetings, by Code, must be held at City Hall and the DHRC cannot conduct business elsewhere, but it would not be a problem for members to attend an event and just pass out information.

By consent agenda, Mr. Lewis moved for acceptance of the Special Dover Human Relations Commission Report, seconded by Mr. Neil and carried by a unanimous roll call vote.

COUNCIL COMMITTEE OF THE WHOLE REPORT - JANUARY 23, 2018

The Council Committee of the Whole met on January 23, 2018 at 6:00 p.m., with Council President Slavin presiding. Members of Council present were Mr. Anderson (arrived at 6:05 p.m.), Mr. Neil, Mr. Lewis, Mr. Cole, Mr. Polce, Mr. Hare, and Mr. Lindell. Mr. Sudler was absent. Mayor Christiansen was also present. Civilian members present for their Committee meetings were Mrs. Doyle (*Utility*), and Mr. Shevock and Dr. Stewart (*Legislative, Finance, and Administration*). Ms. Scarborough (*Utility*) was absent.

UTILITY COMMITTEE

The Utility Committee met with Chairman Cole presiding.

Contractual Agreement with White Marsh Environmental Systems, Inc.

Mrs. Sharon Duca, Director of Public Works, advised members that in May 2016 an Emergency / Standby Retainer agreement for services was initiated with White Marsh Environmental Systems, Inc. (WMESI) to provide back-up operations services and technical assistance for the operation or repair of City of Dover water and wastewater facilities. This agreement was instituted as a six (6) month pilot program through the previous City Manager. Following the pilot period, the Department of Public Works (DPW) provided a review of services received which primarily consisted of back-up operations services. It was determined that in terms of standby costs related to ensuring off hours system response reliability, a savings of $2,750 to the City is realized over a six (6) month period by utilizing WMESI. As a result, the previous City Manager authorized the DPW to enter into a one (1) year Emergency / Standby Retainer agreement with WMESI, and continuation of this agreement is recommended.

Mrs. Duca explained that the DPW intends to utilize WMESI for technical assistance in relation to two (2) specific projects. The first is for WMESI to provide a value engineering review of the Water Treatment Plant Process Improvements capital project design and specifications. The review is to include recommendations to improve the cost effectiveness of the project. The second is for WMESI to provide an evaluation of current operations and maintenance procedures related to wastewater pumping stations, provide an evaluation of the SCADA upgrade plan, develop an overall written Standard Operating Procedure document and provide recommendations with financial impacts. It is anticipated that these efforts will also assist in the development of information necessary for the accreditation process currently underway by the DPW. She noted that staff will ensure that costs related to the provision of these services will stay within budget. Operational funding availability includes approximately $35,000 favorability in both the Water and Wastewater accounts related to attrition.

Staff recommended approval of the continued utilization of White Marsh Environmental Systems, Inc. through the Emergency / Standby Retainer agreement for the provision of back-up operations services and technical assistance which shall include two (2) projects.

The Committee recommended approval of staff's recommendation.

By consent agenda, Mr. Lewis moved for approval of the Committee's recommendation, seconded by Mr. Neil and carried by a unanimous roll call vote.

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

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

Permission to Recruit - Parks and Recreation Director

Mrs. Donna Mitchell, City Manager, reminded members that this past summer Ms. Margery Cyr, Library Director, agreed to accept additional responsibility for the Parks and Recreation Division. She explained that, while Ms. Cyr is very capable of providing supervision and programming expertise, Ms. Cyr has recommended that the City hire a Division Director that also has expertise in parkland planning and management. Mrs. Mitchell informed members that Ms. Cyr has agreed to continue to provide oversight and direction to the Division until the City can hire a full-time Parks and Recreation Director.

Mrs. Mitchell requested permission to recruit a Parks and Recreation Director in order to address the needs of the Division. She stated that the position would be a Grade 127, which is the same grade as the Library Director. Mrs. Mitchell explained that the beginning market based salary, per the Non-Bargaining pay scale, is $67,900 and estimated benefits of $33,000 would increase the annual budget by approximately $100,000. She advised that there may be some adjustment depending

on qualifications of the applicant. Mrs. Mitchell informed members that the Fiscal Year 2018 Budget has sufficient savings in the Grounds Division, due to employee turnover, to cover an estimated $40,800 needed to hire a Director by March 1, 2018.

Staff recommended authorization to recruit a Parks and Recreation Director.

Responding to Mr. Slavin, Mrs. Mitchell advised that the recruitment strategy would be to post the job opening in the local newspaper and probably in a trade publication.

Mr. Lewis asked how filling the position would impact future budgets. In response, Mrs. Mitchell advised that for next year's budget, annualized, it is estimated to be approximately $100,000 with benefits. She noted that the prior Recreation Director was a pay grade 132; however, it also included responsibility for the Library Director. Mrs. Mitchell advised that the beginning pay grade for filling this vacancy is 127, which is the same as the Library Director position.

The Committee recommended approval of staff's recommendation for authorization to recruit a Parks and Recreation Director.

By consent agenda, Mr. Lewis moved for approval of the Committee's recommendation, seconded by Mr. Neil and carried by a unanimous roll call vote.

By consent agenda, Mr. Lewis moved for acceptance of the Council Committee of the Whole Report, seconded by Mr. Neil and carried by a unanimous roll call vote.

MONTHLY REPORTS - DECEMBER 2017

By motion of Mr. Lewis, seconded by Mr. Neil, the following monthly reports were accepted by consent agenda:

City Assessor's Report
City Council's Community Enhancement Fund Report
City Manager's Report
City Planner's Report
Controller/Treasurer's Budget Report
Fire Chief's Report
Police Chief's Report

QUARTERLY REVIEW OF CAPITAL INVESTMENT PLAN (CIP) (OCTOBER, NOVEMBER, AND DECEMBER)

Members were provided the Quarterly Report for the Capital Investment Plan (CIP) as of December 31, 2017.

By consent agenda, Mr. Lewis moved for acceptance of the Quarterly Report for the Capital Investment Plan (CIP) as of December 31, 2017. The motion was seconded by Mr. Neil and carried by a unanimous roll call vote.

QUARTERLY REVIEW OF OPERATIONS/REVENUES - PASSPORT ACCEPTANCE FACILITY

Members were provided the Quarterly Report of Operations/Revenues for the Passport Acceptance Facility as of January 12, 2018.

By consent agenda, Mr. Lewis moved for acceptance of the Quarterly Report of Operations/Revenues for the Passport Acceptance Facility as of January 12, 2018. The motion was seconded by Mr. Neil and carried by a unanimous roll call vote.

APPOINTMENT RECOMMENDED BY MAYOR CHRISTIANSEN - HISTORIC DISTRICT COMMISSION - JONATHAN N. H. STREET, PROFESSIONAL (TO FILL THE UNEXPIRED TERM OF RICHARD E. SCRAFFORD - TERM TO EXPIRE JULY 2019)

Mayor Christiansen recommended the appointment of Jonathan N. H. Street to serve as the Professional Representative on the Historic District Commission for a term to expire July 2019 (to fill the unexpired term of Richard E. Scrafford).

By consent agenda, Mr. Lewis moved for approval of the appointment of Jonathan N. H. Street, as recommended by Mayor Christiansen. The motion was seconded by Mr. Neil and carried by a unanimous roll call vote.

CITY MANAGER'S ANNOUNCEMENTS

Mrs. Donna Mitchell, City Manager, made the following announcements:

Construction Projects That Affect Traffic Flow:
The concrete portion of the Lincoln Street project is complete and they are waiting for the weather to allow for the completion of the hot mix to finish the project.

Bradford Street Water Main Replacement - The contractor has the water main installed for the entire length of the Bradford Street Water Main Replacement project and they will begin water service conversion the week of February 10.

Operations:
There will be no trash or curbside recycling collection by the City of Dover on the President's Day Holiday, Monday, February 19, 2018. Trash and recycling collection that would normally be made on Monday will be on Tuesday, February 20, 2018, along with the normal Tuesday collection. We ask residents scheduled for the Monday collection to have their containers set out on Tuesday by 7:00 a.m.

COUNCIL MEMBERS' ANNOUNCEMENTS

Mr. Anderson announced that the residents of the Hamlet should be expecting a mobile speed control sign in the next few weeks.

Mr. Neil moved for adjournment, seconded by Mr. Sudler and unanimously carried.

Meeting adjourned at 7:47 p.m.

TRACI A. McDOWELL
CITY CLERK

All ordinances, resolutions, motions, and orders adopted by City Council during their Regular Meeting of February 12, 2018, are hereby approved.

ROBIN R. CHRISTIANSEN
MAYOR

/TM
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Delaware Division of Historical & Cultural Affairs
21 The Green, Dover, Delaware 19901
(302) 736-7400
history.delaware.gov

Delaware Division of Historical and Cultural Affairs
Accreditation from the American Alliance of Museums

The Division of Historical and Cultural Affairs (HCA) is an agency under Delaware's Department of State that is tasked with preserving and interpreting the history of Delaware and making resources and information available for the public.

HCA was awarded accreditation by the American Alliance of Museums (AAM) in June 2017. Accreditation is valid for ten years, after which all institutions must apply for re-accreditation.

- Accreditation by AAM is a rigorous multi-year process that examines all aspects of a museum's operations
- To earn accreditation, a museum must first conduct a year of self-study and then undergo a site visit by a team of peer reviewers. An independent and autonomous body of museum professionals then considers the self-study and visiting-committee report to determine whether a museum should receive accreditation

The American Alliance of Museums develops standards and best practices, gathers and shares knowledge, and provides advocacy on issues of concern to the entire museum community. AAM is the only organization representing the entire scope of the broad museum community.

AAM's accreditation program is the field's primary vehicle for quality assurance, self-regulation and public accountability. It strengthens the museum profession by promoting practices that enable leaders to make informed decisions, allocate resources wisely, and remain financially and ethically accountable in order to provide the best possible service to the public.

- **As of today, of an estimated 33,000 museums in the U.S., only 1,067 are accredited by AAM**
- **As of today, there are only three accredited institutions (seven museums) in Delaware:**
  1. Winterthur Museum, Garden and Library
  2. Hagley Museum and Library
  3. Delaware Division of Historical and Cultural Affairs which includes the archaeological and historic-objects collections of the State of Delaware, and the following five museums
     a. Old State House
     b. Johnson Victrola Museum
     c. John Dickinson Plantation
     d. New Castle Court House Museum
     e. Zwaanendael Museum

Accreditation is important because it shows accountability and credibility through recognition of HCA's commitment to excellence and the highest professional standards of museum operations and public service. Accreditation illustrates a commitment to excellence and that HCA serves as an excellent steward of Delaware's resources and is shows commitment to excellence in museum collections, programs, activities and operations through an assessment by an entity outside of state government.

I. Which of HCA's museum and facilities were accredited in Delaware?

A. Kent County/Dover

1. Old State House
2. Johnson Victrola Museum
3. John Dickinson Plantation
4. Archaeological and historic-objects curatorial facilities

B. Sussex County/Lewes

1. Zwaanendael Museum

C. New Castle County/New Castle

1. New Castle Court House Museum

II. What does accreditation mean for the public?

- A seal of approval for HCA's operations, programs and collections
- Confidence that HCA will serve the public in a professional and ethical manner and will follow the best practices for caring for objects and artifacts that are held in public trust for study, appreciation and appropriate use for future generations

III. What does accreditation mean for HCA?

- Accreditation illustrates that HCA operates at the highest level of professional standards and shows that the division serves as an excellent steward of Delaware's resources
- Achieving accreditation is the gold standard of the museum profession. This achievement is doubly significant because HCA persevered and achieved it during trying economic times for the State of Delaware. Across our entire division, staff maintained focus and effectiveness and our role as cultural stewards was recognized
- Accreditation is important to Delaware because it recognizes that, as a state agency within the Department of State, HCA has met best practices and national standards

IV. Does accreditation have a financial impact on museums?

- There is no direct financial gain or impact from accreditation. Rather it provides an increased credibility with funding agencies, foundations and donors

V. What does accreditation mean for HCA moving forward?

- Accreditation serves as an authoritative benchmark for assessing performance, rewarding achievement and driving improvement
- Accreditation instills a continued commitment to excellence, high standards of professionalism, service to the public and an obligation of stewardship for Delaware's historic and cultural resources
- As an accredited organization, HCA will be a stronger institution with an increased level of professionalism that will foster organizational improvements and education related to museum standards
- Accreditation will shape how HCA staff will work in the future

WE ARE ACCREDITED!

Delaware Division of Historical and Cultural Affairs

2017 Annual Report



DHCA DELAWARE HISTORICAL & CULTURAL AFFAIRS

Saving Delaware History

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We Are Accredited!

Delaware Division of Historical and Cultural Affairs
2017 Annual Report

A message from the director

After an arduous six-year journey, the Division of Historical and Cultural Affairs reached a major milestone in 2017 when we were accredited by the American Alliance of Museums. As the highest recognition afforded to museums in the United States, accreditation validated the professionalism of our operations, providing a "seal of approval" that conveys the quality of our museums and services to Delaware's residents, visitors and policy makers, and to our peers in the museums field.

What makes our accreditation even more rewarding is that the division's staff and volunteers took up the challenge during very difficult financial times for the State of Delaware. Beginning in 2011, they worked diligently on the accreditation process, assessing our strengths and weaknesses; suggesting corrective actions; and developing policies, procedures and a code of ethics that reflect national standards of excellence in the museums field. They helped make us a better organization and I am proud of their achievement!

Now that we have received accreditation, it's our job to continue to ensure that we meet the high standards that have been set and to keep our promise to preserve the state's history for future generations.

Following is a series of eight vignettes that shine a spotlight on some of the division's many accomplishments during 2017. These examples help to illustrate why the division's programs and services were honored with the museum field's highest mark of distinction.

Tim Slavin
Director and State Historic Preservation Officer

Division's museums and collections awarded national accreditation

On July 5, 2017, the Division of Historical and Cultural Affairs received notification that its museum system, which includes five museums and the archaeological and historic-objects collections of the State of Delaware, had been accredited by the American Alliance of Museums, the highest recognition afforded to museums in the United States.



House of Representatives chamber in The Old State House. Photo by Don Pearse Photographers

Accreditation signifies excellence to the museum community, to governments, funders, outside agencies and the museum-going public. The newly accredited state museums include the John Dickinson Plantation near Kitts Hummock; the Johnson Victrola Museum and Old State House in downtown Dover; the New Castle Court House Museum; and the Zwaanendael Museum in Lewes.

Developed and sustained by museum professionals for over 45 years, the alliance's accreditation program is the field's primary vehicle for quality assurance, self-regulation and public accountability. It strengthens the museum profession by promoting practices that enable leaders to make informed decisions, allocate resources wisely and remain financially and ethically accountable in order to provide the best possible service to the public.

Of the nation's estimated 33,000 museums, 1,072 are currently accredited. The division's museums join only two other museums accredited in Delaware—Hagley Museum and Library and Winterthur Museum, Garden and Library.



Items from the collections of the State of Delaware: (Left) Native-American artifacts. (Right) Punch bowl from the silver service of the USS Delaware

Accreditation is a rigorous process that examines all aspects of a museum's operations. To earn accreditation, a museum must conduct a year of self-study; verify that it has developed five core-documents—a long-range strategic plan, mission statement, collections-management policy, code of ethics and a disaster preparedness/emergency response plan; and undergo a site visit by a team of peer reviewers. An independent and autonomous body of museum professionals then considers the self-study and visiting-committee report to determine whether a museum should receive accreditation. The division began the process in 2011, achieving accreditation in 2017.



Zwaanendael Museum

HCA
DELAWARE HISTORICAL & CULTURAL AFFAIRS
Saving Delaware History

During a ceremony at the New Castle Court House Museum on Oct. 5, 2017, Gov. John Carney and representatives of a variety of local-, state- and federal-government entities joined with division staff members in celebrating the agency's accreditation. "I can't think of anything more important than 'Saving Delaware History,' said Carney referring to the division's motto.

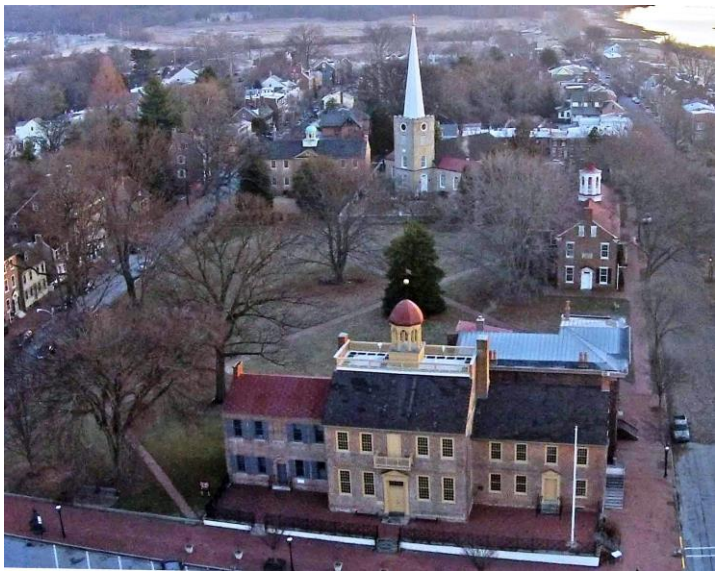
In congratulating Director Tim Slavin and the staff of the division for achieving accreditation, Carney noted that "the rich history on display in our state's museums ties us together as a community and enhances the quality of life here for Delawareans and for those who visit Delaware. We've always known that these institutions and the dedicated folks who run them are top notch. Now we have a true seal of approval that assures all of us that we can count on a rewarding experience when we visit Delaware's state museums."



Gov. John Carney (center foreground), with staff members of the Division of Historical and Cultural Affairs, as well as representatives of a variety of local-, state- and federal-government entities, after the Oct. 5, 2017 ceremony at the New Castle Court House Museum. The ceremony celebrated the division's accreditation by the American Alliance of Museums.

Division receives $190,000 for its partner sites in the First State National Historical Park

In an agreement signed on Aug. 2, 2017, the Division of Historical and Cultural Affairs was awarded $190,000 from the First State National Historical Park budget for a mix of capital improvements and programmatic activities at the New Castle Court House Museum and The Green in New Castle, the John Dickinson Plantation in Dover and Fort Christina National Historic Landmark in Wilmington. Owned by the State of Delaware and administered by the division, the four properties are part of a mix of federal, state and private partners that together comprise the First State National Historical Park.



Aerial view of the New Castle Green. The New Castle Court House Museum is in the foreground.

Grant funding will be used for the following projects:

- **The Green, New Castle**
  Walkway improvements and the development of a land management and tree plan

- **New Castle Court House Museum**
  Window glazing and repair, and the development of interpretive planning utilizing First State National Historical Park Interpretive Theme Matrix

- **John Dickinson Plantation**
  Roof replacement on out-buildings adjacent to the main house, repair and/or replacement of fencing along the demonstration garden and development of a land-use plan for the 450-acre site

- **Fort Christina National Historic Landmark**
  Install additional visitor amenities and provide free access to the site during the summer season



Swedish Tercentenary Monument at the Fort Christina National Historic Landmark. The monument depicts the Swedish colonial vessel, Kalmar Nyckel.

Visitation up 20.8 percent at division venues

Visitation to the Division of Historical and Cultural Affairs' five museums, the Buena Vista conference/event center; and the agency's affiliate, lease and partner sites rose from 170,201 in fiscal 2016 to 205,677 in fiscal year 2017, an increase of 20.8 percent. This increase was due, in large part, to the 283 school programs, special events, meetings, exhibits and displays that were presented at the sites during 2017 including the following:

- **"Service, Suffrage, & Swing: World War I Era in Delaware,"** the 19th annual Chautauqua tent show that took place at Lewes' Zwaanendael Museum in June

- **50th anniversary of the Johnson Victrola Museum.** Constructed by the State of Delaware with an endowment provided by the Johnson family, this downtown Dover museum opened to the public on Dec. 14, 1967. Beginning in July 2017 and culminating on Dec. 14, it celebrated its 50th year with a series of programs organized according to the following themes: Inventors and engineers who helped create the sound-recording industry; Nipper, the dog who adorns the Victor trademark, "His Masters Voice"; music recorded by Victor in support of the Allied effort in World War I; and Victor's influential recordings in the genres of classical, country, jazz and operatic music



Displays at the Johnson Victrola Museum

- **"Movie Night on the Lawn,"** a family-friendly evening on Aug. 13 at Buena Vista located south of New Castle. Activities included screening of the Disney film "Moana" plus live music, food trucks, lawn games and a photo booth

- **"First People of the First State: 12,000 Years, 300 Years and One Year,"** a daylong series of activities in Dover's Old State House on Sept. 7 featuring the Lenape Indian Tribe of Delaware in celebration of the first anniversary of their formal recognition as a tribe by the State of Delaware. Programs included singing, drumming, dancing and demonstrations

- **"18th Century Trades Day,"** a daylong series of activities at Dover's John Dickinson Plantation on Oct. 14 including working with a blacksmith, preserving food in the smokehouse, weaving a rug on a loom and making bricks out of clay

- **"The Spirit of New Castle Past,"** a play by historic-site interpreter David Price that explores figures from New Castle's past including a founder, a loose woman, a fire bug, a murderess, a politician, a soldier, a diplomat and a very scared head-teller. Performances took place at the New Castle Court House Museum on Oct. 18 and 21

- **"The Green Book,"** a Nov. 19 lecture by Carlton Hall of the Delaware State Historic Preservation Office on the travel and vacation guidebook for people of color during the segregation era. The event was held at Hale-Byrnes House in Stanton, a division-owned property leased to the Delaware Society for the Preservation of Antiquities

Archaeological discovery writes new chapter in Delaware's early colonial history



Archaeologists and volunteers working at Avery's Rest

In a press event at the Rehoboth Beach Museum on Dec. 6, 2017, a team of archeologists from the Archaeological Society of Delaware and the Division of Historical and Cultural Affairs, together with Dr. Douglas Owsley, division head of physical anthropology for the Smithsonian National Museum of Natural History, unveiled new findings from a years-long study of Avery's Rest, a Sussex County, Del. homestead first settled by Capt. John Avery and his family in 1674.

The new findings, based on analysis of numerous artifacts and 11 well-preserved burials discovered at the site, fill in gaps in Delaware's early history, telling the story of the colonists' physical health, diet, family life and how they made their living. Three of the burials, one a young child, were determined to be of African descent, constituting the earliest known discovery of remains of enslaved people in the state.

"This is a story of the life and death of some of the earliest Europeans and Africans to occupy what is now the state of Delaware. Their interactions with neighbors and colonial governments, and global connections with Europe, Africa and the British colonies are revealed to us through archaeology and archival research," said the archaeological society's Daniel Griffith.



A pair of scissors unearthed during archaeological excavations at Avery's Rest

Designated a historically significant site in the 1970s, Avery's Rest was slated for development in 2005 spurring a first round of excavations and surveys at the property by the division and the archaeological society. Over the next few years, archaeologists continued to work the site, branching out into neighboring parcels and uncovering artifacts and evidence of structures from the original homestead.

In September 2012, the first burials were discovered. This triggered a legal process under the state's Unmarked Human Remains Law which identified three known descendants of John Avery. With their consent, the state engaged Owsley to analyze the remains owing to his expertise in the field of physical anthropology and his well-known work with early colonial settlements at Jamestown, Va. and St. Mary's City, Md. The remains were subsequently excavated and transferred to the Smithsonian for advanced DNA testing under Owsley's supervision.



Burial site at Avery's Rest

Bone and DNA analysis confirmed that three of the burials were people of African descent and eight were of European descent. Coupled with research from the historical record, Owsley conjectured that the European burials might be the extended family of John Avery and his wife Sarah, including their daughters, sons-in-law and grandchildren. The remains will stay in the custody of the Smithsonian where they will assist ongoing work to trace the genetic and anthropological history of the early colonial settlers of the Chesapeake region. Delaware law strictly forbids the public display of human remains.

In addition, 200 boxes of Avery's Rest artifacts—prepared for curation by the archaeological society—were transferred to the division in late 2017 and accessioned into the collections of the State of Delaware.

Speaking at the Dec. 6 press event, Owsley noted that "Avery's Rest provides a rare opportunity to learn about life in the 17th century, not only through the study of buried objects and structures, but also through analyses of well-preserved human skeletal remains. The bone and burial evidence provides an intriguing, personal look into the life stories of men, women and children on the Delaware frontier, and adds to a growing body of biological data on the varied experiences of colonist and enslaved populations in the Chesapeake region."

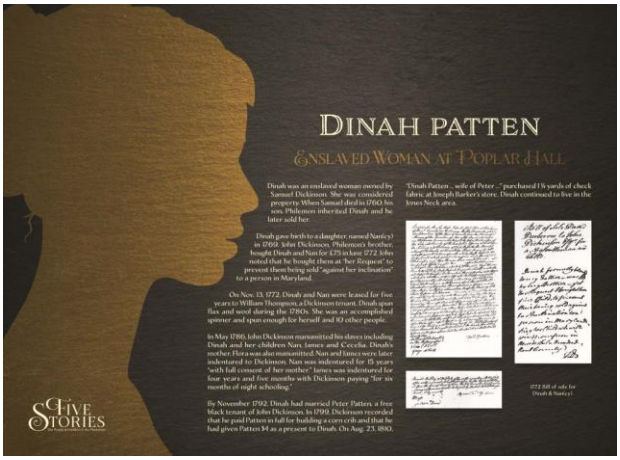
In collaboration with the state's historical community, the State of Delaware is planning a major research project that will attempt to identify each of the individuals buried at Avery's Rest. Plans call for the development of exhibits featuring artifacts from the site as well as panel displays exploring the findings of the research project. Tantalizingly, displays may also include facial reconstructions based on the skeletal remains so that Delawareans can literally come face-to-face with their counterparts from 300 years ago.



Pottery fragment found at Avery's Rest

New exhibits help to tell Delaware's story

During 2017, the Division of Historical and Cultural Affairs installed new exhibits at three of the museums of the State of Delaware. Created by the division's Collections, Affiliates, Research and Exhibits (CARE) team working together with museum staff, the exhibits are helping to tell the story of the First State's contributions to the history and culture of the United States.



Opening at the John Dickinson Plantation near Kitts Hummock on Feb. 13, **"Five Stories"** explores the varied lives of people who lived on the plantation including Dickinson family members, tenant farmers, tradesmen, free blacks, indentured servants and enslaved individuals.

Descriptive panel from "Five Stories"

Opening at the Zwaanendael Museum in Lewes on Feb. 15, **"Rose Color to Gold to Glowing Red: Orville and Ethel Peets in Paris 1913-1914"** features paintings and painting materials used by the noted Delaware artists Orville Houghton Peets and Ethel Canby Peets.



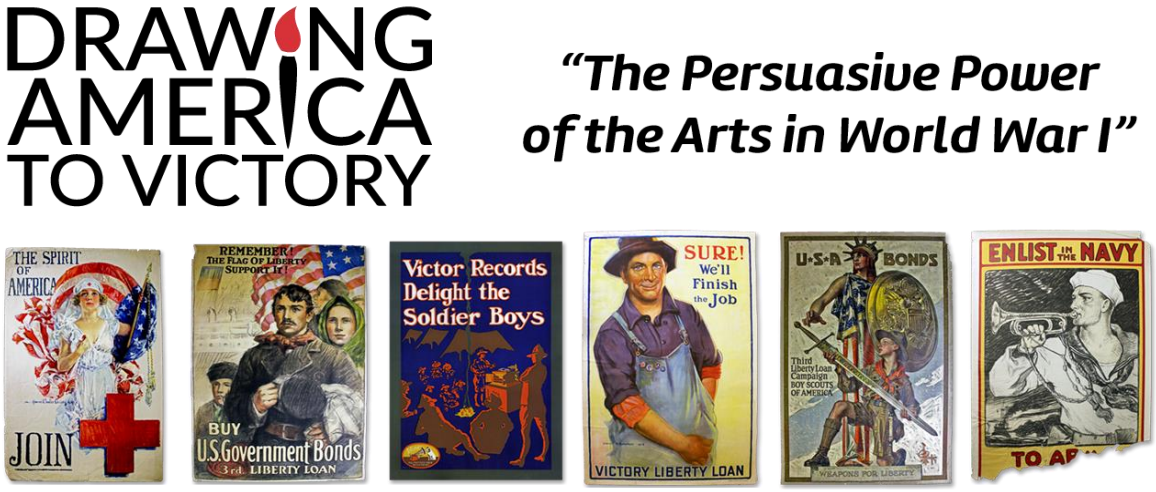
Portrait of Ethel Canby Peets by Orville Peets



Opening at the New Castle Court House Museum on Sept. 9, **"New Castle: Three Forts, One Community"** examines the 17th-century struggle for control of New Castle by the Dutch, Swedes and English, and the strongholds that they built to maintain their power.

Division produces its first comprehensive online-exhibit

On March 21, 2017, the Division of Historical and Cultural Affairs launched its first comprehensive online-exhibit, "Drawing America to Victory: The Persuasive Power of the Arts in World War I." Developed by members of the division's Collections, Affiliates, Research and Exhibits (CARE) team and volunteers, the exhibit commemorates the 100th anniversary of the United States' entry into the Great War. The exhibit's central theme is a group of 27 rare propaganda-posters from the State of Delaware's extensive collection of World War I materials.



Artfully designed to encourage Americans to support and participate in the war, the posters utilize vibrant colors and realistic detail to rouse the patriotic spirit. The exhibit is organized according to topics depicted in the posters including, among others, a call to arms, the sale of war bonds, support for the Red Cross, the role of women in the war, and rationing of food and resources. The exhibit is augmented by other items from the state's World War I collection including military equipment and uniforms, medals, Red Cross related items and uniforms, personal letters, postcards, books, photographs, advertisements and sound recordings.

Because the posters are fragile and sensitive to light, the division decided to make them accessible to the public online rather than putting them physically on display. This online format minimizes handling, exposure to light and other potential risks of damage to the posters and other items.

At present, the collections of the State of Delaware include more than 4 million archaeological artifacts and nearly 90,000 historical objects. Due to the sheer number and fragility of many of these items, as well as the need to store them in environmentally controlled conditions, physical display of more than a fraction of them is impractical. Consequently, the division is planning additional online exhibits so that a greater percentage of Delaware's priceless cultural patrimony can be shared with residents and visitors.

Division employees receive a Delaware Award for Heroism

As part of the "Delaware Governor's Awards Ceremony: Recognizing State Employee Individuals, Teams, and Heroes" which was held on May 8, 2017 at Delaware State University in Dover, Gov. John Carney honored a select group of employees and teams for their exemplary service during the past year.

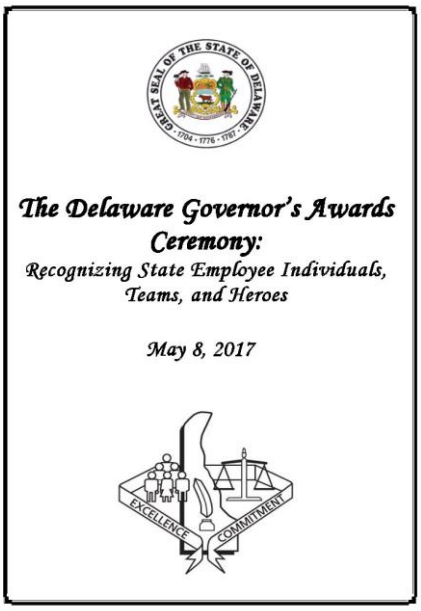
The award recipients included three current members of the Division of Historical and Cultural Affairs' Preservation Maintenance team—Greg Buchman, Scott Hayes and James Scott—and one former member—Chris Conley—who, as a group, were presented a Delaware Award for Heroism for their efforts in helping to save the life of one of their fellow employees.



Division of Historical and Cultural Affairs employees Greg Buchman, Scott Hayes and James Scott (from left-center in blue shirts holding their certificates) who were honored with a Delaware Award for Heroism. Pictured from left: Kristopher Knight, Delaware deputy secretary of state; Justice James T. Vaughn, Jr. of the Delaware Supreme Court; Deloris Hayes-Arrington, director of human resources for the Department of Finance; Tim Slavin, director of the Division of Historical and Cultural Affairs; Buchman; Gov. John Carney; Hayes; state Rep. Stephanie T. Bolden; Scott; Michael S. Jackson, secretary of the Office of Management and Budget; and Division of Historical and Cultural Affairs' physical-plant maintenance supervisor Ed Gillespie. Not pictured: Chris Conley

Following is an excerpt from the materials submitted by the division in support of the employees' nomination for the award:

> On Wednesday, June 29th [2016] at about 3:00 p.m., a [Historical and Cultural Affairs] HCA employee collapsed at a job location. …
>
> HCA employee Chris Conley moved to assist his fallen co-worker while James Scott called other staff members for assistance. Staff quickly confirmed that their co-worker was unresponsive with no detectable pulse, and they did not believe he was breathing. The situation was urgent and critical.
>
> Chris Conley and Scott Hayes immediately began CPR while … Greg Buchman provided information to the 911 dispatcher. James Scott and Chris Conley traded places delivering CPR, with assistance from Scott Hayes, while all waited for the arrival of the paramedics. Staff continued CPR until the arrival of paramedics from Kent County EMS.
>
> With the arrival of the paramedics, staff stepped aside while the paramedics began medical assessment and treatment. At this time, Greg Buchman …, at the request of the paramedics, sought needed personal information regarding the patient from the division office. Paramedics were successful in reviving the HCA employee and initiated transport to Bayhealth Medical Center.
>
> On Wednesday, June 29th these … HCA colleagues saved the life of one of their co-workers. Historical and Cultural Affairs offers courses in CPR and AED [automated external defibrillator] certification to all staff; these team members had taken advantage of that training and were able to provide life-saving measures.
>
> These … HCA employees worked flawlessly in a very stressful and emotional situation. Their courage, professionalism, and care are a model of all HCA employees.

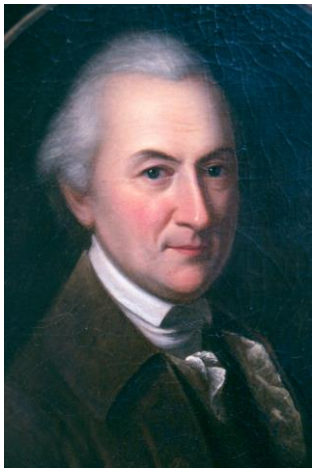


The Delaware Award for Heroism was established in 2013 and is presented to employees who have demonstrated outstanding judgment, exceptional courage, extraordinary decisiveness and presence of mind, and unusual swiftness of action, regardless of their own personal safety, in the attempt to save or protect human life and/or property. Their acts have been deemed to be above and beyond the call of duty.

Commemorating the 250th anniversary of John Dickinson's revolutionary "Letters From a Farmer in Pennsylvania"

In the autumn of 1767, the American Colonies were reeling from a fresh round of taxation without representation handed down by Parliament in London. With their pleas for fair treatment and equal standing ignored by the Crown, the leading men of the fledgling Colonial opposition began to turn their thoughts to more direct acts of resistance.

But before the Boston Tea Party, before the First Continental Congress and well before July 4, 1776, the Colonies needed a message to bring them together—a clear text that would lay out their common cause and draw them even closer in unity.



John Dickinson

Through the winter of 1768, that unifying message took shape in a series of 12 modest letters published in Colonial newspapers and signed simply "a Farmer." The man behind the pseudonym would earn the title of "Penman of the Revolution," a well-educated lawyer with Quaker beliefs raised on a quiet plantation in Kent County, Del.: John Dickinson.

Dickinson and his "Letters From a Farmer in Pennsylvania to the Inhabitants of the British Colonies" (referring to Delaware's status as a jurisdiction of Pennsylvania at the time) became a sensation across the Colonies, and abroad in Britain and France, for their simple, eloquent summary of the rights held by the American colonists and the many ways those rights had been infringed.

The Delaware Department of State has commemorated the 250th anniversary of the publication of the "Letters," and the role Dickinson played in setting the stage for the American Revolution, with the November 2017 launch of a new online exhibit entitled, "Letters From a Farmer in Pennsylvania."

Assembled in cooperation with the Division of Historical and Cultural Affairs, the online exhibit features biographical information about Dickinson and context framing the "Letters" in their historical moment, as well as a calendar of events that lists programming presented by the division, the University of Delaware, the Delaware Public Archives, the Friends of the John Dickinson Mansion and others. Programming will conclude on Feb. 17, 2018 with a traditional wreath-laying ceremony at Dickinson's gravesite at the Wilmington Friends Meetinghouse.



Mansion house at the John Dickinson Plantation, one of five museums administered by the Division of Historical and Cultural Affairs

About the Delaware Division of Historical and Cultural Affairs

The Division of Historical and Cultural Affairs is an agency of the State of Delaware, organized as a division within the Department of State. The division enhances Delaware's quality of life by preserving the state's unique historical heritage, fostering community stability and economic vitality and providing educational programs and assistance to the general public on Delaware history and heritage.

The division's diverse array of services includes administration of the State Historic Preservation Office, operation of museums and a conference center, conservation of the state's archaeological and historic-objects collections and management of historic properties across Delaware. Primary funding for division programs and services is provided by annual appropriations from the Delaware General Assembly and grants from the National Park Service, Department of the Interior, a federal agency.

For more information about the division and its programs, visit the agency's website.



The Kirk/Short Building, a contributing property to the Dover Green Historic District and main office of the Division of Historical and Cultural Affairs

Mission statement

The Division of Historical and Cultural Affairs serves Delaware residents and visitors by identifying, preserving and interpreting Delaware history. Our activities foster strong communities, engaged citizens, economic vitality and a deeper understanding of Delaware's role in world history. We do this in public trust for current and future generations.

Vision

- Our audiences are actively engaged in learning (in many ways) and understand how Delaware history is meaningful to their lives
- Our audiences are actively exploring a diversity of historical and cultural perspectives to inform and influence decisions about the future
- Our audiences feel welcomed, valued and encouraged to question and explore
- The Division of Historical and Cultural Affairs is a trustworthy, ethical and reliable partner with organizations, agencies and individuals with whom we have common goals
- All division staff and volunteers will consistently make use of each other's knowledge and skills, building professional relationships across teams



Fenwick Island Lighthouse, one of more than 40 historic properties administered by the Division of Historical and Cultural Affairs

Core values

- **Communication**
  We are committed to an open, proactive and thoughtful exchange of information and ideas that promote trust and understanding in our internal and external relationships
- **Professionalism**
  We are committed to conducting ourselves in a professional manner with co-workers, partners and the public in order to be recognized as a reputable and reliable resource
- **Creativity**
  We are committed to supporting innovative thinking and nurturing a creative environment. Our passion for history inspires us to risk taking new approaches
- **Knowledge**
  We are committed to the growth and professional development of staff and volunteers in order to ensure that all of our activities are strongly grounded in scholarly research; current and reliable best practices; and relevant laws, rules and regulations
- **Discourse/dialog**
  We are committed to open debate and discourse on subjects relevant to the past, present and future of Delaware

- **Community involvement**
  We are committed to actively listening to; and communicating, collaborating and partnering with; the community in the development of our programs and services

- **Stewardship**
  We are committed to the responsible management of the division's assets, seeking to exceed best practices

- **Cooperation**
  We are committed to developing and maintaining trust and respect amongst co-workers, partners and our audiences to provide a positive and collaborative atmosphere to achieve common goals

Goals

- **Improving access**
  We will improve access to our collections, research and historic places

- **Innovative learning**
  We will create and support an innovative learning environment

- **Engaging audiences**
  We will strengthen our connections with Delaware residents, organizations and visitors



Flower bed on Legislative Mall in Dover created by the division's Horticulture team

- **Enhancing preservation**
  We will enhance the preservation and management of our historic properties and collections, and will share our knowledge, experience and resources to inspire others to value and preserve their cultural assets

- **Achieving excellence**
  We will develop a culture of collaboration and respect to optimize our management of organizational resources

Appendix
Delaware Division of Historical and Cultural Affairs fiscal year 2017 accomplishments

Partnership development

- Participated in a three-day workshop for the First State National Historical Park intended to bring together an interdisciplinary team to develop a foundation document for park planning and management
- Partnered with the Kalmar Nyckel Foundation for the summer re-opening of Fort Christina National Historic Landmark
- Partnered with the University of Delaware anthropology department and the Underground Railroad Coalition of Delaware to host Joseph McGill of the Slave Dwelling Project which invites conversations about slavery and the buildings and spaces associated with it. McGill conducted a presentation on the project and spent the night in the recreated log'd dwelling on the grounds of the John Dickinson Plantation
- Joined with First State Heritage Park and the Friends of Folk to present six free evening concerts at The Old State House
- Coordinated a partnership between the division, Lewes Historical Society, city of Lewes and the Lewes Chamber of Commerce to present the 19th annual Chautauqua tent show, "Service, Suffrage, & Swing: World War I Era in Delaware," which commemorated the 100th anniversary of the U.S. entry into the Great War
- Hosted a group of 15 representatives from the Maryland Harriet Tubman Byway and the Underground Railroad Coalition of Delaware regarding the development of a publication that will cover Harriet-Tubman-related sites in both Delaware and Maryland with costs to be shared by both states



Joseph McGill of the Slave Dwelling Project spoke at the John Dickinson Plantation on April 8, 2017.

Improving access

- Launched the division's first comprehensive online-exhibit, "Drawing America to Victory: The Persuasive Power of the Arts in World War I"
- Achieved important milestones in improving access to information held in the State Historic Preservation Office's Historic Property Research Center including completion of a project to map all previously identified cultural resources in the Cultural and Historical Resource Information System (CHRIS), a Web-based geographic information system on historic properties that are located in the state; progress in scanning historic property files which can then be uploaded and connected to the points mapped in CHRIS; and development of a "story map" that uses the newly mapped data to show areas under threat from sea-level rise, flooding and storms

Innovative learning



- Coordinated "Listen Up!," a year-long program in which participating Delaware youth (ages 10 to 18) researched and developed their own spoken-word compositions based on events in Delaware history
- Presented ArCH (Archaeology, Culture and Heritage) field-day programs in partnership with 15 other organizations which featured hands-on activities focused on Delaware arts, history, archaeology and cultural heritage. The three-day event was coordinated with the Social Studies Coalition and designed to meet Next Generation science standards and Common Core state standards for art and history. Participants included over 1,400 students
- Supported Delaware State University's Jumpstart Program offered during the summer session for incoming freshman students. Students researched, created and conducted public programs on history-related topics at the John Dickinson Plantation, Johnson Victrola Museum and The Old State House
- Served more than 870 students, teachers and chaperones for the "Make a Splash" event at the John Dickinson Plantation in partnership with the Delaware National Estuarine Research Reserve
- The Johnson Victrola Museum participated in the Junior Interpreters pilot project which instructs middle-school students on how museums develop their interpretive programs. After their training, the students dressed in period clothing and presented what they learned to the public
- Engaged more than 1,000 students in a study of the U.S. Constitution as part of the annual Delaware Day Fourth Grade Competition



Display created by North Laurel Elementary School for the Delaware Day Fourth Grade Competition

Engaging audiences

- Increased and expanded person-to-person engagements with a total of 205,677 interactions via school programs, special events, meetings, exhibits and displays at the division's five museums; Buena Vista conference/event center; and historic sites statewide
- Produced 204 special events, exhibits and displays at the division's five museums
- Posted 76 articles on the division's blog, registered 73,569 visitor sessions on its website, attracted 5,208 "likes" on its six Facebook sites and increased Twitter followers to 1,581
- Published electronically 12 issues of the division's e-newsletter, a digest of history- and preservation-related articles, calendar of events and links to press articles on relevant subjects. Distributed monthly to 2,052 individuals, the newsletter is distilled from content published in the division's blog, social media, webpage and press releases
- Presented three public events at Buena Vista: "Movie Night on the Lawn," the holiday open house, "Land and Sea Christmas" and the "Spring Flower!" painting party
- Developed and distributed throughout Delaware promotional rack cards for the state's five museums and for tours of the hull of His Majesty's Sloop DeBraak
- Presented "A Victrola for Christmas," guided tours that examined the holiday marketing-strategies of Eldridge Reeves Johnson of the Victor Talking Machine Company



Buena Vista

- Utilized photographs from the state's collections to create the exhibit, "World War II Through the Lens of William D. Willis," at the Middletown Historical Society
- Expanded the Zwaanendael Museum's 6th annual maritime festival, "A Sailor's Life for Me," to include programming at several downtown Lewes locations in addition to the museum's grounds. Additional locations included Canal Front Park, Lightship Overfalls and St. Peter's Episcopal Church
- Sponsored "Washington vs. Lincoln," a President's Day theatrical presentation that pitted history buffs against each other to determine who the best president of the United States was. Audience members cast their votes in favor of their preferred candidate
- Sponsored programs that shared new research on "The Negro Travelers' Green Book," a travel and vacation guidebook for people of color during the segregation era which contained advertisements for properties in Delaware
- Published the division's 2016 annual report
- Created two new exhibits at the division's museums: "Five Stories" which explores the varied lives of people who lived at the John Dickinson Plantation; and the Zwaanendael Museum's "Rose Color to Gold to Glowing Red: Orville and Ethel Peets in Paris 1913-1914" which features paintings and painting materials used by the noted Delaware artists Orville Houghton Peets and Ethel Canby Peets
- Produced "William Penn Day," a series of programs at the New Castle Court House Museum commemorating the 334th anniversary of Penn's disembarkment at New Castle, his first landing in the New World

Enhancing preservation

- Completed capital-improvement projects at division-owned historic properties throughout the state including porch repair and replacement of fluorescent- with LED-lights at the Buena Vista mansion house; stair-masonry repair at the Buena Vista tenant cottage; structural rehabilitation and silo demolition at the main mill-building of Cooch-Dayett Mills; boiler replacement at the miller's house at Cooch-Dayett Mills; shingle-roof replacement at the Fenwick Island Light keeper's house; roof repair of the Fenwick Island Lighthouse; chimney repointing, brick-walkway repair and replacement of the disabled-access lift at the John Dickinson Plantation; exterior repair and roof replacement at the Kirk/Short building; leak investigation and repair at the Milford Museum; and major exterior-restoration and interior refurbishment of the first and second floors of the Old Sussex County Court House
- Completed repair of deteriorating mortar joints in the brick façade at the gables and chimneys of the Hale-Byrnes House. Funded by a $47,610 Longwood Foundation grant to the building's tenant, the Delaware Society for the Preservation of Antiquities
- Awarded $4,283,142 in state historic preservation tax credits for improvements to 27 historic properties which included owner-occupied, nonprofit-owned and income-producing properties. One of these properties is located within the Wilmington downtown development district
- Listed six properties in the National Register of Historic Places: Holly Oak in Claymont; St. Paul African Methodist Episcopal Church in Harrington; the Cox-Phillips-Mitchell Agricultural Complex in New Castle County; 901 Mount Lebanon Road in Rockland; and the Downtown Wilmington Commercial Historic District and the Jackson-Wilson House in Wilmington
- Published a report on the State Historic Preservation Office's recent accomplishments
- City of New Castle was accorded Certified Local Government status by the National Park Service
- The Delaware House of Representatives passed Senate Joint Resolution No. 11 commending the National Historic Preservation Act of 1966. The resolution marked a high point in efforts by Delaware preservationists in support of Preservation50, a nationwide celebration of the 50th anniversary of act's passage
- Received for review and comment 381 new environmental-review projects that included federal undertakings from the U.S. departments of Agriculture and Housing and Urban Development, the Federal Highway Administration, the U.S. Army Corps of Engineers and the Federal Communications Commission, as well as state Preliminary Land Use Service projects
- Accepted for curation 18 new archaeological collections from sites in Delaware including those from the Avery's Rest archaeological site in Sussex County
- Official portraits of former Gov. Jack Markell and former Delaware first lady Carla Markell added to the State Portrait Collection
- In the process of completing Delaware's next statewide historic preservation plan
- In the process of completing a physical inventory of the collections of the State of Delaware to ensure there is a proper accounting of accessioned objects, artworks, furnishings, textiles and other collection categories as well as artifact assemblages in the archaeological collection



Achieving excellence

- Received accreditation from the American Alliance of Museums, the highest recognition afforded to museums in the United States
- Four members of the division's Preservation Maintenance team were awarded a Delaware Award for Heroism for their efforts in helping to save the life of one of their fellow employees
- Carolyn Apple, a volunteer for the division's Collections, Affiliates, Research and Exhibits (CARE) team, received a Governor's Outstanding Volunteer Award for her work in rescuing, and adding to the state's collections, more than 600 photographs taken by Dover, Del. native William D. Willis and his colleagues who served as official military photographers during service in Western Europe between 1943 and 1945
- The Delaware Department of State received the Tourism Champion Award from Kent County Tourism for the contributions that the agency and its component divisions and affiliates have made to the tourism and hospitality industries in Kent County
- Division Director Tim Slavin was credentialed as a certified facility manager by the International Facilities Management Association, one of the world's most widely recognized associations for facility-management professionals
- Delaware's role in the creation of the United States was recognized during the opening ceremonies in Virginia for the new American Revolution Museum at Yorktown

Special services and volunteer initiatives

- The division's 360 volunteers provided 13,516 service hours, valued at $313,571, interpreting at state museums, installing exhibits, processing artifacts, cataloging collections, completing horticulture inventories, conducting historical research on a wide range of topics, assisting with preparation of National Register nominations, processing digital research files, providing assistance with property maintenance, graphic design, administrative tasks and special events

ACKNOWLEDGMENT OF SUPPORT
This report has been financed, in part, with federal funds from the National Park Service, Department of the Interior. However, the contents and opinions do not necessarily reflect the views and policies of the Department of the Interior.

NONDISCRIMINATION STATEMENT
The Division of Historical and Cultural Affairs receives Federal financial assistance for identification and protection of historic properties. Under Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975, as amended, the U.S. Department of the Interior prohibits discrimination on the basis of race, color, national origin, disability or age in its federally assisted programs. If you believe you have been discriminated against in any program, activity, or facility as described above, or if you desire further information, please write to: Office of Equal Opportunity, National Park Service, 1849 C Street, N.W., Washington, DC 20240.

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DHCA
DELAWARE HISTORICAL & CULTURAL AFFAIRS

Saving Delaware History



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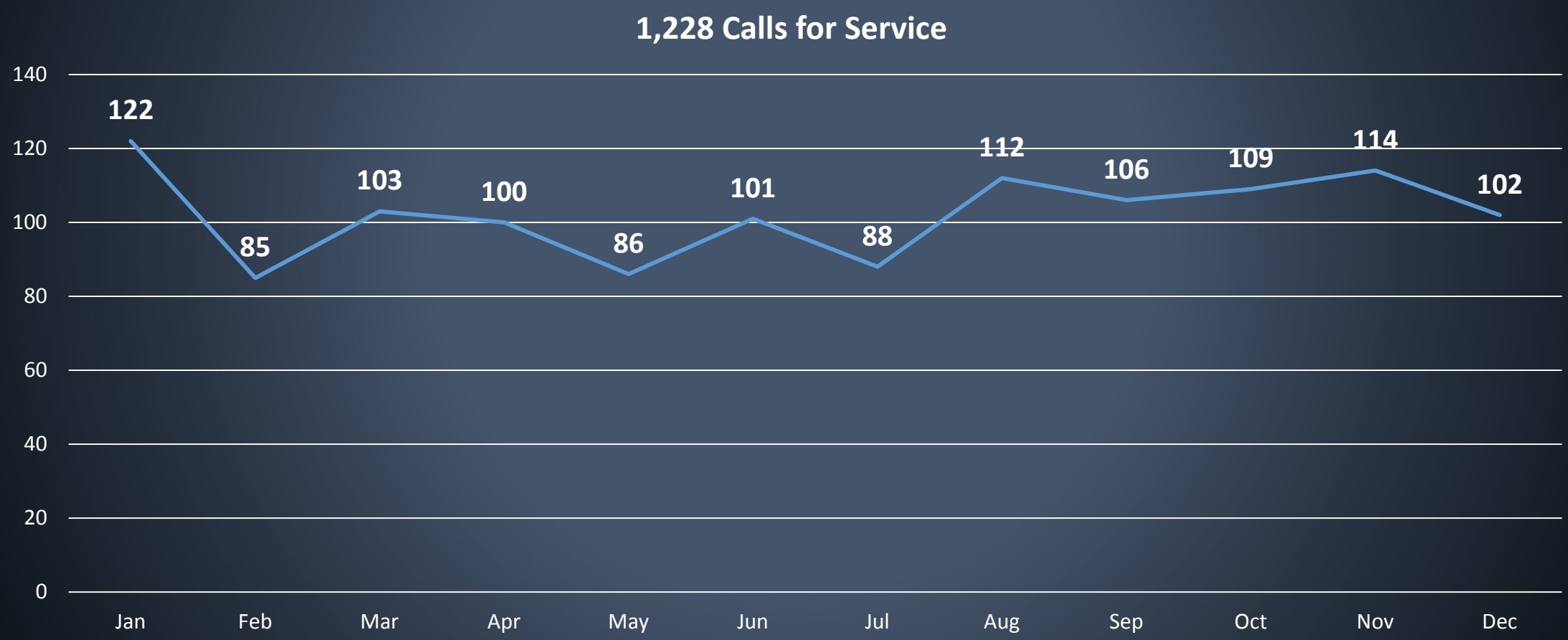
(302) 736-7400
history.delaware.gov

DOVER FIRE DEPARTMENT

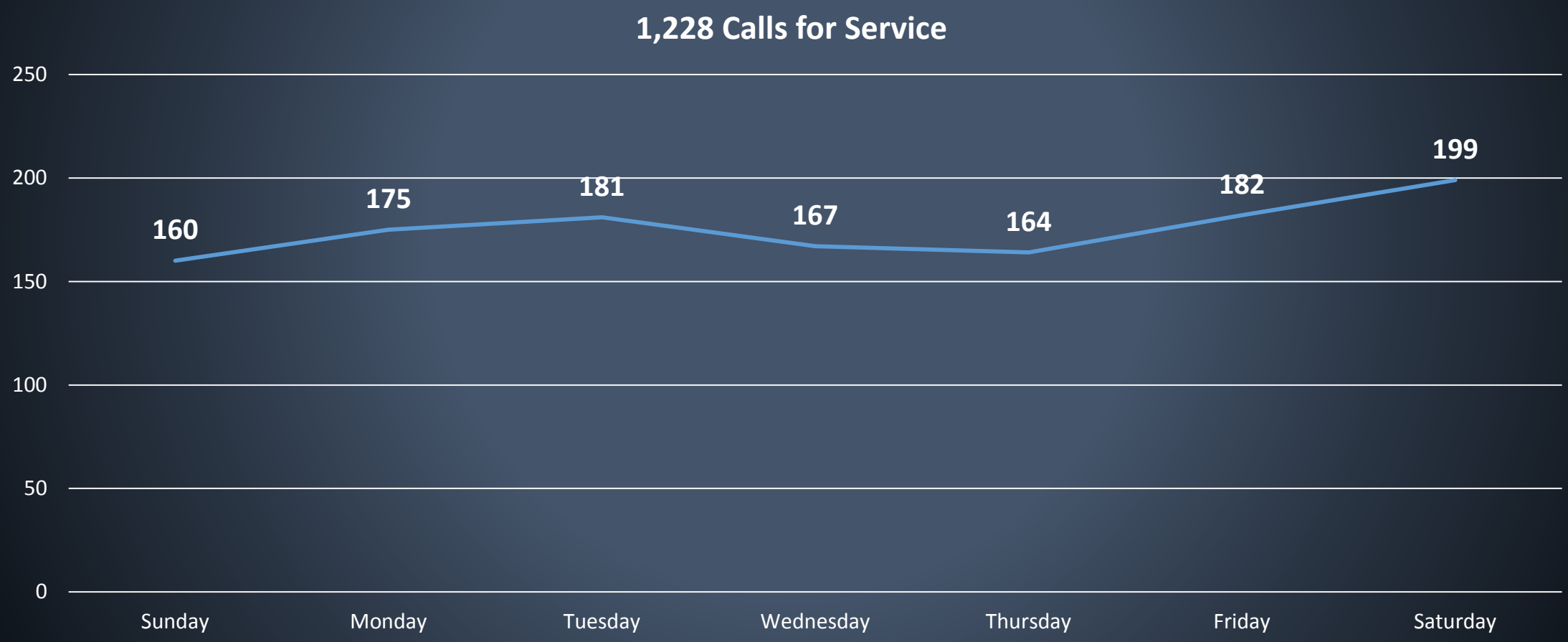
Volunteers Since 1882

2017 Year in Review

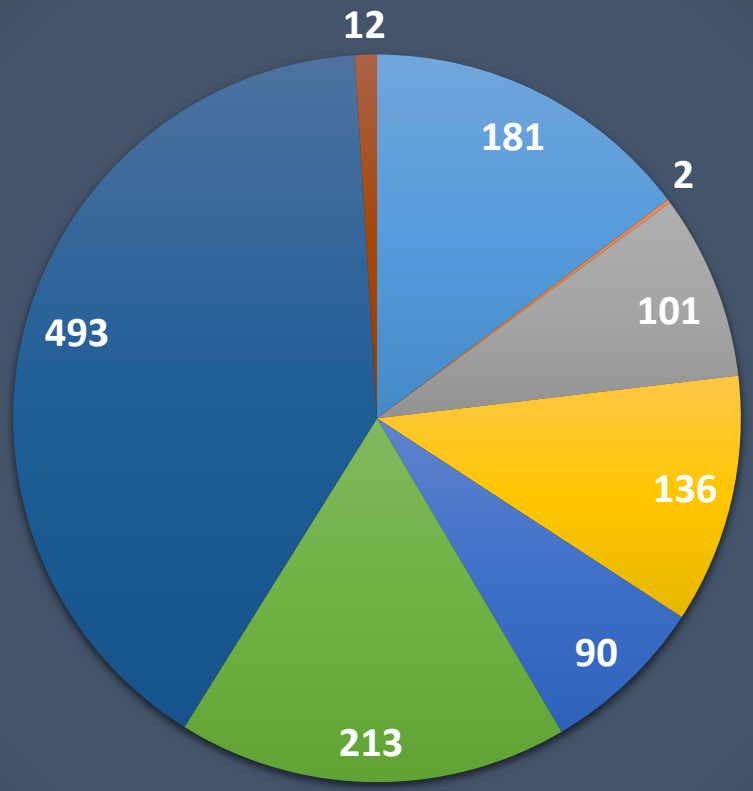
Call Volume by Month



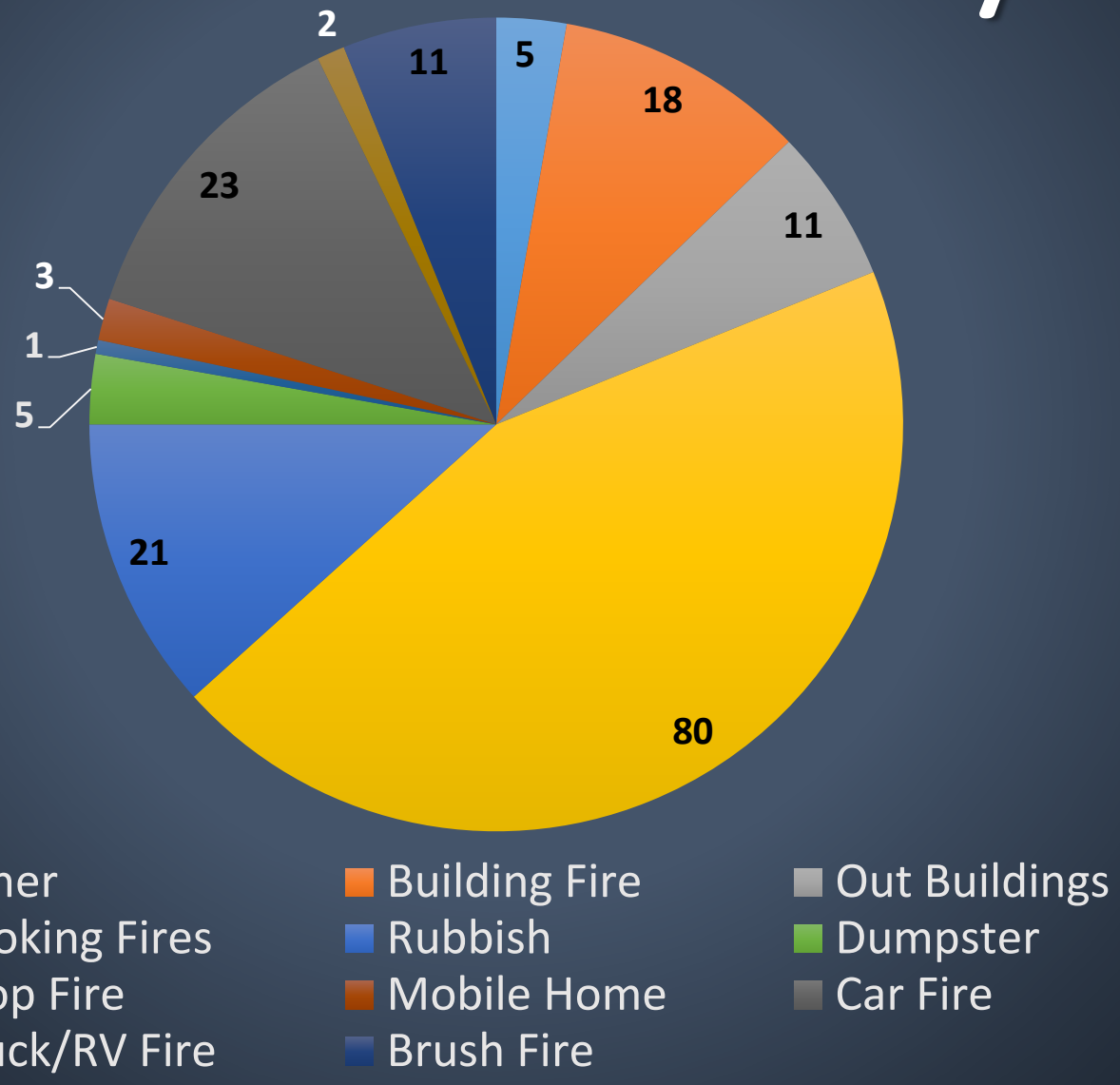
Call Volume by Day of Week



Incident Type Chart



Fires Broken Down by Type



2017 Fire Chief
Carleton Carey Jr.



2017 Deputy Fire Chief
Ronald Rhodes Sr.



2017 Assistant Chief's



1st Asst. Chief
David Carey



2nd Asst. Chief
Glenn Whitt



3rd Asst. Chief
Michael O'Connor Jr



4th Asst. Chief
Michael O'Connor III

2017 Fire Line Captains

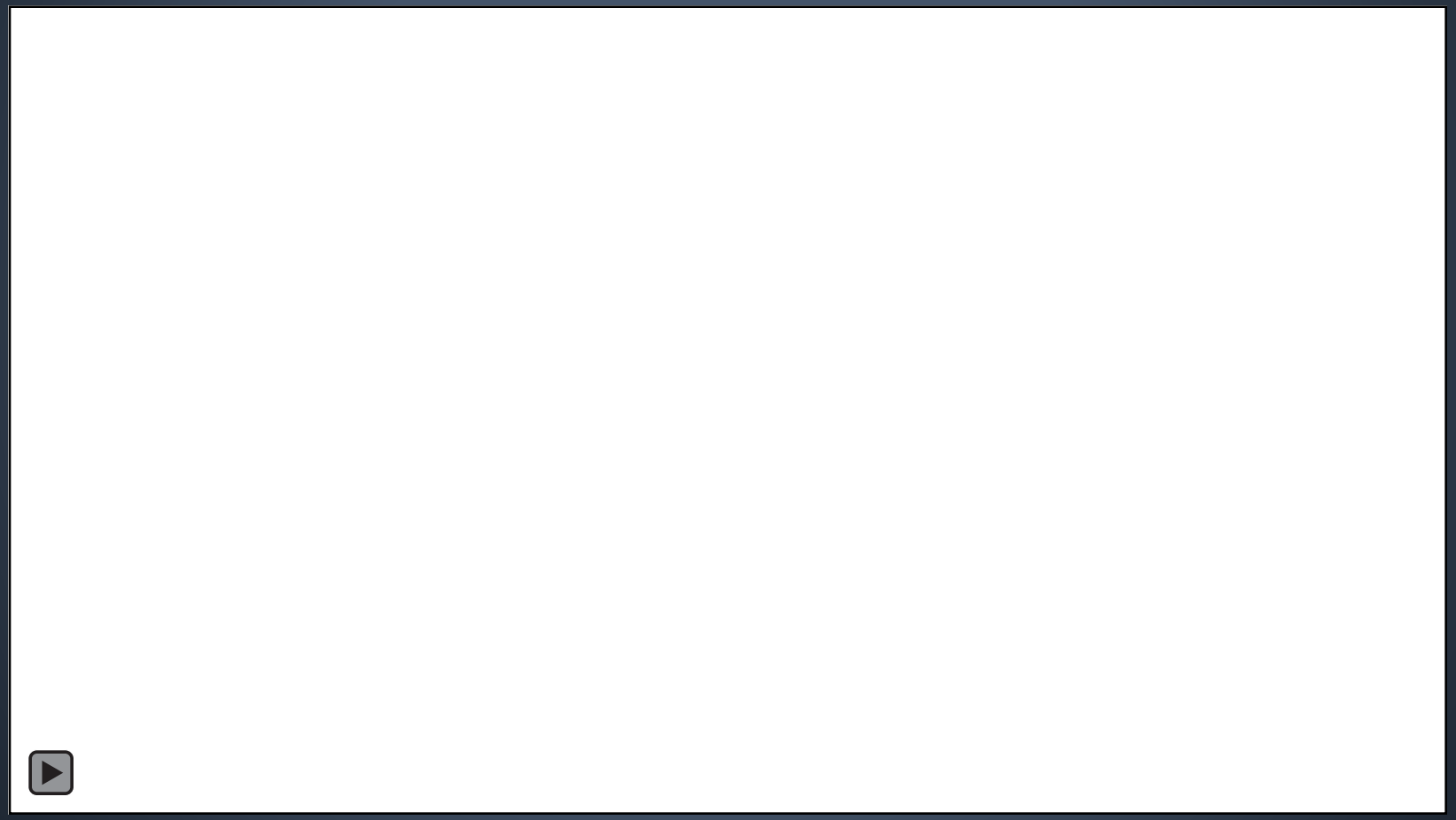


1st Fire Line Captain
Christopher Jacobs



2nd Fire Line Captain
Sean Byron

2017 in Two Minutes



Training To Hone the Skills







Members amassed over 2,670 hours in State Fire School and In-House training offered throughout the year. Members were instructed on numerous topics from fire suppression, to Emergency Medical Technician.

Appreciation Night Banquet Awards



2017 Fireman of the Year

William Kelly II

Appreciation Night Banquet Awards



2017 Firefighter of the Year

Jon Lloyd Jr

Appreciation Night Banquet Awards



2017 Chief's Award
Kevin Fountain

Appreciation Night Banquet Awards



Fire Chief Carey Jr. and President Bashista present Life Member William Bradley with his Asst. Chief's helmet for his past dedication in service as 4th Assistant Chief for a portion of 2017.

Department Social Media

Facebook

Over 6,942 followers



DFD Website

Over 2.3 million views



9-1-1 Fire Dispatchers



Department Dispatchers are certified in *Emergency Fire Dispatch* through the *International Academies of Emergency Dispatch* which is the national standard

Priority Dispatch

IAED
International Academies of Emergency Dispatch

The Officers, men and women of the Dover Fire Department remain the only State capital in the Nation to be protected by a 100% volunteer fire department. We stand true and steadfast in providing this City with the finest fire protection in the State. We look forward to a safe and prosperous year working harmoniously with City officials and the Mayor and Council.



COUNCIL COMMITTEE OF THE WHOLE

The Council Committee of the Whole met on February 13, 2018 at 6:01 p.m., with Council President Slavin presiding (departed at 7:00 p.m. and returned at 7:02 p.m.). Members of Council present were Mr. Anderson, Mr. Sudler, Mr. Neil, Mr. Lewis, Mr. Cole (departed at 6:44 p.m. and returned at 6:46 p.m.), Mr. Polce, Mr. Hare, and Mr. Lindell. Mayor Christiansen was absent. Civilian members present for their Committee meetings were Mr. Caldwell (*Parks, Recreation, and Community Enhancement*), Mrs. Doyle and Ms. Scarborough (*Utility*), and Mr. Shevock and Dr. Stewart (*Legislative, Finance, and Administration*). Dr. Warfield (*Parks, Recreation, and Community Enhancement*) was absent.

PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE

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

AGENDA ADDITIONS/DELETIONS

Mr. Neil moved for approval of the agenda, seconded by Mr. Lindell and unanimously carried.

Presentation - Healthy Neighborhoods/Open Streets Program

Representatives of the Dover/Smyrna Healthy Neighborhoods Initiative, Mr. David Edgell, Principal Planner, Delaware Office of State Planning, and Ms. Chanda Jackson, Community Organizer, NCALL, reviewed a presentation entitled "Dover/Smyrna Healthy Neighborhoods Initiative" **(Attachment #1)**. Mr. Edgell noted that he works for the State Planning Office and during the past year and a half, as part of that activity and through the American Planning Association, they did a "Plan for Health" study in Kent County that looked at the intersection between the built environment and public health. He stated that the health data had identified that the state spends a lot on health care; however, the state's population is not particularly healthy. Mr. Edgell explained that from the Plan for Health work they know that Dover and Kent County in particular have probably some of the least good health indicators in the state, which was their rationale for choosing Kent County for their Plan for Health study.

Mr. Edgell noted that in each of the healthy neighborhoods committees, the idea is to work with community members to identify the health issues that are most pressing in those communities as defined, and to come up with pilot projects that can be modeled and completed to start addressing some of those concerns. He advised that the Dover/Smyrna Healthy Neighborhoods Initiative had identified two (2) task forces to focus on those issues: a Behavioral Health Task Force, which he believed was being led by Mr. Polce, and a Healthy Lifestyles/Chronic Disease Prevention Task Force, which Mr. Edgell stated he had been involved in and would be talking to members about.

Mr. Edgell informed members that the Healthy Lifestyles/Chronic Disease Prevention Task Force had thought about all the health data indicators that they were able to ascertain, and one (1) of the issues in Kent County with obesity and chronic diseases is that people just generally are not being as physically active as is recommended or as they could be. He noted that the Task Force had a lot

of presentations and meetings, and reached out to different parks and recreation groups and service providers, and found that there are a lot of good recreational assets in Kent County and wondered why people aren't taking more advantage of those assets. Mr. Edgell stated that, after a series of meetings and research by members of the Task Force, they came up with the idea to run an "Open Streets" pilot program.

Mr. Edgell advised that "Open Streets" is a world-wide program that first started in Latin America and is widespread throughout the United States, Canada, Latin America, and even Europe. He explained that the basic idea would be that on a regular basis in a community such as Dover a day would be designated, for example a Saturday or Sunday morning or a Wednesday afternoon, and some of the streets would be closed and a loop or a route would be created where people could get out and be physically active. Mr. Edgell noted that the physical activity could be riding a bike, roller blading, skateboarding, walking with children and pets, etc. He stated that there is often another program that goes along with this, for example a yoga studio might set up yoga in one (1) area, or part of the route could be a community park and there could be programming at that park. Mr. Edgell explained that the idea is to try to draw the community out to walk and engage in physical activity in a safe and non-threatening environment. He stated that their Task Force's idea was to try to promote some of these events in Dover this year.

Mr. Edgell advised that the Task Force had already talked to NCALL and Restoring Central Dover and believed that they would be an excellent community partner to be the fiscal agent. He explained that the State Innovation Model (SIM) grant includes funding and there is approximately $1M statewide that is to be distributed through the three (3) committees for various programs, pilot projects, and things of that nature. Mr. Edgell stated that the role of the Dover/Smyrna Local Council, which he believed he may be the chair of, is to identify partners in the community that can undertake some of these projects, and this grant funding comes through a fairly complicated stream but then through a local committee and can be used for these purposes. He clarified that, at this point, they were not asking the City for funding, they were only looking for the City's support and ideas on whether this would be a good fit and a good match. He stated that, based on their conversations with Restoring Central Dover, it seemed like it would be a good corollary to some of the programs that the City is already doing.

Ms. Jackson stated that she thought that many members were already familiar with Restoring Central Dover. She explained that they currently do a lot of community programs, events, and projects, so when they heard about Open Streets, they thought it was a perfect match. Ms. Jackson advised that in the past they had tried to do similar play street type events and she thought it would be awesome to be able to expand to Open Streets. She stated that she thought that this would align with the Restoring Central Dover Plan under the Transportation, Green Space, and Infrastructure Work Group as open space, as well as the Community Engagement and Resident Engagement Work Group. She noted that the plan is available on the NCALL website at ncall.org. Ms. Jackson stated that she thought this would be a great way to get kids, adults, and families outside socializing and learning with each other, in addition to promoting some of the businesses, especially in the Loockerman corridor. She reiterated that she thought this would be a great fit for Restoring Central Dover and the Dover community, noting that it would definitely build social capital in the area and connect people with downtown businesses.

Mr. Edgell advised that more work still needed to be done to identify a plan, budget, and program, and that would include hearing the City's Parks, Recreation, and Community Enhancement Committee's thoughts, questions, and ideas to help guide the work that they would be doing in the near future. He stated that they would also be reaching out to other partners and facets of the community to see who would want to partner and collaborate on these events. Mr. Edgell noted that they were hoping to move this forward and looking for it to be an activity that could occur sometime before it gets too cold again next fall, because the SIM grant funding has to be closed out by January 2019.

Mr. Anderson asked if they were seeking a recommendation from the Committee that this be endorsed by City Council. Responding, Mr. Edgell stated that this would probably be a good first step, as well as hearing the Committee's thoughts and ideas to help them make this event a reality.

Mr. Anderson asked Mr. Edgell if they would work with the City to promote existing programs like the Police Athletic League (PAL) and maybe get demonstrations of some of the City's current recreation and library programs. In response, Mr. Edgell stated that this would absolutely be the idea, explaining that those were all things that they were thinking about. He advised that a small group had met with Mrs. Margery Cyr, Library Director; Mr. David Hugg, Director of Planning and Community Development; and Mr. Kirby Hudson, Assistant City Manager, a few weeks ago to pitch this idea and got some thoughts about programs that they are working. Mr. Edgell stated that the idea would definitely be to use this to promote what is already going on in Dover from a parks and recreation standpoint, and also to encourage people to get out and experience the things that are here and available to them now that they aren't currently using.

Mr. Anderson noted that inviting Kent County to participate would be good as well. Mr. Edgell stated that the Task Force spent the past four (4) or five (5) months meeting with and talking to people, and one (1) of their findings, which was shocking in a good way, was how many assets there are in Dover and Kent County. He noted that it was also very surprising that more people do not take advantage of these assets.

Mr. Neil stated that he thought that this was a marvelous concept, particularly if it could be used to promote the downtown area. He noted that City Council had previously discussed pop-up parks, which he thought would fit into this concept, and this type of activity would cause excitement as well. Mr. Edgell thanked Mr. Neil, stating that pop-up parks or pop-up trails would be a good tie-in. He explained that part of the concept of this sort of program is that things can be tried out without having to build a park; a park can be made for a day to see how it works.

Mr. Lindell stated that he was in favor of anything that keeps people, regardless of age, active in the community, and bringing the community together is always a great thing. He noted that he hears a constant concern from constituents with children regarding basketball courts in the streets. Mr. Lindell stated that it is a balance between safety and kids having fun. He explained that he grew up on an acre of land in the country and there was plenty of land to play; however, in a city there is not much room and there is a need to balance the safety of traffic, etc. Mr. Lindell stated that providing an opportunity for kids to play basketball or other types of activities was something to look at also. Responding, Mr. Edgell agreed, noting that the idea of Open Streets is that a street or a portion of a street would be closed to make it safe for everybody to play, and this would be a good chance to

demonstrate how to do that safely. He stated that between the ideas of pop-up parks, play streets, and open streets, and depending on where those basketball courts fit or what days of the week would work, these are things that could definitely be addressed.

Mr. Polce noted that another representative of the Dover/Smyrna Healthy Neighborhoods Initiative, Mrs. Marianne Carter, Director, Delaware Center for Health Promotion (DCHP) at Delaware State University (DSU), had joined Mr. Edgell and Ms. Jackson.

Mr. Polce noted that he sits on the other side, looking at the behavioral health and integration and access to care issues that the community is continuing to face; however, he thought that this was an outstanding proposal. He informed members that this money has to hit the streets sooner rather than later, explaining that they have to be very diligent in allocating the SIM monies from the federal government. Mr. Polce stated that this team is working exponentially quickly to get this proposal up and running. He advised that once their plan is ready, it would behoove the City to run with it, knowing that the plan that they are going to outline can be trusted, with the expertise they have sitting around their table. Mr. Polce indicated that members may not know that Mrs. Carter has an extensive background in handling lifestyle and chronic disease issues. He stated that he absolutely supported the initiative.

Mr. Sudler asked if they could elaborate on the Behavioral Health Task Force, specifically what the aim of their health care model for the community is and if they will be offering some kind of therapeutic services. Responding, Mr. Polce suggested that the Committee receive a full update from that group, explaining that there are individuals on that Task Force who are far more eloquent and intelligent than he is. He advised that the Task Force is specifically focused on a term called a "center of excellence," explaining that, in general, centers of excellence in health care look for integrating services into a one-stop shop. Mr. Polce stated that when you think of a boutique that has everything in itself, they want to replicate that in health as a whole, but more specifically in brain health and behavioral health. For example, he stated that they would work with local providers on a center that would be declared a Center of Excellence, having a full range of both behavioral and mental health services and integrating in-patient, out-patient and what has historically been referred to as wrap-around services. Mr. Polce noted that there would also be a labor or work force development component, so individuals would be looked at holistically.

Mr. Polce informed members that the Task Force is also charged with looking at how to best combat some of the issues that plague the city, such as homelessness, and creating a platform that mobilizes that homeless population to housing. He noted that Mr. Hugg had been a part of those conversations and the Mayor's Blue Ribbon Task Force on Homelessness was working well with the Behavioral Health Task Force on that partnership. Mr. Polce indicated that, since this is a broader Kent County group, they have thought partners from Smyrna and Milford and are looking at a larger geographical area, with Dover being the hub as the County seat.

Responding to Mr. Sudler, Mr. Polce stated that he is the chair of the Behavioral Health Task Force.

Mr. Sudler stated that he was thinking that, when it comes to bullying, peer pressure and drug use, maybe members could consider some type of therapeutic services that consist of counseling and how the youth may be able to effectively deal with that, and the emotional challenges that they face, not

only in the school system but also outside of school in family homes. In response, Mr. Polce stated that, as Mr. Sudler sees fit, he would work with him to update the Committee on some of the great work that is being done in that group.

Mr. Anderson moved to recommend endorsement of the City working with the Healthy Neighborhoods Open Streets program. The motion was seconded by Mr. Lewis and unanimously carried.

Potential Land Acquisition - 104 Washington Street and 149 Hazel Road

During the Council Committee of the Whole/Parks, Recreation, and Community Enhancement Committee meeting of January 9, 2018, this item was postponed.

Mr. Gerald Street, 39 Hazel Road, advised members that he and Mr. Charles Salkin, 15 Maple Lane, were present to speak on behalf of the Kent County Conservancy. Mr. Street stated that, as the name implies, this organization is a conservation for lands in Kent County, of which he is the current chairman and Mr. Salkin is the past chairman.

Mr. Salkin advised members that the conservancy is looking at protecting open space throughout Kent County, but they are a small, fairly new organization and their focus has been on the Dover area and particularly the St. Jones watershed. He stated that as they looked at the watershed over the last couple of years, they identified some parcels that they thought were in need of preservation but were not necessarily threatened, or at that point were not necessarily even on the market to be acquired and protected by anyone. Approximately two (2) years ago they began discussions with the Jackson family, who own the two (2) parcels located at 104 Washington Street and 149 Hazel Road. Mr. Salkin indicated that, driving into Silver Lake Park, the parcel on Washington Street is located on the right hand side, which everyone thinks is part of the Park but is actually owned by the Jackson Family Estate. He explained that at the time the Conservancy initiated this, there was also a second parcel, located on Hazel Road, which at that time was the family's home. He stated that this parcel abuts Silver Lake Park where there are woods and wetlands along a small tributary.

Mr. Salkin explained that they sat down with the Jackson family to find out if they had an interest in preserving their land, and potentially either adding to Silver Lake Park or somehow enhancing it through a preservation or conservation project, and they were very agreeable but were still in the early stages of settling their estate. He stated that in May 2017 the Conservancy sent a letter to the Mayor and Council suggesting that the City have a discussion with the Jacksons about the possible preservation of those parcels, and that the Conservancy would be happy to be an intermediary, a facilitator, and a supporter. Mr. Salkin recalled that the matter was presented to the City previously and the reaction at that time was that the City was not interested. He explained that they resurrected this idea in the fall and contacted Mr. Neil because, at that time, the family had not yet sold either property and were willing to consider a bargain sale, which the Conservancy thought changed the terms of the proposal. He stated that this was the first opportunity to formally discuss this matter since that time.

Mr. Salkin advised members that they had sold the Hazel Street parcel, so that was no longer on the table. He noted that he was unsure whether it had actually gone to settlement; however, it was under

contract and would not be available. Mr. Salkin expressed the Conservancy's hope that the future owners of the property would consider some conservation activity, possibly a conservation easement to enhance, buffer, and protect Silver Lake Park.

Mr. Salkin stated that they wanted to discuss the small parcel adjacent to Silver Lake Park at the end of Washington Street. He advised that it is a wooded parcel that is not highly valuable but it is all green, and noted that there is a small tributary, a drainage way, that runs through it. Mr. Salkin stated that it is for sale to be developed, presumably for residential use because that is how it is zoned. He indicated that almost all of the trees on the parcel would have to be cut down to put a house there, and the house would then have a nice view of the park and would also present a very nice view from the park, rather than the green woods that are currently there.

Mr. Salkin stated that he and Mr. Street were present to express the desire of the Conservancy, and others in the community that they had talked to, that Council, through whatever appropriate individuals or method, would soon begin serious discussions with Tom and Terry Jackson, who are the beneficiaries of their parents' estate, about how this parcel can be preserved. Mr. Salkin noted that when the Jackson family proposed consideration of a bargain sale of up to 50% in October, this was before the tax bill passed in congress. He explained that the benefits to them of doing that are now radically reduced because of the change in the tax structure and how that tax structure affects their estate. Mr. Salkin stated that he believed that this was a discussion that the Jackson family was still open to having, noting that he had spoken to Tom Jackson early in the day and they are still willing to talk about selling the property for something less than its fair market value.

Mr. Salkin noted, as indicated in the letters that the Conservancy sent to the City in 2017 regarding this matter, that a grant-in-aid program through the State of Delaware Division of Parks and Recreation could provide half of the cost of this project at whatever the ultimate cost would be. He stated that he thought that, in the greater scheme of things, this is a fairly inexpensive transaction and parcel because the Department of Natural Resources and Environmental Control (DNREC) funding would be available to pay for half of it, whether they were selling it at full price, full fair market value, or some reduced price. Mr. Salkin stated that, based on discussions with the people who manage that program, they consider this a fairly small but important project that would have a very high likelihood of being funded, since land acquisition is the top priority for the program.

Mr. Salkin stated that he and Mr. Street were present to encourage the Committee to endorse this project or to at least begin discussions with the landowners or the Conservancy, if the family would choose them to be their representative.

Mr. Street noted that members may be asking themselves why the City would even bother when this is an incredibly small piece of land and indicated that it would be the message that they would be sending. He advised that the goal of the Kent County Conservancy is Kent County, and Dover is the hub. Mr. Street stated that they do not want to force anything and their goal is to work with people as facilitators, indicating that Mr. Salkin works with DNREC and Mr. Michael Petit de Mange is on their board as well. He explained that the Conservancy is looking for interest by the City in expanding land that is available for recreation because they are interested in preserving land for people to use, enjoy, see, canoe, kayak, etc.

Mr. Street stated that they were not asking for money at this time and were just asking for an endorsement. He indicated that if members think that this is worthwhile, they would spend the time and effort to do the negotiations as best they can, and the City would have final say on anything of that nature. Mr. Street asked that the City let them know now if they do not have any interest, so they can bypass the City in their efforts and move on to other sites. Mr. Street stated that the Conservancy's goal is not only to help preservation but that they also believe in the education of young people and building an interest in them to protect the land. He noted that one (1) of their board members was a former Director of Human Resources for Capital School District.

Mr. Slavin stated that he would have to recuse himself from this issue because it involves the discussion of a parcel that abuts the street that he lives on, which may be perceived as a conflict of interest. Mr. Salkin reminded Mr. Slavin that the Hazel Street property was off the table and was not available to the City.

Mr. Polce asked whether the Washington Street parcel had been appraised. Responding, Mr. Salkin stated that he did not believe that there had been an independent professional appraisal, which would be a requirement for the City and for the grant funding. He indicated that the realtor handling it had identified what they thought the market price was or maybe something higher. Mr. Salkin stated that he believed that the assessed value was in the range of $60,000; however, he did not know what that meant in the open market.

In response to Mr. Polce, Mr. Salkin stated that he did not believe that the Washington Street parcel had any wetlands but it might. He noted that it might need to be assessed for that but it does not show up on wetland maps. Mr. Salkin advised that it is a drainage way of sorts because it is sloped, but a lot of that area in the past had been filled. He expressed his belief that there was probably nothing that precludes significant portions of the property from being filled to level it for residential construction.

Mr. Polce asked if the Conservancy has any money that it could emit to the purchase and acquisition of the property to make it a potential partnership. Responding, Mr. Salkin advised that the Conservancy does not have any money. He explained that they had looked for other partners or conservation organizations inside and outside of the city that might be able to bring funding to the table, but at this point it looked like the best prospect was the State grant program, which he thought was a pretty attractive offer at 50%.

Mr. Neil stated that he had previously gone through the area with Mr. Salkin and thought there was a possibility of having a pathway there; however, he indicated that he was now uncertain how much of this one (1) parcel could be used for a trail or walkway. He noted that the Committee was also considering the Master Plan for Dover Park, which is in his Council District, and he was concerned regarding the cost and where the City stands with the budget. Mr. Neil stated that he thought it came down to a financial matter. He stated that he wanted to know how much of the parcel is usable, noting that he had seen the two (2) parcels and thought there was marvelous possibility. Mr. Neil stated that he thought that the City needed to discuss the matter but was unsure whether his colleagues were willing to make a commitment on it. He expressed his opinion that the City should continue to take a look at it and see what comes up. Mr. Neil asked, even if it was commercially

available, how feasible it would be to build a house in that particular spot and who would want to build it there.

Mr. Lindell stated that he did not think it would cost anything to at least have a conversation and investigate deeper. He noted that there were still a lot of unknowns and unanswered questions, for example, whether it is a parcel that will benefit the City at Silver Lake with a wide variety of things. Mr. Lindell indicated that it would not hurt to ask staff to take a look at that, and once they have more information, including the firm cost, they could have a real discussion on what they want to do.

Mr. Slavin cautioned members that discussions about the purchase of a property are protected under executive session and should occur in executive session.

Mr. Neil moved to recommend that the Parks and Recreation staff look at the feasibility of obtaining the land and what the cost may be for obtaining the land. The motion was seconded by Mr. Lindell and carried with one (1) abstention (Slavin).

Mr. Slavin stated that this matter could be scheduled to be held in executive session two (2) weeks hence, and members of the Conservancy could participate in portions of the meeting and the dialogue could be continued at that time.

Evaluation of Proposals - Dover Park Master Plan

Members were advised that Dover Park revitalization has become one of the top priorities for the Parks and Recreation Department. Based on constituent feedback and Council direction, staff has begun the process of developing a Master Plan for Dover Park. Mrs. Margery Cyr, Library Director, reviewed the background and analysis for this item.

Staff recommended awarding Whitman Requardt and Associates, LLP the contract for Dover Park Master Planning Services.

Mr. Hare moved to recommend acceptance of staff's recommendation, seconded by Mr. Neil.

In response to Mr. Sudler, Mrs. Cyr stated that the lowest bid was submitted by Landscape Architectural Services, in the amount of $43,885. She explained that staff recommended Whitman Requardt and Associates, LLP, which had a higher performance score than Landscape Architectural Services. Mrs. Cyr stated that Whitman Requardt and Associates, LLP's bid was $45,000, which was approximately $1,100 more than Landscape Architectural Services. She advised that both firms did a preliminary evaluation, Whitman Requardt and Associates, LLP did a site visit and requested local consideration, and Landscape Architectural Services did not request local consideration.

The motion to recommend awarding Whitman Requardt and Associates, LLP the contract for Dover Park Master Planning Services, as recommended by staff, was unanimously carried.

Final Report - Non-Conforming Uses Project (Planning Reference #MI-16-13)

During their Regular meeting of August 22, 2016, City Council received an Update - Residential Appeal Process and Non-Compliant/Non-Conforming Uses/Review of Physical Data (53%

completed) and approved the Council Committee of the Whole/Parks, Recreation and Community Enhancement Committee's recommendation of providing some direction for Mrs. Ann Marie Townshend, former Director of Planning and Community Development, and that any existing business not be unduly affected by a potential rezoning so that the application fee would be waived and the public notice requirement would be conducted by the Planning Office.

Mrs. Dawn Melson-Williams, Principal Planner, reviewed the background and "2016-2017 Sunsetting of Nonconforming Uses in Dover, Delaware: Final Report."

Staff recommended acceptance of the report.

Mr. Anderson thanked staff for the work they had done over a long period of time, noting that he thought that it had brought tremendous value to the community. He stated that it was not an easy project, but it was important and had been 40 years overdue.

Mr. Anderson expressed concern regarding the idea of not allowing one (1) year for residential properties, as indicated in the Code. He noted that if the City does not have any standard, someone could move, two (2) days later someone could move in, and it could be claimed vacant. Mr. Anderson stated that he thought this would be unfair to their property rights and the City could be sued if the Code says one thing and the City does something else. He asked that this be taken into consideration, since it is in regard to residential properties that were properly zoned before the zone changed.

Mr. Anderson asked if the report was up to date in regard to 217 North Kirkwood Street, noting that it indicated that a Conditional Use application had been made to the Planning Commission; however, it was his understanding that it had been withdrawn. Responding, Mrs. Melson-Williams advised that the application was filed as C-17-06 in late 2017 and was scheduled to be heard by the Planning Commission in December; however, the applicant asked to defer consideration of the application to a future meeting. She stated that it had not yet been rescheduled. Mrs. Melson-Williams explained that they were making an application to establish a new conditional use to enact a membership club that is private, serving only their guests. She advised that it is a conditional use in the zoning classification of that property that they, or any future owner could certainly pursue. Mrs. Melson-Williams noted that application C-17-06 is totally separate from this non-conforming use report and is basically being held in abeyance until the applicant wishes to appear in front of the Planning Commission. She advised that it had been identified during the initial review that some additional information should be submitted in order to fully understand their request for conditional use.

Mr. Sudler, referring to 217 North Kirkwood Street, asked whether the City had done any research in regard to what other municipalities have decided when they have faced the same situation where a non-conditional use permit was violated and the owner then tried to reapply for the same usage that was violated. He asked Mrs. Melson-Williams knew of any penalties or any type of repercussion that other municipalities may have enforced or sanctioned. In response, Mrs. Melson-Williams stated that staff had not done any research into additional processes that other jurisdictions have for conditional uses and how they consider them, or if something was originally non-conforming and that use ceased, which is the case here, or if there are any limitations for

someone seeking a new conditional use. She advised that the previous use is considered to have ceased at this point at that property and they are subject to the provisions of the zoning ordinance, noting that this would allow the establishment of a list of permitted and/or conditional uses subject to the appropriate review requirements. Mrs. Melson-Williams explained that it would be just like if somebody had a vacant building that had previously been used for a house and then wanted it to become an office. She stated that if the process existed in the Code for it to be considered as an office, they would certainly be welcome to make that application. She stated that the City could not prohibit them from looking at that new space as an office, if the Code allowed a process in order for it to be considered.

Mr. Sudler stated that his main concern is what happens when the City finds that a business has not shown good faith in dealing with the City and has been proven the opposite of what they said. He noted that it does not sound like there is any incentive for a business to conduct its business in good faith with the City if they can violate the Code with no repercussion and then start over again with the possibility of reopening, with no individual fault. Mr. Sudler stated that he thought that this was something that the City needed to consider revising to include tough stipulations to deter other businesses from disregarding the Code. He noted that it did not seem like there was any type of penalty or incentive to do the right thing. In response, Mrs. Melson-Williams stated that she was not familiar with other jurisdictions and how they deal with this.

Mr. Neil moved to recommend acceptance of the report, seconded by Mr. Lewis.

Mr. Anderson asked, if they decide to revise the conditional use request, that all relevant information that is in the City's records be added to the public record so that the Planning Commission can rightfully consider all relevant information, including past behavior and past law-breaking by the applicants.

Mr. Anderson moved to amend the motion to include that all relevant information, including past law-breaking, be made part of the public record of any conditional use application, seconded by Mr. Sudler and unanimously carried.

The motion to recommend acceptance of the report, and that all relevant information, including past law-breaking, be made part of the public record of any conditional use application was unanimously carried.

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

Meeting adjourned at 7:00 p.m.

UTILITY COMMITTEE

The Utility Committee met with Chairman Cole presiding.

AGENDA ADDITIONS/DELETIONS

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

Evaluation of Proposal - Electric Utility Management and Benchmarking Assessment

During their Regular meeting of April 10, 2017, City Council approved the Council Committee of the Whole/Utility Committee's recommendation to authorize the Acting City Manager to solicit interest for Utility Professional Services. Mrs. Donna Mitchell, City Manager, reviewed the background and analysis for this item.

Staff recommended authorizing the City Manager to enter into a contract with Avant Energy for an Electric Utility Management and Benchmarking Assessment.

In response to Mr. Slavin, Mrs. Mitchell explained that by doing this, she hopes to find efficiencies and best practices that will make the City's utility more competitive. She stated that this is a three-pronged approach: the City is doing the Integrated Resource Plan (IRP) for supply, looking at the City's generation assets and whether it is viable to continue using those assets or do a long-term capacity agreement, and looking at the City's rates and efficiencies and how the utility is run.

Mrs. Mitchell reminded members that, during the Council Workshop of January 26, 2018, Mr. Paul Waddell, Engineering Services and System Operations Superintendent, stated that one (1) of his goals was to create performance manuals for the substations. She stated that the City does not currently have such performance manuals and does not have logs of when these substations are maintained. Mrs. Mitchell explained that when staff goes in and oils breakers or changes out switch gears or any of those items, there are no manuals on its substations and there have not been for a long time. She stated that she is looking for an administrator to come in and be able to run the utility the way it should be run, noting that she had explained all of this to staff.

Mr. Slavin asked Mrs. Mitchell what outcome she was hoping to achieve with this and what the City would get for its investment. Responding, Mrs. Mitchell stated that she is hoping to find out where the City can run the utility better with best practices and possibly at a reduced cost to make the City more competitive with the other utilities.

Mr. Slavin, noting that the contract price was $95,000, asked how long it would take the City to identify and achieve $95,000 in savings. In response, Mrs. Mitchell stated that she did not think it would take the City long at all to achieve that.

Mr. Hare asked if they were going to come back and say they think the best thing to do is shut the City's plants down or if there were going to be other options. Responding, Mrs. Mitchell stated that she was looking at that herself with The Energy Authority (TEA) because they are looking at long-term capacity deals. She informed members that she is concerned about the risk the City is taking with the plant right now, with the new CP penalties that begin this June. Mrs. Mitchell stated that between the City not being able to get gas, air permit issues, and the risk if something breaks, there could be millions of dollars in penalties if the City gets into similar situations under the new contract that begins in June.

Mr. Sudler stated that he liked the idea of doing the research and concurred with Mrs. Mitchell's effort.

Mr. Neil noted that Mrs. Mitchell had also referred to dealing with the rate structure. He stated that he thought one (1) of members' concerns had been with the City's commercial customers and asked how the City would be able to decrease their rates and whether that would be something that members would receive from this report. In response to Mr. Neil, Mrs. Mitchell advised members that the rate study is on a separate track. She stated that the City's rate consultant was expected to be done during the first part of March. Mrs. Mitchell informed members that, in the City's current model, the allocations of transmission and distribution are about 50% transmission and 50% distribution; however, when looking at the City's system, it is actually about 90/10, with 90% distribution. She explained that the transmission is becoming over-allocated to the commercial customers, which is where she thought some of the problem was. Mrs. Mitchell stated that she thought that if the City corrects this, members will see the residential rates increase and the commercial rates decrease.

Mr. Cole thanked Mrs. Mitchell for the openness that she had shown, meeting with the utility staff, being up front with everything, and all the work that had gone into making this an objective, transparent process.

Mrs. Mitchell stated that she had explained to staff that this is a culture that the City has always had and she did not think that anyone was intentionally doing anything wrong. She noted that staff was agreeable that if the City has any inefficiencies that need to change, they will change. Mrs. Mitchell noted that things might come back and prove her wrong.

Mr. Sudler moved to recommend authorizing the City Manager to enter into a contract with Avant Energy for an Electric Utility Management and Benchmarking Assessment, as recommended by staff. The motion was seconded by Mr. Hare and unanimously carried.

Mr. Hare moved for adjournment of the Utility Committee meeting. The motion was seconded by Mr. Neil and unanimously carried.

Meeting adjourned at 7:09 p.m.

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

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

AGENDA ADDITIONS/DELETIONS
Mr. Sudler moved for approval of the agenda, seconded by Mr. Lewis and unanimously carried.

Proposed Ordinance #2018-01 - Amending Chapter 66 - Manufactured Homes, Mobile Homes, and Land Lease Communities; Appendix B - Zoning, Article 3 - District Regulations, Section 8 - Manufactured Housing (MH) Zone; Appendix B - Zoning, Article 12 - Definitions; and Appendix F - Fees and Fines (Sponsors: Neil and Hugg)
Members were advised that Proposed Ordinance #2018-01 reorganizes and clarifies a portion of the updates to the Dover Code made in August 2016 through Ordinance #2016-16. The proposed ordinance also brings the updates into compliance with provisions of the Delaware Code related to

manufactured housing and rental housing, particularly Title 25, Chapters 53, 55, 70, and 71. The updates affected include requirements for placing and licensing manufactured homes, standards for management and maintenance of land lease communities, taxation, and code enforcement. A distinction is also made between manufactured homes and permanently placed manufactured homes in the Zoning Ordinance.

Mrs. Dawn Melson-Williams, Principal Planner, reviewed Proposed Ordinance #2018-01.

Mr. Neil moved to recommend adoption of Proposed Ordinance #2018-01. The motion was seconded by Mr. Anderson and unanimously carried.

Review of Training, Conference, and Travel Policy

Ms. Lori Peddicord, Controller/Treasurer, reviewed recommended amendments to the Training, Conference, and Travel Policy **(Attachment #2)**.

Staff recommended approval of the proposed amendments.

Mr. Neil moved to recommend acceptance of staff's recommendation. The motion was seconded by Mr. Lindell and unanimously carried.

Mr. Shevock moved for adjournment of the Legislative, Finance, and Administration Committee meeting. The motion was seconded by Mr. Neil and unanimously carried.

Meeting adjourned at 7:19 p.m.

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

Meeting adjourned at 7:19 p.m.

Timothy A. Slavin
Council President

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Attachments
Attachment #1 - Presentation entitled "Dover/Smyrna Healthy Neighborhoods Initiative"
Attachment #2 - Revised Training, Conference, and Travel Policy

Dover/Smyrna

Healthy Neighborhoods Initiative

Marianne Carter
David Edgell
Chanda Jackson

The 1st State Ranks 30th in Health!



Yet we spend the 3rd highest amount per capita on healthcare!

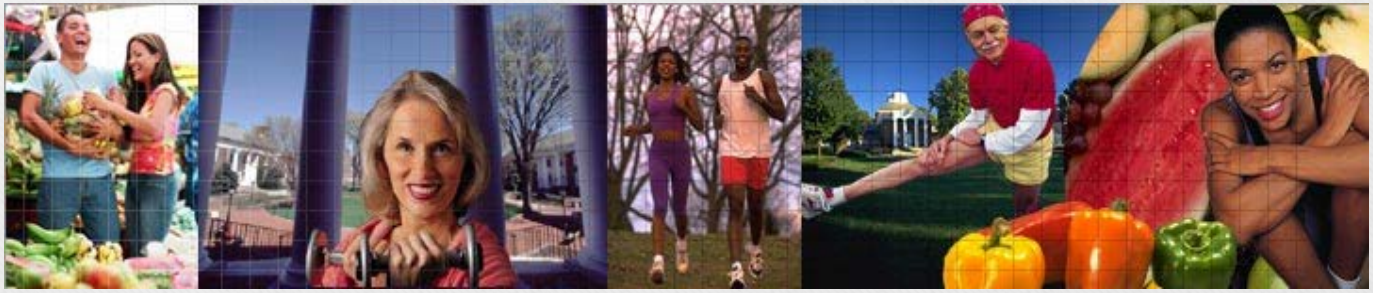
State Innovation Model (SIM)

- 4-year Grant (ends 1/19) from CMS
- Goal: transform healthcare in our state and provide high quality healthcare at a lower cost.
- Strive for DE to be in the top 5 healthiest states.
- Part of this grant includes implementing **"Healthy Neighborhoods"** initiatives in all 3 counties.

Dover/Smyrna
Healthy Neighborhoods Initiative

Local Council and 2 Priority Task Forces:

- Behavioral Health
- Healthy Lifestyles/Chronic Disease Prevention



Project Selected

by the Dover/Smyrna

Healthy Lifestyles Task Force







Open Streets Minneapolis

Why Open Streets?

- Extension of Plan4Health
- Opportunity for residents to get moving in a safe environment
- Evidence-based; done in 880 cities
- Good for local businesses

Lead Local Agency/Fiscal Agent



Seeking Additional Partners

"There is always strength in numbers. The more individuals or organizations that you can rally to your cause, the better."

Mark Shields

Questions??



Contact Information:

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David Edgell, Office of State Planning - David.Edgell@state.de.us

Chanda Jackson, Restoring Central Dover - cjackson@ncall.org

CITY OF DOVER
TRAINING, CONFERENCE & TRAVEL POLICY

A. INTRODUCTION

1. Purpose

The purpose of this policy is to provide guidelines under which City of Dover employees, public officials, and appointees will be reimbursed for authorized travel expenses incurred in the conduct of business for the City of Dover, hereinafter referred to as "City." In addition to the guidelines, specific procedures with regard to incurring and reporting related expenses are provided.

2. Scope

This policy shall apply to employees of the City of Dover, elected officials, boards, commissions and others, who are engaged in authorized travel and who expend City funds for travel purposes. The Mayor and Members of City Council are not required to submit a Travel Authorization and Completion Form, but are required to follow the financial and budget requirements of this policy.

While this policy does not cover every possible situation, it establishes adequate guidelines for employees and officials to make appropriate and consistent judgments regarding the expenditure of City funds for reimbursable expenses. The City of Dover will provide flexibility to meet the special needs and requirements of their employees during travel.

It remains the responsibility of city management to control and approve travel-related expenditures. The City Manager and Controller/Treasurer may impose more stringent rules when deemed appropriate or necessary.

The City Manager and Controller/Treasurer will review every three years the implementation of this Policy and will provide policy interpretations and assistance to ensure effective and efficient implementation. Any exceptions will be subject to approval by the City Manager and Controller/Treasurer. The City Manager and Controller/Treasurer may also, on a case-by case basis, approve reimbursements exceeding the guideline amounts referenced in this policy. In any such instance, a detailed explanation and substantiation (a receipt) is required. Enforcement of this policy will be the responsibility of the Controller/Treasurer.

3. Responsibility

a. Employee, Public Official, or Appointee
- **Traveler should be made aware of and c**~~C~~omply with all provisions of this policy.
- Obtain the necessary approvals in advance for overnight travel and out-of-state use of City vehicles. Provide a copy of the approval with the travel prepayment made by direct voucher.
- All expenses incurred in the course of City business are to be in accordance with the City's Administrative Policies and Rules of Ethics and must be paid solely from appropriated funds.
- Comply with the ten (10) working-day rule.

b. Department Director/City Manager/Council Designee
- Ensure compliance with this policy.
- Review and approve each of their employees/official's travel approval requests and reimbursable expenses.
- Ensure sufficient funds are available for all anticipated expenses.

c. Signatures on the Travel Expense Report (City of Dover Form 030 Exhibit B) certify that the expenses were incurred by the employee/official requesting reimbursement for official City business, are reimbursable in accordance with this policy, and have not been reimbursed except as indicated on this form.

Required signatures for expenses are:

- Employee
- Supervisor
- Department Director or Council Designee

B. TRAINING AND CONFERENCE REGISTRATION FEES

1. Request for payment of registration fees shall be accompanied by the registration form.

2. City Council, Planning Commission and the Mayor are offered opportunities to attend courses designed for governmental officials. Any member of Council wanting to take advantage of these courses offered by the following organizations will submit to the City Clerk's office their request for registration.

- Delaware League of Local Governments
- National League of Cities
- US Conference of Mayors
- International City Managers Association
- Government Finance Officers Association (GFOA)
- American Public Power Association (APPA)
- American Public Works Association (APWA)
- American Planning Association
- Organizations that provide Continuing Education credits for professional license renewals of applicable staff.

Any courses not offered by these organizations will be submitted to the City Manager and Controller/Treasurer for concurrence.

C. TRAVEL AUTHORIZATION

All out-of-state travel that extends beyond one day shall be approved by the City Manager. All requests shall be made on the "Travel Authorization Form" (City of Dover - Form 047 Exhibit A). A copy of the conference or meeting program must be attached to the form. The authorization form must be submitted to the City Manager in a reasonable amount of time prior to the traveling day.

The Department Director or City Manager may impose specific requirements as to the time the authorization form must be submitted prior to travel. Employees and Officials traveling on official City business should be aware that the approval is for travel only, and is not a blanket approval of the expenses incurred.

A travel packet including the authorization form, the meeting program/itinerary, and the purchase orders for advanced costs must be submitted to the Accounts Payable Department. The Purchase Orders for the advanced costs should include the necessary supporting documentation. It does not require the submission of duplicate

information. Please note Purchase Orders for registration costs must include the Registration form unless previously submitted; submission for hotel and airfare costs must include documentation of the individual costs unless previously submitted. **Cancellation and changes to travel should be done in a timely manner to avoid loss of City money. If travel cannot be refunded back to City, an explanation is required.**

D. TRANSPORTATION: COMMON CARRIER

1. General

All trips requiring the use of common carrier must be pre-approved by the appropriate approval authority.

The mode of travel must be justified on the basis of the most economical use of time of the personnel involved, the cost of optional travel modes, and the requirements of the trip.

All common carrier reservations must be consistent with reasonable business travel planning, common carrier will be booked at the lowest available fare. If the lowest available fare is turned down by the traveler, the traveler's explanation for the denial is to be provided with the travel authorization request.

Travelers should be advised to make travel reservations as far in advance as possible to attain the lowest fares, including non-refundable tickets. Travelers may not specify particular airlines or other carriers to accumulate mileage on promotional plans such as frequent flyer programs.

In order to take advantage of special discount rates (supersaver fares, etc.), reimbursement to an employee may be made prior to a trip being taken under the following conditions:

a. Documentation of the substantial savings that will accrue to the City (e.g., supersaver discounts).
b. Employee's proof of payment on a statement from the airline, other than credit card receipts.

Most airlines will not give refunds or partial refunds for supersaver airfares.

It is encouraged to examine the advantage of fares requiring early trip departure or delayed return. However, it is important to consider the additional cost of meals and lodging for the required extra day(s) stay when comparing cost.

2. Air Travel

a. Accommodations - When commercial airlines are used as a mode of travel, accommodations shall be coach/economy class unless some other class accommodations are more economical.

b. Routing of Travel - All travel will be by the most economical and direct routes.

   In the event that a person travels by an indirect route for personal convenience, the extra expense shall be the responsibility of the individual. Reimbursement for expenses shall be based only on the cost of the most economical and direct route.

c. Conference Airfare Arrangements

   When attending a conference, always check conference materials to see if special airline discounts are offered. When a special airline discount rate is offered and conferees are instructed to go

directly to an airline to obtain the discount fare, the employee should compare the conference rates through the internet with all other airline rates available before scheduling airline reservations. The employee should always book the lowest fare possible. (See Section F.3. for Conference Lodging Arrangements).

***City will not pay for, nor reimburse priority boarding, preferred seating, or overweight baggage for personal preference. Detailed explanation and receipt is required. ***

3. Rail Travel

a. Accommodations – When it has been determined that rail travel is the most appropriate mode of transportation, the most economical class accommodations shall be utilized.

E. TRANSPORTATION: PASSENGER VEHICLES

1. City-Owned Vehicles

City-owned vehicles should be utilized for both in-state and out-of-state travel when such use is the most practical and economical mode of transportation, including the cost of tolls, fuel and parking.

2. Use of Privately-Owned Vehicles

a. The use of privately owned vehicles for any City travel (both in state and out-of-state) should only be used when a City Vehicle is not available. The use of a privately owned vehicle for City travel shall require the prior approval of the City Manager and Department Director. Reimbursement of private vehicle expenses shall be at the Council approved rate as indicated on Exhibit B for actual and necessary miles traveled. Beginning and ending odometer readings are required for the reimbursement for mileage.

b. In considering approval for use of personal vehicles, the approval authority shall take into consideration the cost of alternative modes of travel and the cost of meals and lodging for the additional travel/transit days. Mileage reimbursements shall not exceed the cost of airfare plus travel to/from the airport.

c. When two or more employees travel in a privately owned vehicle, only one mileage reimbursement will be allowed at times when one vehicle is sufficient to carry all passengers.

3. Rental Cars

a. General

The use of a rental car when traveling out of state must be justified as an economical need and not as a matter of personal convenience. Prior approval by the Department Director and City Manager is required before arranging for car rental. All rentals should be at the most economical rate per day including government rates or special rate agreements. When traveling in groups, sharing of cars, when practical, must be done to minimize costs. The city will not pay for the use of a rental car to accommodate family members or non-business associates traveling with the employee, public official, or appointee.

b. Vehicle Size

Whenever possible, compact cars shall be rented or reserved. However, if a larger size vehicle is more economical or more than two city travelers are traveling together the larger vehicle may be appropriate. Any representative of the City requesting an upgrade of the size of a rented vehicle shall provide a written explanation of their reasons to the City Manager. **A receipt is always required**.

c. Insurance

(1) The optional insurance coverage offered by the car rental agency must be declined when the traveler charges the rental car. The traveler will automatically receive primary coverage under the City blanket insurance policy for travel. When insurance is declined, the policy covers collision damage, theft, fire and vandalism. Reimbursements for additional or optional insurance coverage will not be allowed.

(2) Other. Travelers not covered under the blanket insurance policy may be covered by their personal automobile insurance policy or other personal credit cards. Travelers should check their automobile policy and credit card policy for business travel coverage and accept or decline additional coverage accordingly. Reimbursement for additional or optional insurance coverage will not be allowed.

d. Refueling Before Return

To avoid a refueling surcharge, all rental cars shall be refueled before returning the vehicle to the rental company. Any surcharges billed to the employee, public official, appointee, or City shall be explained in the reimbursement request.

e. Reservations

Approved car rental reservations shall be made in advance whenever possible. The employee should compare car rental rates and always look to reserve the lowest rental.

F. PER DIEM EXPENSES

The City uses per diem expenses as set by the U.S. General Services Administration (GSA) for official travel within the United States. M&IE Rates can be found at: http://www.gsa.gov/perdiem or Public Docs\Policies & Procedures\Travel\FY2017_PerDiemRates.xls

G~~F~~. LODGING

1. General

City travelers are expected to seek accommodations that are comfortable, convenient, meet business and personal needs and offer good value. Employees are expected to compare local lodging rates in the area prior to reserving lodging.

2. Accommodation

a. Lodging accommodations for reasonably priced single occupancy rooms are reimbursable when the traveler is away from home overnight due to official travel.

b. Accommodations shared with family members or others not on official City business are reimbursable at the single occupancy rate only.

c. Accommodations shared with other City travelers should be billed and reimbursed to one traveler. When required, reimbursements to more than one traveler shall be based on a pro rata share as reported on each reimbursement request.

3. Conference Lodging Arrangements

When hotel rooms are blocked for a conference, seminar, etc., and a special discounted conference hotel rate provided, the employee/official should compare conference rates with the rates for other local hotels within a three (3) block radius of the conference. The employee is urged to reserve hotel accommodations that offer the best value to the City. This includes conference rate, government rate or lower rate, for the employee/official. If a lower rate is not available, the conferees should make their lodging arrangements directly utilizing the conference instructions. Conference lodging will be considered to accommodate persons with special circumstances.

4. Occupancy Tax

The City is exempt from the tax on occupancy of hotel, motel and tourist home rooms within Delaware only. When instate overnight accommodations are necessary, the employee should be provided with a copy of the Occupancy Tax Exemption Certificate (see Exhibit C) to be presented to the lodging facility. Tax on occupancy of hotels in other states must be paid.

H~~G~~.MEAL ALLOWANCES

1. General

The City will pay for or reimburse an employee/official for the necessary and reasonable cost of meals and incidental expenses incurred during out of state travel requiring overnight lodging.

Additional meal costs incurred over and above those provided as part of a conference**, lodging,** or **airfare** ~~registration~~ fee are not reimbursable, unless justified as a special circumstance and approved by the City Manager and Controller/Treasurer (e.g. special meeting or diet restrictions). **Exceptions are to be pre-approved by the City Manager and Controller/Treasurer.**

There will not be any reimbursement for meals when the meals are provided as part of the conference/training or by the host organization and when meals are provided as part of the hotel service and/or airfare.

~~Only per diem rates as prescribed by the Federal Government for official travel will be provided for Meals and Incidental Expenses (M&IE) P:\Policies & Procedures\Travel\FY2018_PerDiemRates.xls~~

If an employee is traveling partial days on any calendar day, the City will prorate the applicable M&IE rate at 75 percent. This applies to both day of departure and day of return. Partial travel days begin when an employee leaves Dover after 12:00 noon on the day of departure and returns to Dover by 5:00 PM on the day of arrival.

When meals are provided at the conference or by the host, the meal allowance will be reduced by 25% for each meal provided. Continental Breakfast provided by the hotel or at the conference is counted as a meal, unless justified as a special circumstance and approved by the City Manager and Controller/Treasurer (e.g. special meeting or diet restrictions).

2. Day Trips, In-state Travel and Before or After Hours

The meal allowance for day trips out of the City will be reimbursed at actual cost**,** as long as it does not exceed 25% of the normal per diem per the M&IE Allowance. The meal allowance for working before or after hours as a general rule are not encouraged, but may be approved by the City Manager and/or Controller/Treasurer on a case-by-case basis. At no time can the amount exceed the allowances established.

I~~H~~. CASH ADVANCES

General/Blanket travel advance checks will not be issued to employees, public officials, or appointees. Employees, public officials, and appointees will be reimbursed for specific travel related expenses after the trip or event has been completed.

The City will pay specific travel and lodging costs in advance as long as the request deadlines are met. Employees, public officials, and appointees shall use a City purchase order when requesting travel cost advances. Department Directors should use their City credit card for business travel. Directors may approve the use of their departmental travel credit card when arranging employee travel. Under urgent situations and with prior approval, employees and officials can also use a personal credit card and request reimbursement when they return.

The City will pay in advance the following costs:

Please note: A travel packet including the Travel authorization form, the meeting program/itinerary, and a purchase order for the advanced costs listed below must be submitted to the Accounts Payable Department **no later than 12 days prior to the event.**

a) **Conference/Training registration fees.** Such payment will be made payable and mailed directly to the organization. This will be done through a purchase order submitted by the department upon receipt of the approved Travel Authorization Form. A copy of the registration form describing the specific event must be attached to the purchase order. The Employee Travel packet must be submitted to Accounts Payable prior to/or along with the purchase order request for advance travel expenses.

b) **Airfare.** Airfare is normally reserved on-line through the internet and paid with a City credit card after travel approval has been received. (See City Credit Card Policy)

c) **Lodging**. Upon receipt of the approved Travel Authorization Form, the department may submit a purchase order for lodging. The check will be made payable to the hotel and will be given to the person for whom the lodging arrangements are made. The department must provide supporting

documentation including the daily lodging rates and applicable taxes along with the purchase order. Lodging reservations can be held with the use of a City Credit Card. (See City Credit Card Policy)

d) **Meal allowance**. An advance for the M&IE Allowance, which includes ~~both~~ meals**, tax and tips** ~~and incidental~~ expenses, will be permitted for meals not provided by the conference**, lodging or airfare** ~~or training~~ as indicated in Section H (1) above. Only per diem rates as prescribed by the Federal Government for official travel will be provided for M&IE Allowance. M&IE Rates can be found at: http://www.gsa.gov/perdiem or Public Docs\Policies & Procedures\Travel\FY2017_PerDiemRates.xls

J~~I~~. TRAVEL EXPENSE REIMBURSEMENT

1. General

Travel Expense Report (City of Dover Form 30) is due to Accounts Payable within **ten (10) working days** after travel or an expense is incurred **(Ten working-day rule)**.

a. Timely reimbursement can be assured only if an accurate, properly substantiated Travel Expense Report is received **to Accounts Payable ten (10) working days** after completion of the trip.

b. Failure to submit timely Travel Expense Reports after the completion of a trip will result in administrative action, such as notification to the Department Director and denial of future travel requests.

Travel Expense Reports for local travel and related expenses are to be submitted monthly. **In no case shall a reimbursement be made to an employee for travel/conference/training related expenses incurred in excess of 3~~9~~0 days. Explanation is required if over 30 days and approved by Controller/City Manager.**

Note: This section pertains to only those travel expenses paid by the traveler; not to travel expenses directly billed to/paid by the City.

2. Receipt Requirements and Other Reimbursement Criteria

a. Tickets booked on common carriers (airline, rail or bus) require original copy of the paid invoice or email confirmation containing total travel costs for arrangements booked on-line.

b. Hotel/motel bills shall be the original copy of hotel/motel billing marked paid.

c. Ground transportation, including airport shuttle, taxi or public transit requires a receipt.

d. Car rental reimbursements require paid invoice from the rental company.

e. **All ~~M~~m**eals do not require receipts and are not reimbursable above the maximum daily/partial day per meal allowance. **Tax and t~~T~~ips are included in the M&IE Allowance and will not be reimbursed separately.** When more than one City employee, public official, or appointee's meals are being reimbursed, each employee must submit a separate Travel Expense Reimbursement for their allowance.

f. Hotel/motel related expenses should be documented identifying the date and the cost for each category with the following requirements:

(1) Out-of-pocket costs for incidental items such as tips, baggage handling and maid service are not individually reimbursable by the City of Dover. Costs included under this category are included in the M&IE per diem rate. Only per diem rates as prescribed by the Federal Government for official travel will be provided for M&IE allowance.

(2) City-business related telephone calls are reimbursable as incurred and require a receipt from the telephone service provider or included on the hotel/motel billing invoice.

g. Lodging at campgrounds using traveler's camper or recreational vehicle is reimbursable at the actual cost, not to exceed the equivalent cost of hotel/motel lodging. Receipt is required.

h. Other Reimbursement Categories

Reimbursement for the following categories should be submitted on a schedule identifying the date, the cost and the category. All supporting receipts must be attached:

1) The City will reimburse employees for hotel and airport self-parking. The City encourages all employees to seek 'economy and budget parking'.
2) The City will not reimburse employees for Valet parking, unless prior approval has been granted by the City Manager and Controller.
3) The City will reimburse employees the cost of tolls for interstates, turnpike, bridges and/or ferries. All travel expenses require a receipt.
4) The City will reimburse employees for necessary airport baggage fee. A receipt is required.

i. Gasoline and/or Other Supplies require a receipt.

Need for emergency repairs incidental to using a City-owned vehicle shall require a Vendor receipt.

j. Department Director pre-approval is required to receive reimbursement for Internet Access Costs for city business. These costs must be substantiated with receipts.

k. While traveling overnight out-of-state, the City will reimburse employees for the cost of up to two (2) personal telephone calls not to exceed $8 per trip. A receipt is required for reimbursement.

l. Reimbursements for travel expenses incurred without required receipts, as outlined, is strictly prohibited. A "no receipt - no reimbursement" policy applies

3. Non- Reimbursable Expenses

The City shall not reimburse expenses for the following:

a. Alcoholic beverages**.**
b. In-room movies or pay television.
c. Theater tickets or nightclub entertainment.
d. Laundry.
e. Babysitting.

f. Related expenses of spouse, children and other persons accompanying the authorized employee or official.
g. Pleasure, historic or other tour related expenses. Expenses for business related tours would be reimbursed.
h. Donations and gifts made while at training, conference, or meeting.
i. Loss or damage of personal items.
j. Meals for other conference attendees.
k. Purchase of personal items.
l. Any parking or moving violation fines.
m. Any personal or pleasure travel while on City business.

KJ. CHARTER AND CODE OF CONDUCT

All City of Dover policies are subject to the City of Dover Charter Part 1, Subpart A, Article II, Section 12 "Compensation and expenses - Mayor and Council and other elected or appointed officials", whereas, "Members of the council, mayor and other elected or appointed officials shall receive reimbursement for actual and necessary expenses incurred when on official business as prescribed by city ordinance or policy" and; Part II Code of Ordinances Chapter 2, Article 1, Division 4 "Code of Conduct", which is "applicable to all elected and appointed officials and to all employees of the City of Dover."

LK. INTERNAL REVENUE CODE - DEFINITION OF PUBLIC OFFICIAL

Generally, if there is any provision in a public law which authorizes the employment of the individual, and the individual is hired or elected under this authority, the individual is considered an employee of the State or political subdivision to which the provision applies.

The following factors indicate that an office is a "public office."

The office was created by the constitution or through legislation, or by a municipality or other body with authority conferred by the legislature.

The office was delegated a portion of the powers of the government body.

The powers conferred and the duties to be discharged are defined either directly or indirectly law or through legislative authority.

The duties are being performed independently and without control of a superior power other than the law.

The office has some permanency and continuity, and the officer takes an official oath.

Examples of public officers are: the president and vice president, a governor or mayor, the secretary of state, a member of a legislative body, such as a state legislature, county commission, city council, school board, a judge, a justice of the peace, and members of advisory boards and committees.

M~~L~~.REVIEW & REVISION

The City of Dover Travel Policy will be reviewed every three years by the City Manager, Controller/Treasurer and City Clerk to provide recommended changes to City Council for approval.

EXHIBITS

Exhibit A - COD Travel Authorization Form (Form 47)
Exhibit B - COD Travel Expense Report Form (Form 30)
Exhibit C - COD Exemption Certificate Form 99A

REVISION RECORD

Revised: November 24, 2003
Revised: February 9, 2004
Revised: July 24, 2006
Revised: March 23, 2009
Revised: January 23, 2012
Revised: February 23, 2015

EXHIBIT A

CITY OF DOVER
TRAVEL REQUEST AND ITINERARY

EMPLOYEE TRAVELING _____ REQUEST DATE _____

BUSINESS PURPOSE _____

DEPARTMENT _____ TRAVEL DESTINATION AND DATES _____

ITEMIZED EXPENSES

					ESTIMATED COST:
REGISTRATION FEE:	MEALS PROVIDED BY CONFERENCE MUST BE DEDUCTED FROM M & IE RATE.				
MODE OF TRAVEL AND COSTS:					
AIRLINE	____ ONE WAY	____	ROUND TRIP		0.00
AIRPORT PARKING	____ PER DAY	____	TOTAL DAYS		0.00
TRAIN	____ ONE WAY	____	ROUND TRIP		0.00
BUS	____ ONE WAY	____	ROUND TRIP		0.00
* RENTAL CAR	____ ONE WAY	____	ROUND TRIP		0.00
* PERSONAL CAR	____ TOTAL MILEAGE	0.40	PER MILE		0.00
* TOLLS	____ ONE WAY	____	ROUND TRIP		0.00
CITY VEHICLE	____ " IS ADVISE TO BE USED INSTEAD OF PERSONAL CAR"				
LODGING EXPENSES:	BREAKFAST PROVIDED BY HOTEL MUST BE DEDUCTED FROM M & IE RATE				
HOTEL	____ PER NIGHT	____ TAXES	____ NUM OF NIGHTS		0.00
* SHUTTLE	____ PER TRIP	____ TAXES	____ TOTAL TRIP		0.00
* TAXI	____ PER TRIP	____ TAXES	____ TOTAL TRIP		0.00
* PARKING	____ PER DAY	____ TAXES	____ TOTAL DAYS		0.00

MEALS: M & IE RATE $ _____

	SUN	MON	TUE	WED	THUR	FRI	SAT	
DATES:								
TOTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

$0.00
TOTAL EXPENSE

EMPLOYEE SIGNATURE _____ DATE _____

DEPARTMENT HEAD APPROVAL _____ DATE _____

CITY MANAGER OR COUNCIL DESIGNEE APPROVAL _____ DATE _____

Finance Form 47

EXHIBIT B

CITY OF DOVER
TRAVEL EXPENSE REPORT FORM

NAME OF EMPLOYEE	DEPARTMENT	TRIP TAKEN TO (CITY)

PURPOSE OF TRIP

Please attach receipts for hotels, tolls, transportation, etc., and show all costs on this form.
Please use a separate form for each week.
Please note incidental expenses (tips) are included in M & IE Rate.

EXPENSES DATE	MON	TUES	WED	THUR	FRI	SAT	SUN	TOTAL
REGISTRATION FEES								$ -
TRANSPORTATION - AIR/TRAIN								$ -
PERSONAL AUTO _____ Miles @ .40 cents a mile								$ -
AUTO RENTAL								$ -
PARKING FEES, TOLLS, GAS, ETC.								$ -
TAXI/BUS FARE/SHUTTLE/BAGGAG								$ -
HOTEL/MOTEL								$ -
TELEPHONE								$ -
MISCELLANEOUS EXPENSES								$ -
MEALS (M & IE RATE)								$ -
MEAL ALLOWANCE OVERAGE								$ -
TOTALS	$ -	$ -	$ -	$0.00	$0.00	$ -	$ -	$ -

SIGNATURE OF PERSON INCURRING EXPEN _____ DATE _____

DEPARTMENT HEAD SIGNATURE (For Certification) _____ DATE _____

FINANCE DEPARTMENT - AUDIT _____ DATE _____

FINANCE - FINAL ACTION _____ DATE _____

ACCOUNT NUMBER _____

Form 30

TOTAL EXPENSES $ -

LESS PAID BY CITY: $ -

REGISTRATION _____ _____

HOTEL _____ _____

AIRFARE _____ _____

TRAVEL ADVANCE _____ _____

DUE EMPLOYEE _____

DUE CITY _____

EXHIBIT C

CITY OF DOVER
DEPARTMENT OF FINANCE

EXEMPTION CERTIFICATE
TAX ON OCCUPANCY OF HOTEL AND MOTEL AND TOUR IST HOME ROOMS

In accordance with Internal Revenue Code Section 5253(I), no tax shall be imposed under section 4251 upon any payment received for services or facilities furnished to the government of any State, or any political subdivision thereof, or the District of Columbia.

This Part to be Completed by the Operator

Name of Hotel, Motel, or Tourist Home			Fed. EI or SS number
Address	City	State	Zip Code

This Part to be Completed by the Occupant

This is to certify that I, the undersigned, am a representative of the City of Dover, Delaware; that the charges for the occupancy at the above establishment on the dates set forth below has been or will be paid for by the City of Dover, a government unit; and that such charges are incurred in the performance of my official duties as a representative or employee of the governmental unit.

Name (Please type or print)		Signature	
City of Dover	51-6000092		
Governmental Unit	Tax I.D. #	Title	
P.O. Box 475	Dover	DE	19903-0475
Address	City	State	Zip Code

Date(s) of Occupancy _____

If additional information is needed, please contact the City of Dover Finance Director at (302) 736-7018.

NOTE: A separate Exemption Certificate is required for each occupancy and for each representative or employee.

THIS EXEMPTION CERTIFICATE IS TO BE RETAINED BY THE OPERATORS OF HOTELS, MOTELS, AND TOURIST HOMES AS EVIDENCE OF EXEMPT OCCUPANCY.

\\Dover_1\finance\FORMS\DOCUMENTS\FORM99 A.wpd

DOVER HUMAN RELATIONS COMMISSION

2017 Annual Report to City Council

DATE: February 15, 2018

SUBJECT: 2017 DHRC Annual Report

FROM THE CHAIRMAN: Theodore Henderson

1). **DOVER HUMAN RELATIONS COMMISSION WORKSHOP**

THE (DHRC) workshop was held on May 25, 2017 at 6:03 p.m. with ***Chairman Henderson*** presiding. Members present were ***Mr. Fleming, Mr. Gaddis, Ms. Mullen, Reverend Paige, and Mrs. Herbert***. Staff members the present were City Solicitor Rodriguez and Mrs. Stein.

The overall purpose the workshop was as follows:

1. **Define the purpose and function of the DHRC to the new commissioners who recently added to the board.**

2. **Examine the parameters and the extent of influence and oversite the commission itself had within the Dover community.**

Mr. Nicholas Rodriguez, City Solicitor, advised members that the DHRC was formed in 2001, consisted of 15 members at that time, and currently had nine (9) members. He explained that the DHRC is an advisory commission and is to provide advice based upon the jurisdiction of the Commission as stated in the Code. Mr. Rodriguez indicated that the DHRC is similar to the State Human Relations Commission (SHRC), which is also an advisory commission and reports directly to the General Assembly and the Governor. He noted that neither the DHRC nor the SHRC is a decision-making body. ***Mr. Rodriguez*** stated that two (2) members of the DHRC are appointed to each of the four (4) City election districts and one (1) serves at large, and appointments are made by the Council President and approved by Council. He indicated that members are appointed for three-year staggered terms, and five (5) members constitute a quorum, which enables the Commission to do business. He indicated that DHRC meetings are to be held at City Hall on a quarterly basis and the Commission is to submit quarterly reports, as well as an annual report at the end of the year. Mr. Rodriguez advised that the DHRC is guided by the Freedom of Information Act (FOIA) and the City Clerk's Office helps with notice of meetings. He explained that there are no restrictions on reappointment; therefore, members can serve consecutive terms.

Mr. Rodriguez concluded his portion of the workshop with the guidance to the commissioners:

Referring to Section 58-33(e) Functions limited of the Dover Code, ***Mr. Rodriguez*** explained that the DHRC has no jurisdiction over matters that are assigned by law or decree to other governmental bodies. He noted that previously a complaint was received from an employee of Delaware State University (DSU) who indicated that they had been terminated based on race, which was a private matter between the employee and the University over which the DHRC had no jurisdiction. ***Mr. Rodriguez*** advised that this was also true of matters that must go through the court system or other governmental bodies. He stated that there had also been complaints about an employee of the City of Dover who was terminated, and this had to be handled through the City's grievance procedure.

The following input was provided by commissioners Mullen and Paige:

Ms. Mullen stated that one (1) of her goals was to increase awareness within the community through radio, brochures, and literature, and she indicated that this would overlap with ***Reverend Paige's*** goals for the Communications Committee. ***Mr. Fleming*** advised that this goal would also overlap with the Education Committee's goals.

Reverend Paige advised that the Communications Committee would be involved with every committee, because they would each have information to disseminate and the Communications Committee could help with this. Referring to ***Commissioner Mullen's*** idea about a brochure, she explained that all members would work together to promote this. Reverend Paige stated the need to be careful with social media; however, she noted that it could be a valuable tool. She indicated that an expungement clinic had recently been held that serviced more than 100 people and most of the participants found out about it on social media through flyers that were posted on a Facebook page**.** ***Reverend Paige*** explained that the IMA has a social action page that she updates when there are events. She stated the need to use social media for informational purposes, such as advertising, and not for editorials.

Commissioner Herbert stated she would work with the State Human Relation Commission as a liaison. ***Mr. Rodriguez*** stated that our goal was also to advise not only our city council but the S.H.R.C. also.

Review of DHRC Strategic Plan 2015-2018 Long-Term Objectives and Development of Work Plans

Mr. Henderson reviewed the Long-Term Objectives for the DHRC, as stated in the DHRC Strategic Plan 2015-2018, noting that objectives A.1, A.2, C.3, and C.4 applied to the Government Policy, Programs, and Practices Committee, chaired by Mr. Gaddis; objectives B.1, B.2, B.3 applied to the Community Engagement Committee, chaired by ***Ms. Mullen***; objectives B.4 and D.3 applied to the Education Committee, on which ***Mr. Fleming*** was serving; and objectives D.1, and D.2 applied to the Communications Committee, chaired by ***Reverend Paige***. He noted that objective D.2 regarding improving community awareness of the Commission and a better understanding of its role would also fall within the scope of ***Ms. Mullen*** and the Community Engagement Committee. He stated that long-term objectives that applied to the Commission as a whole were objectives C.1, C.2, D.4, and D.5.

In regard to objective A.2 "Building on its partnership with the Dover Police Department, identify additional human relations approaches and lessons that can be integrated into the Dover Police Department's ongoing Community Relations strategy," ***Mr. Henderson*** suggested getting in touch with the new City of Dover Police Chief and possibly having him come and speak to the Commission.

In regard to objective C.1, "Define when a diversity, inclusion and or a human relations issue exists and specify the types of these issues that will be accepted by the Commission; and, identify and implement a process for receiving and responding to such issues by taking action to correct or improve the situation," ***Mr. Henderson*** advised that all members were responsible for this objective. ***Mrs. Herbert*** asked how this would be done by all members. Responding, ***Mr. Henderson*** stated that the problem would first have to be identified and members would come together to discuss it in a meeting setting.

In regard to the Government Policies, Programs, and Practices (GPPP) Committee, ***Mr. Gaddis*** stated a goal of finding outside people to serve on the Committee. He advised that he would be unable to accomplish the goals by himself and thought this applied to all the committees. ***Mr. Gaddis*** indicated that an additional goal was to be formally introduced to the City Manager, Human Resources Director, Police Chief, and union representatives, stating the desire to meet both management and labor.

In response to ***Mr. Gaddis*** regarding where to access the City's Code of Ordinances, ***Mrs. Stein*** explained that there was a link to the City's municipal code on the home page of the City of Dover website.
Mr. Gaddis referred to objective C.4, "In cooperation and partnership with community organizations and public and private mediation services, assist in developing plans for monitoring sources of intergroup conflict and for responding to and managing community conflicts and disruptions in Dover; and participate in managing community conflicts in accordance with these plans." He indicated that, in order to accomplish this, he needed to

know what formal organizations are known to the City of Dover. ***Mr. Gaddis*** stated that he was aware of the Sankofa African Dance Company and several churches that were community organizations but was unsure about others. ***Mrs. Herbert*** suggested that the newspaper may be helpful.

Mr. Fleming indicated that he was developing goals for the Education Committee but was open to suggestion. ***Mr. Henderson*** suggested that all members publicize any symposiums, studies, or programs offered by the University of Delaware or DSU about diversity, Hispanic appreciation, African-American history, etc. He noted that the Dover Public Library might be another good resource for the Education Committee, noting that they are in touch with various commissions and programs. Mr. Henderson advised that the DHRC had helped to sponsor a "Cracking the Code" film through the library and suggested that the library be asked what opportunities they may have relating to the DHRC's goals.

Mr. Fleming noted that he had taught as an adjunct at Wilmington University in multicultural education for people going through the career and technical degree program. In addition, he indicated that he and would not object to talking with the Capital School District to see if there was something Mr. Fleming could do or some medium that the District could use to get the word out about the DHRC.

The purpose of the report was to summarize in part the workshop of DHRC, May 25, 2017 a first of its kind. Special thanks to ***Jody Stein*** who is invaluable in recoding our information and advising our meetings.

Respectfully submitted,

Theodore Henderson
DHRC Chairman

EDUCATION COMMITTEE REPORT—Commissioner Paul Fleming

As the DHRC's Education Committee representative, I work with the National Council on Agricultural Life and Labor Research (NCALL) Community Engagement Forum, who put on a Parent-Student Resource Fair with an "Empowering Parents" Workshop on September 30, 2017 at Wesley College. There were information tables, a keynote speaker, and community resource specialists who were available to answer questions. A speaker was obtained for the event who discussed resources available for students with special needs. This gentleman had been engaged in issues related to do with special needs on behalf of his daughter for many years.

Respectfully Submitted,

Paul Fleming
Education Chair

COMMUNICATIONS COMMITTEE REPORT—Commissioner Rita Mishoe Paige

The Communications Committee redesigned and updated the City of Dover Human Relations Brochure which is a tri-fold consisting of the following information: Our Mission, Our Vision, What We Do, Who We Are including the City Council District we represent, our meeting schedule, Where we meet , Committee Assignments and the address of City Hall.

As Commissioners change, the brochure will be updated. With approval from the City of Dover, the current brochure will be printed.

The Communications Committee consisted of ***Rev. Rita Mishoe*** Paige and ***Jon Offredo***. However, **Jon Offredo** has submitted his letter of resignation from the City of Dover Human Relations Commission.

Respectfully Submitted,

Rev. Rita Mishoe Paige
Communications Chair

SHRC LIAISON REPORT—Commissioner Sara Herbert

Under Long Term Objectives of Dover Human Relations Commission (DHRC) Strategic Plan 2015 - 2018 is objective C2. C2 states that the DHRC will "develop an understanding with the State Human Relations Commission (SHRC) that will define the roles and procedures of the two Commissions in the solution of alleged discrimination complaints which fall within the jurisdiction of the (SHRC) and identify and maintain specific ways the two Commissions will work together."

In an effort to accomplish this, first ***Commissioners Henderson and Herbert*** attended several SHRC meetings requesting that the SHRC assign a commissioner to liaison with ***Commissioner-at-Large Sara Herbert***. ***Commissioner Nancy Maihoff*** (SHRC) volunteered to serve in this endeavor. ***Commissioners Maihoff and Herbert*** have met several times to discuss the C2 objectives. The SHRC only accepts referrals that fall under Delaware's Equal Accommodations Law and its Fair Housing Act. At this time, DHRC has no subpoena power and has not clarified what complaints they will accept for action.

Commissioner Maihoff provided a list of State Agencies that handle complaints not appropriate for the SHRC. The DHRC has been encouraged to take mediation training through Peoples Place Center. This training will provide local assistance through mediation resolving complaints as appropriate. Four commissioners have asked for the training**.** ***Commissioners Maihoff and Herbert*** will continue to meet every two months to solidify our coordination.

Sara Herbert
Commissioner-at-Large
SHRC Liaison

FIRST READING

CITY OF DOVER PROPOSED ORDINANCE #2018-01

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

That Chapter 66 - Manufactured Homes, Mobile Homes, and Land Lease Communities be amended by inserting the text indicated in bold, blue font and deleting the text indicated in red strikeout as follows:

Chapter 66 - Manufactured Homes, Mobile Homes, and Land Lease Communities

Sec. 66-1. – Purpose Statement.

The City of Dover recognizes that manufactured homes are a unique housing type with their own history of placement and ownership traditions arising from their origins as mobile homes. A modern manufactured home does not resemble a vehicle, and once placed is rarely moved. However, most manufactured homes are owned as if they were vehicles, separate from the land they are placed on, and may theoretically be moved at any time. Because of this the city recognizes that consistent standards are needed for placement, licensing, and tracking of manufactured homes, in order to ensure the homes' orderly movement into, out of, and around the city.

The city further recognizes that land lease communities, which may give ground lease to manufactured homes or other types of housing, typify a use of land which does not align perfectly with either apartments or residential subdivisions. Because of this, areas of responsibility on the part of residents, owners, and the city with regard to maintenance, communication, and taxation can be unclear without the adoption of consistent standards governing these areas of responsibility. The city recognizes that where responsibility is not clearly claimed detrimental conditions can arise for residents.

This chapter therefore lays out the consistent standards needed for manufactured homes and land lease communities, while updating and consolidating earlier regulations regarding mobile homes and mobile home parks. The standards are intended to be applicable to all land lease communities currently in the city or which may be established in the future. They are also intended to cover both manufactured homes and permanently placed manufactured homes, and the issues unique to each.

Sec. ~~66-1~~66-2. - Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Land lease community means a residential development typified by single ownership of the land within the development, with the landowner retaining the rights of ownership. Home sites or individual lots within the community are leased to individual homeowners, who retain customary leasehold rights.

***Land lease community operator* means any person designated by contractual arrangement with the land lease community owner to supervise or maintain a land lease community and interact with its residents.**

Land lease community owner **means the owner of the underlying fee interest in the land where a land lease community is sited.**

Manufactured home means a factory-built housing unit designed and constructed to meet the Manufactured Home Construction and Safety Standards of the U.S. Department of Housing and Urban Development (HUD) Code. A manufactured home is built on a chassis that supports the structural integrity of the home and to allow transport to the site. Factory-built units built to meet the HUD Code and constructed after the code took effect on June 15, 1976 are classified as "manufactured homes."

Mobile home means a factory-built housing unit constructed on a chassis and completed before June 15, 1976. Prior to the HUD code, mobile homes were not subject to uniform construction or safety standards.

Owner of a manufactured home or *mobile home* means the person designated in the vehicle title of the manufactured home or mobile home, whether the title is issued by this state or by some other state.

Owner of a permanently placed manufactured home means the person designated in the vehicle or real property title of the permanently placed manufactured home, whether the title is issued by this state or by some other state.

Permanently placed manufactured home means a factory-built housing unit designed and constructed to meet the Manufactured Home Construction and Safety Standards of the U.S. Department of Housing and Urban Development (HUD) Code, and that has also been placed upon a permanent, unmovable foundation.

(Ord. of 2-23-1970, § 2; Code 1981, § 12-1; Ord. of 11-10-1986, § 1; Ord. No. 2016-16-, 8-8-2016)

Sec. ~~66-2~~66-3. - ~~Licenses.~~Manufactured and mobile homes.

(a) ***Placement permit.*** **Every owner of a manufactured home shall apply for and obtain from the city planner or his/her authorized agent a placement permit for such manufactured home prior to placement of the home within the city. The owner of the manufactured home shall pay a fee for such permit as provided for in Appendix F-Fees and Fines. No certificate of occupancy shall be issued for a newly placed manufactured home that has not also been issued a placement permit.**

(b) ***Inspection.*** **Prior to the issuance of a certificate of occupancy for any manufactured home, the home shall pass inspection by the building inspector. The owner of the manufactured home shall cause the home to be firmly attached to the ground by means of a permanent foundation or anchors, and cause any open space beneath the unit to be skirted or enclosed with material approved by the building inspector.**

(c) ***License.*** **The owner of any mobile home or manufactured home that is not placed on a permanent foundation shall obtain an annual license for it. The owner of the mobile home or manufactured home shall pay an annual fee for such license as provided for in Appendix F-Fees and Fines. If such manufactured home is newly moved into the city, the**

owner of the manufactured home shall obtain the license and shall pay the license fee within seven days of issuance of a certificate of occupancy for the home. Payment of the license fee shall be prorated on a quarterly basis for each fractional part of a year during which the manufactured home is in the city.

(d) *Conditions for license.* No license for a new manufactured home shall be issued until the home has passed inspection and received a certificate of occupancy as required by this section.

(e) *Moving within or out of city.* When the owner of a mobile home or manufactured home removes the home from its current site or lot, the owner shall obtain a demolition permit for the removal.

(f) *Use of city utilities.* Owners of all types of manufactured homes shall coordinate with city departments during the permitting and licensing process regarding the appropriate times to transfer responsibility for utilities and activate service.

~~(a) *Required fee* . The owner of a mobile home or manufactured home that is not to be permanently placed shall obtain an annual license for it and shall pay a fee for such license as provided for in Appendix F—Fees and Fines.~~

~~(b) *Payment; penalties* . Such license shall be obtained and the license fee paid by August 1 of each year and if such fee is not paid before September 1 of such year, then, in addition to any penalty incurred pursuant to Appendix F—Fees and Fines, a penalty fee of ten percent per month shall accrue on the unpaid balance of the license fee.~~

~~(c) *Moving into city* . Upon the moving of a manufactured home into the city, if the manufactured home requires a license it shall be obtained and the license fee paid within seven days. Payment of such license fee shall be prorated on a quarterly basis for each fractional part of a year during which the manufactured home is in the city.~~

~~(d) *Required fee for landowners* . The owner of any land leased out as part of a land lease community shall obtain an annual land lease community operator business license under the provisions of Chapter 26—Businesses.~~

(Ord. of 2-23-1970, § 2; Ord. of 5-24-1976; Ord. of 3-27-1980; Code 1981, § 12-2; Ord. of 8-8-1988; Ord. of 3-22-1993; Ord. No. 2009-09, 6-22-2009; Ord. No. 2016-16 , 8-8-2016)

~~Sec. 66-3. - Real property taxes.~~

~~A permanently placed manufactured home as defined in section 66-1, and the lot upon which it is located shall be considered as being real property for purposes of valuation, assessment and taxation in accordance with section 47 of the Charter.~~

(Code 1981, § 12-2.1; Ord. of 11-10-1986, § 2; Ord. No. 2016-16 , 8-8-2016)

~~**Sec. 66-4. - Placement permit.**~~

~~Every owner of a manufactured home, shall apply for and obtain from the city planner or his/her authorized agent a placement permit for such manufactured home. The city planner or his/her authorized agent shall issue no placement permit until the license fee required in this chapter is paid in full.~~

(Ord. of 2-23-1970, §§ 3, 6; Ord. of 5-24-1976; Code 1981, § 12-3; Ord. No. 2016-16 , 8-8-2016)

Sec. ~~66-5~~66-4. ~~- Duties of land lease community owners and operators~~Land lease communities.

(a) The following regulations shall apply to ~~owners and operators of all land lease communities:~~**the maintenance of land lease communities:**

i. *Private road access.* It shall be the responsibility of land lease community owners ~~and operators~~ to maintain all private streets, driveway access to such streets, access to fire hydrants, and access to central mailboxes so as to be clear from obstructions, including but not limited to potholes, snow piles, and debris.

ii. *Debris clearance.* It shall be the responsibility of land lease community owners ~~and operators~~ to ensure that all facilities and common areas within the community are kept in good repair and maintained in such a manner as to prevent the accumulation of materials which could cause a fire hazard or would cause insect or rodent breeding and harborage.

iii. *Landscaping.* All trees, shrubbery, lawns, and other landscaping features within the community shall be maintained by the land lease community ~~operator~~**owner** to be in healthy condition at all times.

iv. *Utilities.* All **private** water, sewer, electric, and gas lines and connections intended to serve common areas or the private property of tenants within the community shall be kept in good repair at all times by the land lease community ~~operator~~**owner**. Stormwater management facilities shall be maintained so as to be free of blockage and to prevent the accumulation of standing water **that does not dissipate within 48 hours, except in facilities approved for retention of water**. Community owners shall coordinate with the City of Dover regarding utility services and equipment.

v. *Delegation of maintenance duties.* Maintenance responsibilities detailed in subsections i. through iv. of Section 66-4(a) may be delegated by the land lease community owner to leaseholders, a land lease community operator, or other parties, provided that the delegated party's specific responsibilities are detailed in an appropriate legal contract. All maintenance responsibilities not delegated shall be retained by the land lease community owner.

(b) The following regulations shall be the reporting, record-keeping, and licensing requirements of land lease communities:

~~v~~**i**. *Office hours.* ~~The land lease community operator shall be present on site at a minimum during regular business hours, so as to facilitate communication between tenants of the community and the owner, and a 24-hour emergency contact shall be available to residents.~~ **To facilitate communication between tenants of the community and the owner, the land lease community owner or operator shall be present on site during fixed hours to be communicated to residents and posted at the office. The office hours shall be no less than 20 hours per week and shall not be between the hours of midnight and 7am. A 24-hour emergency contact shall also be available to residents.**

~~vi~~**ii**. *Receipt for lot payment.* The land lease community **owner or** operator shall provide a written receipt or electronic receipt at the time **a cash payment for** rent ~~payment~~ has been made~~, regardless of the form of payment~~. **If a land lease community owner accepts a form of payment other than cash, the community owner shall, within 2 days, give to the tenant a receipt for that payment. The community owner or operator shall, for a period of 3 years, maintain a record of all cash receipts for rent.**

iii. ***Lease record; report.*** **To assist in keeping city license records and tax records up to date, land lease community owners who lease land to two or more persons for home sites shall maintain a lease record, which shall be open for inspection at all reasonable times by the city planner. Before July 1 of each year, the land lease community owner shall report to the city planner the names and addresses of all persons having homes on his land.**

iv. ***Required license for landowners*****. The owner of any land leased out as part of a land lease community shall obtain an annual land lease community operator business license under the provisions of Chapter 26—Businesses, or direct the land lease community operator to obtain this license. Only one business license shall be required per land lease community. The fee for such license shall be based on the total number of lots or home sites in the community, including both vacant and occupied lots and sites.**

~~(b) The following regulations shall additionally apply to owners and operators of land lease communities leasing land to manufactured homes:~~

~~i. *Documents to manufactured home owners.* Copies of this chapter and placement permit application forms shall be furnished to each land lease community owner, who shall give a copy of the same to every manufactured home owner who moves a manufactured home into the community, before the 15th day of the next succeeding month after placement of the manufactured home.~~

~~ii. *Enforcement.* It shall be the responsibility of land lease community owners and operators to ensure that all mobile homes and manufactured homes placed on their land maintain a current license under section 66-2.~~

~~iii. *Lease record; report.* Land lease community owners who lease land to two or more persons for siting manufactured homes shall maintain a lease record, which shall be open for inspection~~

~~at all reasonable times by the city planner. Before June 1 of each year, the land lease community owner shall report to the city planner the names and addresses of all persons having manufactured homes on his land.~~

~~iv. *Sale of home*. Before a home is sold by the homeowner, home owner's estate, foreclosure, eviction or other means, the City of Dover must be notified and all delinquent taxes, fees, or other charges must be paid.~~

~~v. The land lease community owner must notify the City of Dover if the community is placed for sale.~~

~~(c) The following shall be considered appropriate methods of redress if the duties outlined in this section are not fulfilled:~~

~~i. Any land lease community owner found to be in violation of the provisions of this section, regardless of corrective actions taken, shall be assessed a fine as provided for in Appendix F—Fees and Fines. Any such fine shall be in addition to any charges imposed upon the violator in accordance with subsection (c)(ii) below.~~

~~ii. If required, the City of Dover may perform maintenance in the owner's stead following official notice, and place a lien on the property to recover costs, including a 15 percent administrative charge.~~

~~iii. Repeated failure to perform the required duties shall be cause to take action upon an owner's land lease community operator license in accordance with the provisions of Chapter 26—Businesses, Article II, Section 26-59.~~

Sec. 66-5. - Real property taxes.

A permanently placed manufactured home as defined in section 66-2-Definitions, and the lot upon which it is located shall be considered as being real property for purposes of valuation, assessment and taxation in accordance with section 47 of the Charter. Manufactured homes that are not permanently placed shall not be taxed but shall pay the annual license fee required by this chapter in lieu of taxes.

Sec. 66-6. – Enforcement and penalties.

(a) *Licenses and permits.* Enforcement of licensing and permitting requirements shall be as follows:

i. *Obtaining manufactured home licenses.* If the owner of a mobile home or manufactured home not permanently placed fails to obtain or renew the annual license required by this chapter, a fine pursuant to Appendix F-Fees and Fines may be assessed on the owner of the home, if the home has not been removed from the city.

ii. *Obtaining placement permits.* An owner of a manufactured home who places their home without obtaining a placement permit to do so shall have the standard penalties

imposed for failure to obtain a building permit as outlined in Chapter 22 - Buildings and Building Regulations of the Dover Code.

iii. *Obtaining land lease community operator business licenses.* A land lease community owner who does not obtain an annual business license as required by this chapter shall have the standard penalties imposed for failure to obtain a business license as outlined in Chapter 26 - Businesses of the Dover Code.

(b) *Land lease community maintenance requirements.* Enforcement of community maintenance requirements shall be as follows:

i. *Violations and penalties.* Any land lease community owner found to be in violation of the provisions of Section 66-4(a) may be assessed a fine pursuant to Appendix F-Fees and Fines. If required, the City of Dover may perform maintenance to correct the violation in the owner's stead, and add the cost of maintenance, including a 15 percent administrative charge, to the fine to be assessed.

ii. *Delegation of responsibilities.* If a land lease community owner has via contractual agreement delegated maintenance responsibilities over the portion of the property in violation to the owner of a manufactured home, any fines assessed pursuant to subsections (b)(i) and (b)(ii) above shall be imposed on the owner of the home.

(c) *Reporting and record-keeping requirements.* Enforcement of reporting and record-keeping requirements shall be as follows:

i. *Provision of lease records.* If the owner of a land-lease community fails to provide a lease record before July 1 of the year, a fine pursuant to Appendix F-Fees and Fines may be assessed on the owner of the land lease community.

ii. *Provision of office hours.* The City of Dover may inspect the office of a land lease community, and upon finding that hours are not posted, or a representative is not on site during posted office hours, assess a fine pursuant to Appendix F-Fees and Fines. A finding that a land lease community's 24-hour emergency line is not functioning may also be cause to assess the same fine.

iii. *Provision of receipts.* If the owner of a manufactured home requests a receipt for payment of rent from a land lease community owner or operator and does not receive one within 2 days, the owner of the manufactured home may ask the City of Dover to request the same. If a receipt is not provided to the city within an additional 7 days, a fine pursuant to Appendix F-Fees and Fines may be assessed on the owner of the land lease community.

(d) *Official notice.* As part of any fine assessed pursuant to Section 66-6, the City of Dover shall give official notice to the violator. Policy and procedures for timing of official notices and fines shall be developed by the planning and inspections department.

(e) *Provisional order.* When cumulative unresolved violations in a land lease community are inimical to the public health, safety and general welfare so as to constitute a nuisance, and

the land lease community owner has not taken action to resolve the violations or cause the appropriate parties to resolve the violations, the city may take action upon an owner's land lease community operator license in accordance with the provisions of Chapter 26—Businesses, Article II, Sections 26-59 through 26-65.

(Ord. No. 2016-16 , 8-8-2016)

Editor's note— Ord. No. 2016-16 , adopted August 8, 2016, in effect repealed § 66-5 and enacted a new § 66-5 as set out herein. Former § 66-5 pertained to duties of mobile home park owners and derived from Ord. of 2-23-1970 and the Code of 1981.

~~**Sec. 66-6. - Anchoring and skirting.**~~

~~Prior to the issuance of a certificate of occupancy for any manufactured home not placed on a permanent foundation, the manufactured home shall be firmly anchored to the ground and the open space beneath the unit shall be skirted with approved material in accordance with the requirements of the building inspector.~~

(Ord. of 9-13-1976; Code 1981, § 12-5; Ord. No. 2016-16 , 8-8-2016)

~~**Sec. 66-7. - Use of city utilities.**~~

~~The owner or occupant of any mobile home or manufactured home shall not be entitled to receive city utilities until the license fee required in this chapter is paid in full, and city personnel shall refuse to provide sewage, water and electricity to the mobile home or manufactured home until satisfactory proof is furnished that such license fee has been paid.~~

(Ord. of 7-28-1975; Code 1981, § 12-6; Ord. No. 2016-16 , 8-8-2016)

Sec. ~~66-8~~66-7. - Exemptions.

This chapter shall not apply to:

(1) *Dealers.* Unoccupied manufactured homes located on a dealer's display lot; or

(2) *Manufactured homes in transit*~~-~~. Unoccupied manufactured homes temporarily occupying the public right-of-way prior to placement on a lot or home site.

(Ord. of 2-23-1970, § 8; Code 1981, § 12-7; Ord. No. 2016-16 , 8-8-2016)

BE IT FURTHER ORDAINED:

That Appendix B - Zoning, Article 3 - District Regulations, Section 8 - Manufactured housing (MH) zone, be amended by inserting the text indicated in bold, blue font and deleting the text indicated in red strikeout as follows:

Section 8. - Manufactured housing (MH) zone.[2]

8.1 *Uses permitted.* In a manufactured housing zone, no building or premises shall be used, and no building shall be erected, which is arranged, intended or designed to be used, in whole or in part, for any uses, except the following:

8.11 Manufactured homes on individual lots, held in any type of ownership.

8.12 Multiple manufactured homes on a lot, provided that:

(a) The lot is operated as a condominium**, including but not limited to condominiums formed pursuant to 25 Del Code, Chapter 71**; or

(b) The lot is operated as a land lease community; and

(c) There are at least 15 manufactured homes on the lot, or else sufficient home sites for rent or sale on the lot to accommodate 15 manufactured homes. Such home sites need not be expressly delineated but must be improved so as to be complete and ready for occupancy by a manufactured home. **There shall be no mixing of manufactured homes and permanently placed manufactured homes on one lot.**

8.13 Permanently placed manufactured homes on individual lots, provided that the home and the lot are under common ownership.

8.14 Multiple permanently placed manufactured homes on a lot, provided that:

(a) The lot is operated as a condominium including but not limited to condominiums formed pursuant to 25 Del Code, Chapter 71; or

(b) The lot is operated as a land lease community; and

(c) There are at least 15 permanently placed manufactured homes on the lot, or else sufficient home sites for rent or sale on the lot to accommodate 15 permanently placed manufactured homes. Such home sites need not be expressly delineated but must be improved so as to be complete and ready for occupancy by a permanently placed manufactured home. There shall be no mixing of manufactured homes and permanently placed manufactured homes on one lot.

8.~~13~~**15** One-family detached homes on individual lots, held in any type of ownership.

8.2 *Conditional uses*~~–~~. Conditional uses shall be consistent with those conditionally permitted in the one-family residence zones.

8.3 *Accessory uses*~~–~~. Accessory uses shall be consistent with those permitted in the one-family residence zones, with the following additions and exceptions:

8.31 *Management facilities*. The following shall be permitted accessory to lots providing home sites for multiple manufactured homes:

(a) Management offices with rooms for the usual office furniture and supplies, limited to one per lot;

(b) Storage space for utility connection supplies in quantity, manufactured home accessories and maintenance materials and equipment;

(c) Laundry facilities equipped with washing machines and dryers;

(d) Community building facilities, including indoor recreation areas;

(e) Commercial establishments consistent with uses permitted in the C-1 neighborhood commercial zone, limited to one such establishment per lot;

(f) One-family detached homes intended for the use of a manager or caretaker, limited to one such dwelling per lot.

8.32 Accessory home occupations. Accessory home occupations shall be permitted consistent with the conditions outlined for home occupations in the one-family residence zones, with the exception that no home occupation shall be permitted if not also permitted by the owner of the lot on which the home is sited.

8.4 *Uses prohibited*-. The following uses are specifically prohibited:

8.41 Mobile homes, house trailers, and recreational vehicles as principal uses on a lot. Any such structures or vehicles located within the zone and being used as dwellings shall upon the effective date of this ordinance be deemed non-conforming uses in accordance with article 7.

8.42 Any other kind of factory-built housing that does not meet the Manufactured Home Construction and Safety Standards of the U.S. Department of Housing and Urban Development (HUD) Code as approved June 15, 1976, unless it can be demonstrated that such housing is constructed to the standards of the Dover Code of Ordinances, Chapter 22, Buildings and Building Regulations. Any such housing located within the zone and being used as dwellings shall upon the effective date of this ordinance be deemed non-conforming uses in accordance with article 7.

8.5 *Minimum occupation length*–. No lot or home site within the manufactured housing zone reserved for occupation by a manufactured home shall be leased or occupied for residential use except for periods of 30 consecutive days or more.

8.6 *Land lease communities*–. The following regulations shall apply to land lease communities within the MH zone:

8.61 ***Ownership.*** The entire land area occupied by a land lease community, regardless of the number of home sites or individual lots therein, shall be maintained in single ownership, or if in multiple ownership, under the provisions of the laws of the state dealing with unit properties and condominiums.

8.62 *Changes to site plan.* After initial site development plan approval of a land lease community, reapproval for the entire community shall not be required prior to the issuance of building permits for alterations to individual manufactured homes, or their accessory buildings such as storage areas and patios, which, in the judgement of the city planner, do not materially alter the site development plan approval by the planning commission and are requested as adjustments to the individual manufactured home sites or lots leased by an individual family and designed for the convenience and comfort of the individual lessee.

8.7 *Performance Standards*-. All uses are subject to performance standards as set forth in article 5, section 8.

8.8 *Site development plan approval*-. Site development plan approval in accordance with article 10, section 2 hereof shall be required prior to the issuance of building permits for the erection or enlargement of all structures and related accessory structures. Such approval shall also be required prior to the issuance of certificates of occupancy for a change of use.

8.81 For purposes of preparing a site development plan for approval by the planning commission, and all subsequent improvements, alterations or additions, the applicant shall conform to current submission requirements and site development standards as set forth by the National Fire Protection Association publication 501A,"Standard for Fire Safety Criteria for Manufactured Home Installations, Sites, and Communities." Where applicable, the approving authority shall be the fire marshal's office.

8.82 No site development plan proposing the siting of a manufactured home outside of a land lease community shall be approved unless the plan shows the manufactured home is to be permanently placed, as defined in the Dover Code of Ordinances, Chapter 66—Manufactured Homes, Mobile Homes, and Land Lease Communities.

8.9 *Maximum density*–. The gross residential density in an MH zone shall not exceed six dwelling units per acre.

8.10 *Signs*-. Signs shall meet the regulations found in Article 5—Supplementary Regulations, Section 4—Supplementary Sign Regulations.

(Ord. No. 2016-16 , 8-8-2016)

Footnotes:
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Editor's note— Ord. No. 2016-16 , adopted August 8, 2016, in effect, repealed § 8 and enacted a new § 8 as set out herein. Former § 8 pertained to simil~~i~~ar subject matter and derived from Ord. of 10-13-1981; Ord. of 3-20-1983; Ord. of 3-24-1986; Ord. of 7-10-2000; Ord. of 2-12-2001; Ord. of 4-28-2008(2); and Ord. No. 2010-29, adopted January 10, 2011.

BE IT FURTHER ORDAINED:

That Appendix B - Zoning, Article 12 - Definitions, be amended by inserting the following definition in its correct alphabetical order:

Permanently placed manufactured home **means a factory-built housing unit designed and constructed to meet the Manufactured Home Construction and Safety Standards of the U.S. Department of Housing and Urban Development (HUD) Code, and that has also been placed upon a permanent, unmovable foundation.**

BE IT FURTHER ORDAINED:

That Appendix F - Fees and Fines, be amended by inserting the text indicated in bold, blue font and deleting the text indicated in red strikeout as follows:

Chapter 66. - Manufactured Homes, Mobile Homes, and Land Lease Communities

Chapter 66. Manufactured Homes, Mobile Homes, and Land Lease Communities	Fees and Fines
~~Sec. 66-2. Licenses~~ **Sec. 66-3. Manufactured and mobile homes**	
Subsec. (a) ~~Required fee~~**Placement permit**	~~$45.00 each license~~**$50.00 each one-time placement permit**
~~Subsec. (b) Payment; penalties~~	~~A fine of not less than $50.00 and a penalty fee of ten percent per month shall accrue on the unpaid balance of the license fee~~
Subsec. (c) License	**$45.00 each license annually**
~~Sec. 66-5. Duties of Land Lease Community Owners and Operators~~	
~~Subsec. (c)(i) Failure to perform required duties~~	~~A fine of not less than $50.00 in addition to any charges imposed to cover cost of maintenance by the City~~
~~Subsec. 66-5 (c)(ii) Cost of maintenance by the city~~	~~$75.00 per hour for such work~~

	~~that must be done to render the property in compliance with this article, plus a 15% administrative charge~~
Sec. 66-6 Enforcement and penalties	
Subsec. (a) Licenses and permits	
Subsec. (i) Obtaining manufactured home licenses	**A fine of not less than $25.00**
Subsec. (b) Land lease community maintenance requirements	
Subsec. (i) Violations and penalties	**A fine of not less than $25.00 in addition to any charges imposed to cover the cost of maintenance by the City at $75.00 per hour for such work that must be done to render the property in compliance with Chapter 66, Section 66-4, plus a 15% administrative charge**
Subsec. (c) Reporting and record-keeping requirements	
Subsec. (i) Provision of lease records	**A fine of not less than $25.00 and a penalty fee of ten percent per month shall accrue for each month the lease record is not provided**
Subsec. (ii) Provision of office hours	**A fine of not less than $25.00; the fine may be applied cumulatively or per violation instance**
Subsec. (iii) Provision of receipts	**A fine of not less than $25.00; the fine may be applied cumulatively or per violation instance**

(Ord. No. 2016-16 , 8-8-2016)

ADOPTED: *

S:\ORDINANCES\2018\DRAFT\ORDINANCE #2018-01 CH 66, APPX B-ARTS 3 AND 12, AND APPX F\ORDINANCE #2018-01.wpd

SYNOPSIS

The proposed ordinance reorganizes and clarifies a portion of the updates to the Dover Code made in August 2016 through Ordinance #2016-16. The proposed ordinance also brings the updates into compliance with provisions of the Delaware Code related to manufactured housing and rental housing,

particularly Title 25, Chapters 53, 55, 70, and 71. The updates affected include requirements for placing and licensing manufactured homes, standards for management and maintenance of land lease communities, taxation, and code enforcement. A distinction is also made between manufactured homes and permanently placed manufactured homes in the *Zoning Ordinance.*

(SPONSORS: NEIL AND HUGG)

Actions History

02/26/2018 - Scheduled for First Reading - City Council
02/13/2018 - Introduced - Council Committee of the Whole/Legislative, Finance, and Administration Committee