Council Committee of the Whole Agenda

June 9, 2020 - 6:00 p.m.

City Hall Council Chambers
15 Loockerman Plaza, Dover, Delaware

This meeting will be held electronically. Public participation information is as follows:

Dial: 1-408-418-9388
Link:
https://cityofdoverde.webex.com/cityofdoverde/onstage/g.php?MTID=e9d7512df93ed4c153925855006991532
Event number/Access code: 129 160 2377
Event password: DOVER (if needed)

Public comments are welcomed on any item and will be permitted at appropriate time. When possible, please notify the City Clerk (736-7008 or email at cityclerk@dover.de.us) should you wish to be recognized.

Parks, Recreation, and Community Enhancement Committee

Adoption of the Agenda

1. **Presentation by Delaware Union - Youth Soccer Program and Potential Grant**

2. **Evaluation of Requests for Proposals - Architectural and Engineering Services for Five Recreation Projects with Costs (RFP #20-0024CM)**
   (Staff recommendation: 1. Authorize the City Manager to negotiate and sign an agreement with Whitman, Requardt & Associates, LLP of Wilmington DE/Baltimore, MD, to provide architectural and engineering services to the City of Dover for five recreation facilities; and 2. If the Committee/Council prefers the option for a design with a modular building, they can choose the Optional proposal for $20,000 deduction.)

3. **Adjournment of Parks, Recreation, and Community Enhancement Committee meeting**

Utility Committee

Adoption of the Agenda

1. **Annual Engineering Consultant's Report on the Operation and Maintenance of the Electric System - Fiscal Year 2019**
   (Staff recommendation: Acceptance of the report)

2. **Adjournment of Utility Committee meeting**

Legislative, Finance, and Administration Committee

Adoption of the Agenda

1. **Downtown Dover Partnership Parking Solutions**
   (Partnership's recommendation: To proceed with Memorandum of Understanding (MOU) to design and implement a comprehensive parking solution)

2. **FY 2020 Coronavirus Emergency Supplemental Funding Program (CESF) – Joint Grant Submittal with Kent County**
   (Staff recommendation: Approval of the grant project as requested)

3. **City Manager Search**
   - **A. Consultant/Head Hunter or In-house**
   - **B. Review of Job Description - Determine Required or Preferred Qualifications**
   - **C. Scoring Rubric**
   - **D. Process For Offer/Acceptance and Presentation of Recommended Candidate to Council for Confirmation**
   - **E. Travel Expenses for In-person Interviews**
   - **F. Selection of Interview Committee**

4. **Review of the COVID19 Operating Procedures**

5. **Adjournment of Legislative, Finance, and Administration Committee meeting**

Adjournment of Council Committee of the Whole meeting

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The agenda items as listed may not be considered in sequence. Pursuant to 29 Del.C. §1004(e)(2), this agenda is subject to change to include the addition or deletion of items, including executive sessions, which arise at the time of the meeting.



Delaware Union

503(c) 51-0374834

Delaware Union Mission Statement

Vision

- To foster an environment and provide programs where players grow to be better members of society through the game of soccer.

Mission

- Creating a community of staff and volunteers to provide opportunities for players to reach their highest potential at any level of the game through commitment, passion and respect

Core Values

- Commitment, Passion and Respect

Who: Youth players of all abilities, ages and demographics led by certified coaches

What: Affordable, accessible, community based, structured, entry level soccer development programs

When: After school, weekends, school holidays, summer camps

Where: Community schools, Summer camps, Churches, Local parks facilities

Why : To support soccer programs in the community with fun and healthy activities
To inspire youth to get outside and play seasonal sports
To teach fundamental skills in soccer, teamwork, cooperation, and sportsmanship

How: Partnerships with public and private institutions for funding, support, and volunteers

Projected Player Pathway

- Entry level programs
- Organized recreational programs with player development
- Travel programs
- High school programs
- Referee and coaching programs
- College track
- Philadelphia Union Academy

Delaware Union Player Pathway

Age	Recreational		Representative (Travel)	Elite		Coaching/Referee
^ ^ ^ ^	College Soccer/Professional	Zone 3	College Soccer/Professional	College Soccer/Professional	College Soccer & Philadelphia Union	College - Coaching
19	U19	Zone 2	Representative Program - U15 - U19 - College Preparation	Individual player evaluation of possible opportunities	Philadelphia Union Academy (Boys Only)	Delaware Union Future Coaches Program and US Soccer Coaching Education Pathway
18						
17						
16	U16		Representative Program - U13 - U14			Delaware Union Future Coaches Program
15						
14	u14					Delaware Union Grassroots Referee Program
13						
12	U12	Zone 1	Representative Program - U11-U12		Philadelphia Union Pre-Academy (Boys Only)	
11						
10	U10		Delaware Union Juniors Program - U9-U10			
9						
8	U8		Pre-Juniors Training Program			
7						
6	Kinder Kickers					
5						
4	Little Kickers					

COMMITTEE ACTION FORM

PROCEEDING: Parks, Recreation, and Community Enhancement Committee

DEPARTMENT OF ORIGIN: City Manager's Office **DATE SUBMITTED**: June 3, 2020

PREPARED BY: Matt Harline, Assistant City Manager and Robin Eaton, Parks & Recreation Director

SUBJECT: Evaluation of Requests for Proposals – Architectural & Engineering Services for Five Recreation Projects with Costs (RFP # 20-0024CM)

REFERENCE: N/A

RELATED PROJECT: N/A

REVIEWED BY: Donna Mitchell, City Manager & Lori Peddicord, Controller

EXHIBITS:None.

EXPENDITURE REQUIRED: $250,000 (optional $20,000 deduct)

AMOUNT BUDGETED: $255,500 (for a Can-Do Playground)

FUNDING SOURCE (Dept./Page in CIP & Budget): 101-13-15-12-000-54031

TIME TIMETABLE: Estimated time to develop architectural and construction design documents is six months for Schutte Park and eight months for Dover Park.

RECOMMENDED ACTION:

Staff has review three responses to the RFP and has identified Whitman, Requardt & Associates as the best proposal. Therefore, Staff recommends that the ***Committee make a motion to accepting the Staff recommendation do the following:***

1. ***Authorize the City Manager to negotiate and sign an agreement with Whitman, Requardt & Associates, LLP. of Wilmington DE/Baltimore, MD, to provide architectural and engineering services to the City of Dover for five recreation facilities.***
2. ***If the Committee/Council prefers the option for a design with a modular building, they can choose the Optional proposal for $20,000 deduction.***

BACKGROUND AND ANALYSIS

INTRODUCTION: At the direction of the City Council staff issued an RFP for architectural and engineering work for three projects in Dover Park (building, Sprayground and Can-Do Playground) and two projects in Schutte Park (skatepark and dog park). There projects were endorsed by citizens, advocacy groups and the City Council. In order to improve efficiency all five projects were bundled together and a single RFP was issued. We received three proposals and have chosen Whitman, Requardt & Associates, LLP (WRA) as the best proposal, despite being the highest cost, because it was the most complete and detailed, plus they had developed important collaborations.

BACKGROUND: At the September 9, 2019 meeting, the Dover City Council adopted a plan of action recommended by the Parks, Recreation, and Community Enhancement Committee (PRCEC) at the August 13, 2019 meeting of the Council Committee of the Whole. This recommendation was to pursue the "Final Concept" version of the Dover Park Master Plan drafted by WRA. In the Master Plan there were many enhancements recommended and some have been accomplished by the Parks and Recreation Department (walking trail, improvements to the basketball courts and tennis court). Among the other projects are three that Council prioritized: the construction of ~3,600 ft^2 building, a Sprayground/Splash Pad, and a Can-Do Playground.

At the same meeting of the PRCEC a group made a presentation advocating for a Skate Park. The Schutte Park Master Plan, to which Pennoni Associates, Inc. had contributed, already suggested that a skate facility should be built in Schutte Park. After discussion the Council directed staff to look into building a Skate Park facility.

Most of the proposed recreation facilities have had funds budgeted for them in the current budget. In the 2019-2020 Annual Budget $195,000 was set aside for a Can-Do Playground at Dover Park. In addition, $310,000 were projected for FY2020-21 in the last adopted budget for a Splashpad and bathroom facilities. Originally $73,000 was set aside for a dog park in this year's budget but this project has been put on hold until the facility is planned. In short these all have been identified as priority projects. Therefore, the City Manager directed staff to develop an RFP to design all five projects.

2019 REQUEST FOR PROPOSALS: An RFP was developed and issued with proper advertisement in the Delaware State News on February 12 and 19, 2020; and posted on the City website. The RFP package was emailed out to vendors who requested a packet. An attempt to identify certified disadvantaged businesses on the State of Delaware Office of Supplier Diversity website, but none were found, by the Assistant City Manager that seemed to have experience with recreation design. An optional pre-submittal conference was held February 24, 2020 at Dover City Hall and four firms attended. Two of those firms, WRA and Davis, Bowen, Friedel, Inc., eventually submitted proposals. The RFP specifically mentioned that a bonus was available for properly documented diversity businesses.

Three (3) proposals were submitted. A committee consisting of Parks & Recreation Director, Robin Eaton, Central Services Director, Mike Hamlett, and Assistant City Manager Matt Harline met on Thursday, April 2nd to review the proposals and score the proposals based on the criteria. The results and costs are summarized in the charts below. A composite score was developed based on discussion, and the recommendation from the Staff is unanimous.

RECOMMENDATION: Based on the Staff evaluation, Whitman, Requardt & Associates, LLP (WRA) has been selected as the preferred vendor. Staff believes that their proposal was clearly better than either of the other two proposals. WRA displayed expertise on all areas of the project and has done work on the Schutte Park Master Plan and conducted the Dover Park Master Plan. In addition, WRA will be partnering with Desmond A. Baker, LLC a certified Minority Business Enterprise.

Staff Evaluation Matrix

Firm Name	Experience (0-20)	Clarity and Completeness of the Proposal (0-25)	References (0 -20)	Innovation & Collaboration (0 -20)	Cost (0 – 15)	Bonus	Total Score
Whitman, Requardt & Associates LLP.	**19**	**24**	**20**	**20**	**5**	* **1.5%**	**90**
Davis, Bowen, Friedel, Inc.	**20**	**17**	**20**	**16**	**10**		**83**
Pennoni Associates Inc.	**17**	**17**	**20**	**12**	**15**		**81**

**Desmond A. Baker, LLC OSD Certification # DE17052818*

Firm Name	Highest Cost	Lowest Cost	Base Dover Park	Dover Park Alternate 1	Dover Park Alternate 2	Option Descriptions	Base Schutte Park	Schutte Park Alternate 1	Schutte Park Alternate 2	Option Descriptions
Whitman, Requardt & Associates LLP.	$ 250,000	$ 230,000	$ 180,000	$ 160,000		Option is for modular building	$ 70,000			None for Schutte
Davis, Bowen, Friedel, Inc.	$ 194,500	$ 172,500	$ 127,000	$ 132,500	139,000	Option 1 = Sustainable bldg and Features. Option 2 = Sustainable site and bldg design	$ 45,500	$ 49,500	$ 55,500	Option 1 = BMX Bike Course Option 2 = Sustainable site design
Pennoni Associates Inc.	$ 133,800	$ 116,800	$ 94,900	$ 103,400		Option is Design Visualization Services	$ 21,900	$ 30,400		Option is Design Visualization Services

WRA included an option in their proposal for a $160,000 design cost if the Committee/Council prefers a modular building design for Dover Park.

Staff recommends:

1. **Authorize the City Manager to negotiate and sign an agreement with Whitman, Requardt & Associates, LLP. of Wilmington DE/Baltimore, MD, to provide architectural and engineering services to the City of Dover for five recreation facilities.**

2. **If the Committee/Council prefers the option for a design with a modular building, they can choose the Optional proposal for $160,000.**

BURNS McDONNELL

Engineering Consultant's Report

on the
Operation and Maintenance
of the Electric System
Fiscal Year 2019

City of Dover, Delaware

Project No. 121249

5/28/2020

Engineering Consultant's Report

prepared for

City of Dover, Delaware
Dover, Delaware

Project No. 121249

5/28/2020

prepared by

Burns & McDonnell Engineering Company, Inc.
Kansas City, Missouri

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May 28, 2020

Ms. Lori Peddicord
Controller/Treasurer
City of Dover
5 East Reed Street
Weyandt Hall, Suite 300
Dover, Delaware 19901

Re: Engineering Consultant's Report
Project No. 121249

Dear Ms. Peddicord:

In compliance with the requirements of Section 705 and Section 504 of the City of Dover, Delaware Resolution Authorizing and Securing Electric Revenue Bonds, adopted December 23, 1985 (Resolution), Burns & McDonnell presents this Annual Engineering Consultant's Report on the Operation and Maintenance of the Electric System for the fiscal year ended 2019. This report summarizes our review and assessment of the City of Dover's (City) Electric System, its existing retail electric rates, its insurance coverage in effect, and its reserve funds. Financial, statistical, and operating data used in preparing the report were initially reported in the City's annual financial statements and accounting records. Additional information was furnished by City and Electric Division staff.

In the preparation of this Engineering Consultant's Report, Burns & McDonnell completed assessments of the electric generating stations and the transmission and distribution system of the City's Electric Division. Assessments involved interviews, observations, and review of fiscal year 2019 expenditures and fiscal year 2019 and 2020 budgets. In addition, an analysis of the balances of the Improvement and Extension Fund as well as other funds supporting the Electric Division was performed. Burns & McDonnell also reviewed the adequacy of revenues provided by current retail rates in relation to the requirements of the Resolution. Finally, a high-level assessment of the City's insurance coverage related to the Electric Division was completed.

Based on these reviews and assessments, it is the opinion of Burns & McDonnell that the Electric System is being operated and maintained, including replacements and upgrades as appropriate, in a manner that is consistent with current electric utility practices. In addition, the current retail rates have provided sufficient revenues to satisfy the debt service coverage requirement in the Resolution. Further, it is the opinion of Burns & McDonnell that the balances in the various reserve funds maintained by the City for the Electric Division are sufficient for their intended purposes.

We appreciate the cooperation and assistance provided by the City and the Electric Division staff in the preparation of this report. We will be happy to discuss the report with you at your convenience.

Sincerely,
Burns & McDonnell

Adam Young, PE
Director

Craig Brown
Project Manager

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O 816-333-9400 \ F 816-333-3690 \ burnsmcd.com

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LIST OF ABBREVIATIONS

Abbreviation	Term/Phrase/Name
Act	Securities Exchange Act of 1934
Burns & McDonnell	Burns & McDonnell Engineering Company, Inc.
City	City of Dover, Delaware
DCS	distributed control system
EDQP	Employee Development and Qualification Program
EIA	U.S. Energy Information Administration
FY	Fiscal Year
GWh	gigawatt-hour
I&E Fund	Electric Improvement & Extension Fund
kV	kilovolt
kW	kilowatt
kWh	kilowatt-hour
LAN	local area network
McKee Run	McKee Run Generating Station
MW	megawatt
MWh	megawatt-hour
NAES	North American Energy Services Corporation
NERC	North American Electric Reliability Corporation
Ohm	standard unit of electrical resistance
PJM	Pennsylvania New Jersey Maryland Interconnection
Report	2019 Engineering Consultant's Report on the Operation and Maintenance of the Electric System
Resolution	Resolution Authorizing and Securing Electric Revenue Bonds, adopted December 23, 1985

VanSant	VanSant Generating Station
TEA	The Energy Authority, Inc.

STATEMENT OF LIMITATIONS

In preparation of the Annual Engineering Consultant's Report on the Operation and Maintenance of the Electric System for the fiscal year (FY) ended 2019 (the Report), Burns & McDonnell relied upon information provided by the City of Dover, Delaware (the City). The information included various analyses, computer-generated information and reports, audited financial reports, and other financial and statistical information, as well as other documents such as operating budgets and current retail electric rate schedules. While Burns & McDonnell has no reason to believe that the information provided, and upon which Burns & McDonnell has relied, is inaccurate or incomplete in any material respect, Burns & McDonnell has not independently verified such information and cannot guarantee its accuracy or completeness. In addition, Burns & McDonnell has used the information provided to make certain assumptions with respect to conditions that may exist in the future. While Burns & McDonnell believes the assumptions made are reasonable for the purposes of the Report, it makes no representation that the conditions assumed will occur.

Burns & McDonnell Engineering Co., Inc. is not acting as a "municipal advisor" for the City of Dover, Delaware within the meaning of Section 15B of the Securities Exchange Act of 1934, as amended (the "Act") and do not owe a fiduciary duty to the City pursuant to the Act with respect to the information and material contained in this Study and our communications.

1.0 – EXECUTIVE SUMMARY

1.0 EXECUTIVE SUMMARY

1.1 Introduction

The Fiscal Year 2019 Engineering Consultant's Report on the Operation and Maintenance of the Electric System (Report) has been prepared in compliance with the requirements of the City of Dover, Delaware Resolution Authorizing and Securing Electric Revenue Bonds, adopted December 23, 1985 (Resolution). Burns & McDonnell was retained as the Engineering Consultant by the City of Dover, Delaware (City) to complete an inspection of the Electric System and prepare a report on findings. The Resolution requires that the Engineering Consultant complete the following:

> *"The City covenants that it will cause the Engineering Consultants employed under the provisions of Section 705 of this Resolution . . . to make an inspection of the Electric System at least once each fiscal year and . . . to submit to the City Manager a report setting forth (a) their findings whether the properties of the Electric System have been maintained in good repair, working order and condition and whether they have been operated efficiently and economically and (b) their recommendation as to*
>
> *(i) the proper maintenance, repair and condition of the Electric System during the ensuing fiscal year and an estimate of the appropriations which should be made for such purposes,*
>
> *(ii) the insurance to be carried under the provisions of Article VII of this Resolution,*
>
> *(iii) the amount that should be deposited during the ensuing fiscal year to the credit of the Improvement and Extension Fund for the purposes set forth in Section 510 of this Article,*
>
> *(iv) the extensions, improvements, renewals and replacements which should be made during the ensuing fiscal year, and*
>
> *(v) any necessary or advisable revisions of the electric rates."*

This is the fifteenth annual Engineering Consultant's Report prepared for the City by Burns & McDonnell.

1.2 Electric System Overview and Assessment

The City of Dover Electric Division served a monthly average of 24,481 accounts in fiscal year 2019, approximately 20,899 of which were residential customers. Five Electric Division customers take service from the 69-kV transmission system. These customers include the Dover Air Force Base, Kraft, Proctor

& Gamble, White Oak Solar and Clearway Energy. Clearway Energy is an exempt wholesale generator that sells power that must be transmitted through the City's transmission system to third party purchasers. When the plant is not operational, the Electric Division provides power for the plant site.

1.2.1 General Plant

General plant facilities consist primarily of Electric Division administrative and operations facilities and pollution control related equipment on McKee Run Generating Station (McKee Run) and VanSant Generating Station (VanSant). Other types of general plant include office furniture and equipment, transportation and power-operated equipment, and communication equipment.

Effective July 1, 2011, the City entered into an Energy Management Agreement with The Energy Authority, Inc. (TEA) to assist the City with its energy procurement, energy sale, purchase of fuels, establishment and management of risk policies, and the development and management of hedging protocols and related energy procurement challenges. Headquartered in Jacksonville, Florida, TEA is a public power-owned, non-profit corporation that serves as an energy manager. As a national portfolio management company, TEA evaluates challenges, manages risks and executes solution for client systems.

1.2.2 Production Plant

The City owns two generating plants, the McKee Run and VanSant generating stations. McKee Run consists of one steam turbine generating units with a total capacity of 102 megawatts (MW). VanSant is a 43 MW simple-cycle combustion turbine unit. NAES Corporation operates the generating plants. The agreement between the City and NAES Corporation has been in effect since July 1, 2006. The various systems and components of the generating plants reviewed by the Engineering Consultant are listed below:

Major Equipment

- Steam turbines/generators
- Boilers and auxiliaries
- Station cooling water systems
- Fuel handling systems
- Water treatment systems
- Station electrical systems
- Station control systems
- General facilities

Management and Organization

- Safety
- Training
- Staffing

Based on statements and information provided by the City, as well as the observations and reviews performed, it is the Engineering Consultant's opinion that the City's power generation facilities are being operated and maintained consistent with generally accepted electric utility practice in the United States. In general, the performance, operation, maintenance, staff, planning, and training aspects for the McKee Run and VanSant were found to be above average. Specifically, the generation facilities have demonstrated an appropriate level of availability despite the dispatching of the units primarily for peak demand.

1.2.3 Transmission and Distribution Plant

The transmission and distribution network includes 42.95 miles of overhead transmission lines, 0.12 miles of underground transmission lines, 132.49 miles of overhead distribution lines and 300.10 miles of underground distribution lines. Five Electric Division customers take primary service from the 69-kV transmission system. The following list includes areas of the transmission and distribution system that were considered and reviewed.

- System reliability
- Power quality
- Operations and maintenance
- Design standards and specifications
- Transmission and distribution improvements

It is the Engineering Consultant's opinion that the design, construction, operation, and maintenance of the City's electric transmission and distribution system and the associated facilities are consistent with current generally accepted electric utility standards.

1.3 Financial Overview and Assessment

The level of revenues required from the retail electric rates for the Electric Division were determined through the analysis of the financial results and net income or net margins for FY 2019. The Resolution requires that the Electric Division maintain a debt service coverage ratio of 1.25.

Customers of the Electric Division of the City were charged for the electric service received based on the City's rate schedules and contracts that were in place in FY 2019. A comprehensive cost-of-service and

rate design study was completed in 2018 to examine revenue requirements and revenue generation. Specifically, the 2018 rate study was conducted to address the total cost of providing electric services, the allocation of the various customer classes, and design rates to safeguard the financial integrity of the utility. The findings of the study recommended a system wide decrease in user charge revenues of 5.3 percent.

Total energy sales increased from 750 GWh in FY 2018 to 752 GWh in FY 2019. Total revenue from sales to electric customers in FY 2019 was $82.0 million, representing a decrease of $0.8 million from FY 2018. In FY 2019, the average revenue per kWh for residential customers was 12.92 cents and the system-wide average price was 10.90 cents per kWh.

The Electric Division's largest cost in providing electric service to its customers is the wholesale cost of power purchased from the Pennsylvania New Jersey Maryland Interconnection (PJM) marketplace through its energy manager, TEA. From FY 2018 to FY 2019, the cost of power decreased from $47.2 million to $45.3 million. Net income was a positive $1.5 million in FY 2018 and increased to a net income of $8.7 million in FY 2019. The net income increase in FY 2019 was primarily attributed to the lower power cost adjustment (PCA) credits paid out to customers in FY 2019.

The following is an excerpt from Section 502(c) of the Resolution.

> *"(c) The total amount of the Revenues of the Electric System during the preceding fiscal year shall have been not less than the total of the following:*
>
> *The Current Expenses of the Electric System during the current fiscal years shown by the Annual Budget . . . for such fiscal year, and*
>
> *One hundred twenty-five percent (125%) of the maximum amount of the Principal and Interest Requirements for any fiscal year thereafter on account of all bonds then Outstanding under the provisions of this Resolution."*

The Resolution requires that annual revenues of the Electric Division be no less than the total current expenses plus 125 percent of the greatest remaining annual debt service. The Electric Division achieved debt service coverage ratios for FY 2017, FY 2018, and FY 2019 of 17.46, 10.97, and 17.52, respectively. Therefore, the revenues generated by the current electric rates have been sufficient to meet the applicable covenant of the Resolution.

The City maintains a comprehensive insurance program to cover varying types of liabilities, as well as significant losses related to various Electric Division properties. It is the opinion of Burns & McDonnell as Engineering Consultant, and not as insurance counselor, the insurance in full force and affect appears to satisfy the requirements of Section 706 of the Resolution.

The City established the Electric Revenue Fund and the Electric Improvement & Extension (I&E) Fund to make money available for specific purposes when they are needed. The following is a list of these funds' respective cash accounts:

Electric Revenue Fund

- Insurance Reserve Account
- Contingency Reserve Account
- Electric Rate Stabilization Reserve Account
- Interest and Sinking Account

Electric Improvement and Extension Fund

- Depreciation Reserve Account
- Future Capacity Reserve Account

The Engineering Consultant reviewed activity information on the accounts listed above and found that the balances in those accounts as of June 30, 2019, were consistent with the required or target balances.

1.4 Conclusions

Based on the reviews and assessments completed, it is the opinion of Burns & McDonnell that:

1. The City's power generation facilities are being operated and maintained consistent with accepted electric utility practice in the United States.
2. The design, construction, operation, and maintenance of the City's electric transmission and distribution system and associated facilities are consistent with generally accepted electric utility standards. The system has been upgraded to improve operation, reliability, and service quality to customers.
3. The Electric Division capital projects included in the City's Capital Investment Plan and the FY 2020 Operating Budget are necessary and should provide improved reliability and power quality for the Electric System.

4. The balances as of June 30, 2019, for the various reserve funds maintained by the City for the Electric Division appear to be sufficient for their defined purposes.
5. The insurance coverage in full force and affect as maintained by the City related to the various assets of the Electric Division appears to satisfy the requirements of Section 706 of the Resolution.
6. The electric revenues generated by the City's current retail rates are more than sufficient to fulfill the debt service coverage requirement defined in Section 502(c) of the Resolution.

2.0 – INTRODUCTION

2.0 INTRODUCTION

The City of Dover, Delaware (City) operates a municipally-owned electric utility system that served 24,481 customers, excluding lighting, within the City and surrounding areas at the end of FY 2019. The 74.8 square-mile service area of the electric utility is in central Delaware; with the City, itself located approximately 70 miles south of Philadelphia, Pennsylvania.

2.1 Purpose of Report

This FY 2019 Annual Engineering Consultant's Report (Report) has been prepared in compliance with the requirements adopted December 23, 1985 of the City of Dover Electric Bond Resolution (Resolution). Burns & McDonnell was retained by the City as the Engineering Consultant defined in Section 705 of the Resolution, as follows.

> *"The City covenants that it will, for the purpose of performing and carrying out the duties imposed on the Engineering Consultants under the provisions of this Resolution, employ an independent engineer or engineering firm or corporation having a nationwide and favorable repute for skill and experience in such work."*

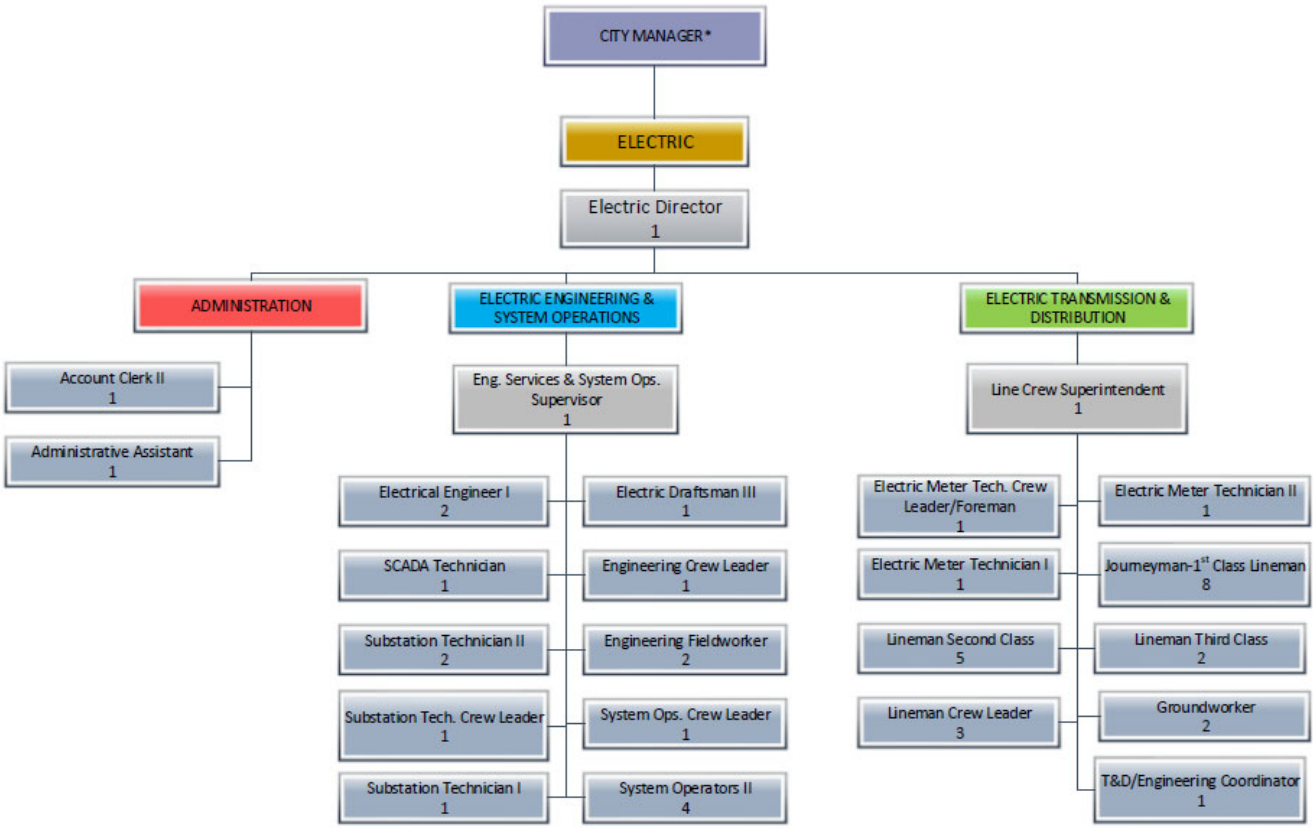
The required scope of the Report is described in Section 504 of the Resolution, as follows.

> *"The City covenants that it will cause the Engineering Consultants employed under the provisions of Section 705 of this Resolution . . . to make an inspection of the Electric System at least once each fiscal year and . . . to submit to the City Manager a report setting forth (a) their findings whether the properties of the Electric System have been maintained in good repair, working order and condition and whether they have been operated efficiently and economically and (b) their recommendation as to*
>
> *(vi) the proper maintenance, repair and condition of the Electric System during the ensuing fiscal year and an estimate of the appropriations which should be made for such purposes,*
>
> *(vii) the insurance to be carried under the provisions of Article VII of this Resolution,*
>
> *(viii) the amount that should be deposited during the ensuing fiscal year to the credit of the Improvement and Extension Fund for the purposes set forth in Section 510 of this Article,*
>
> *(ix) the extensions, improvements, renewals and replacements which should be made during the ensuing fiscal year, and*
>
> *(x) any necessary or advisable revisions of the electric rates."*

2.2 Organization

The Electric Utility Director is responsible for the overall management of the Electric Utility Division. Jim Robinson was hired by the City as the Electric Utility Director position in September 2018. He served as the Electric Director through October 2019. The Electric Director oversees the day-to-day operations of the Electric Division and manages the Division's staff. The Director also provides oversight of the production plant budget, monitors the contracts of the energy coordinator and the power generation operator/manager, and is responsible for North American Energy Services Corporation (NAES Corporation) contracts and oversight. The Electric Division is currently organized as shown in Figure 2.1.

Figure 2-1: Electric Division Overall Structure



Administration Section – Administration provides the overall management of the Electric Division's Engineering and Transmission & Distribution Sections. This section performs all planning and budgeting, monitors all construction projects, administers all power supply and generating station operations agreements, and coordinates with customer service and public relations for the Electric Division.

Electric Engineering Section – Electric Engineering provides design, specifications, construction management, and project inspection for all capital investment projects of the Electric Division. This

section also develops and maintains maps, plans, and specifications, as well as engineering standards for construction and maintenance of the Electric System.

The System Operations Section is part of the Electric Engineering Section. This group is responsible for the operation of a 24/7 system operations control center and is comprised of the System Operators Crew Leader and the Operators.

Transmission & Distribution Section – Transmission & Distribution constructs, operates, and maintains the overhead and underground electric systems and fiber optic communication facilities. This section installs and maintains all electric metering, as well as street and security lighting. This section also investigates and resolves customers' power supply problems and oversees the work of tree trimming contractors.

Figures 2-2 through 2-4 provide organizational charts illustrating the staffing hierarchies of the various sections in the Electric Division. The number of individuals in each position is indicated as appropriate. Electric Division staff totaled 35 at the time this report was issued.

Figure 2-2: Administration Section

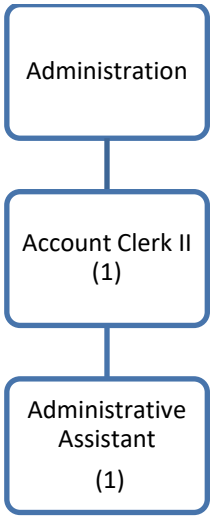


Figure 2-3: Electric Engineering Section

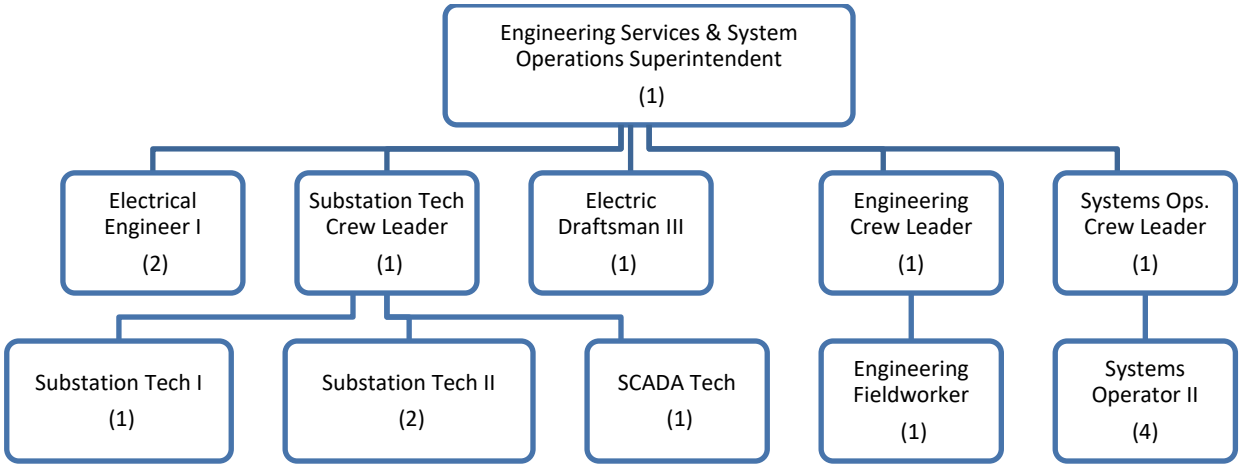
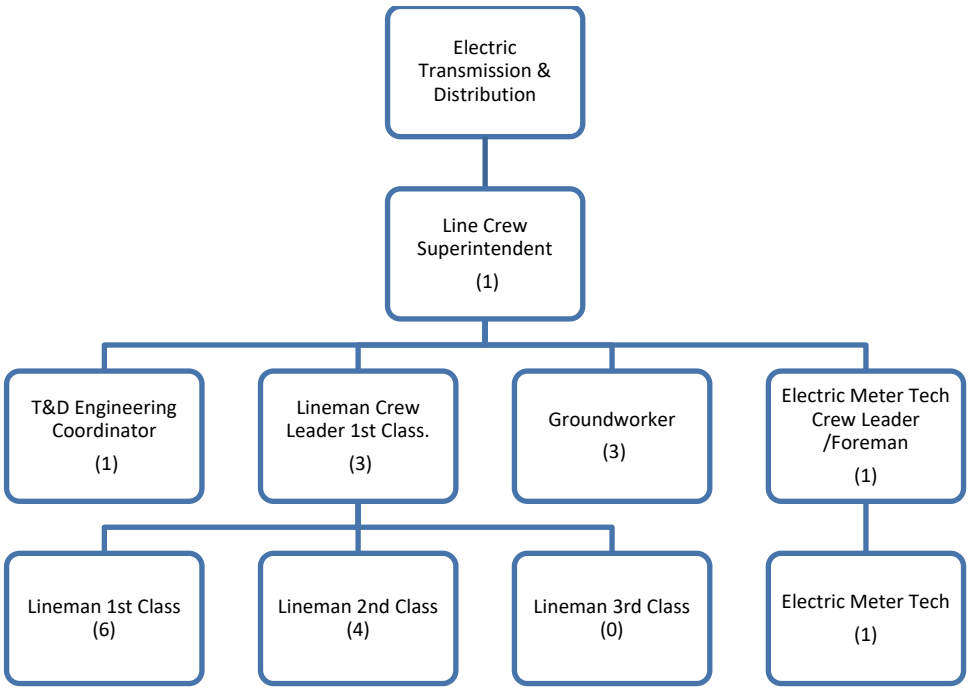


Figure 2-4: Electric Transmission & Distribution Section



The subsequent sections of the Report provide a discussion of the required reviews and inspections conducted pursuant to Section 504 of the Resolution. Section 3.0 describes the assessment of the Electric System and its condition. Section 4.0 presents the financial results for the Electric Division, including an analysis of the adequacy of revenues provided by the electric rates. Section 5.0 summarizes the conclusions of Burns & McDonnell regarding the operation and maintenance of the Dover Electric System.

The Electric Division is organized into four separate operating sections. Descriptions of the Electric Division sections are provided below.

Administration – This group provides the overall administration to the Electric Division. It oversees the electric generating plants' operation and maintenance contract and the power supply management agreement.

Engineering – This group provides engineering expertise to design, map, oversee the proper installation and integrity of the City's electric infrastructure and to provide specifications to internal staff, contractors, and developers in a timely and professional manner. These are the "faces" of the Division as they serve as liaisons between developers, construction managers and tenants during the design and construction process. Engineering is presently leading a comprehensive assessment of the system's 15 electric substations, a multi-year program designed to maintain system reliability through equipment upgrades and a robust preventive maintenance program.

Transmission & Distribution – This group constructs, operates and maintains the electric transmission and distribution system of the City along with adjacent towns and Kent County areas. This is done in accordance with recognized prudent utility practices, which will result in the reduction of power interruptions and ensure the safe and reliable operation of the electric system. The coming years will bring a conversion of the City's roadway lights to LED and installing advanced metering infrastructure (AMI) which will enhance customer billing and provide an outage management system to assist in more timely identification and efficient restoration of power.

System Operations – This group monitors the operations of the Division's transmission and distribution system on a 24/7 basis, utilizing an up-to-date SCADA (supervisory control and data acquisition) system. It coordinates the Division's response to unplanned electric power outages, facilitates planned outages and records the activity. It also monitors the City's key water and wastewater pumping stations and dispatches Public Works crews as needed.

3.0 – ELECTRIC SYSTEM OVERVIEW AND ASSESSMENT

3.0 ELECTRIC SYSTEM OVERVIEW AND ASSESSMENT

3.1 Electric System Overview

The Electric System owned by the City primarily consists of a production plant, transmission plant, distribution plant, general plant facilities, and construction work in progress. Table 3-1 displays the year-end balances of the various plant components for FY 2017 through FY 2019.

Table 3-1: Year-End Plant in Service

	FY 2017	FY 2018	FY 2019
Capital assets, not being depreciated			
Land	$ 1,458,066	$ 1,458,066	$ 1,458,066
Construction in progress	1,926,837	3,003,311	3,763,201
Total capital assets, non-depreciable	$ 3,384,903	$ 4,461,377	$ 5,221,267
Capital assets, being depreciated : [1]			
Buildings	$ 14,480,088	$ 14,480,088	$ 14,480,088
Vehicles and Equipment	28,007,915	28,266,103	28,609,036
Transformers, Meters, T&D & Fiber Optic	63,034,454	63,908,180	65,214,353
SS, Switch Yards, Switchgears	36,140,486	36,550,989	36,687,862
Boiler, Turbo Generators, Cap Int - VS	37,325,396	39,122,189	39,122,189
Other (Streets, EST, Swr Lines, Wells, Eng &	7,662,501	7,662,501	7,662,501
Total capital assets, being depreciated	$ 186,650,840	$ 189,990,050	$ 191,776,029
Less accumulated depreciation for: [1]			
Buildings	$ (9,949,503)	$ (10,314,516)	$ (11,152,317)
Vehicles and Equiptment	(22,833,249)	(23,422,828)	(24,535,480)
Transformers, Meters, T&D & Fiber Optic	(33,735,766)	(35,499,747)	(37,254,711)
SS, Switch Yards, Switchgears	(13,659,290)	(14,627,704)	(15,729,410)
Boiler, Turbo Generators, Cap Int - VS	(23,352,034)	(24,204,794)	(27,292,090)
Other (Streets, EST, Swr Lines, Wells, Eng &	(5,936,915)	(6,108,865)	(6,301,115)
Total accumulated depreciation	$ (109,466,757)	$ (114,178,454)	$ (122,265,123)
Total capital assets, being depreciated, net	77,184,083	75,811,596	69,510,906
Total capital assets, net	$ 80,568,986	$ 80,272,973	$ 74,732,173

In FY 2019, the Electric System experienced an increase in the annual system peak demand and an increase in annual energy sales from the previous year. The Electric System experienced its peak at 5:00 p.m. on August 29, 2018 of 165.16 MW; an increase of approximately 1.4 percent from the previous year. For the year 2019, 752 GWh of energy were sold; an increase of nearly 0.3 percent from the preceding

year. The Electric Division projects energy sales in FY 2020 to total 753 GWh[1], which is a slight increase to energy sales from 2019. The Electric Division expects annual energy sales to remain at current levels for the near term.

3.1.1 Production Plant

The City owns two plants, the McKee Run and VanSant generating stations. McKee Run currently consists of one steam turbine generating unit with a capacity of 102 megawatts (MW) and has a planned retirement date of May 2021. Generating Unit 1 and Unit 2 from McKee Run stations were retired in June 2017. VanSant is a 43-MW simple-cycle combustion turbine unit.

NAES Corporation operates the generating plants. The organizational structure of NAES has changed based on the city's request and general operating requirements. The agreement between the City and NAES Corporation has been in effect since July 1, 2006. The Engineering Consultant's observations regarding the generating stations and units are described later in this section of the Report.

Effective July 1, 2011, the City entered into an Energy Management Agreement with The Energy Authority, Inc. (TEA) to manage the sales associated with the production plants; the Electric Division's first contract with TEA. TEA also assists the City with its energy procurement, energy sales, purchase of fuels, establishment and management of risk policies, the development and management of hedging protocols and related energy procurement challenges.

3.1.2 Transmission and Distribution Plant

The transmission and distribution network includes 42.95 miles of overhead transmission lines, 0.12 miles of underground transmission lines, 132.49 miles of overhead distribution lines and 300.10 miles of underground distribution lines. The Electric Division provides primary service to several customers directly from the 69-kV transmission system. These customers include the Dover Air Force Base, Kraft, Proctor & Gamble, White Oak Solar and Clearway Energy. Clearway Energy is an exempt wholesale generator that sells power that must be transmitted through the City's transmission system to third party purchasers. When the plant is not operating, the Electric Division provides power for the plant site.

The Electric Division has two contracts for providing transmission service through the Electric System. The Electric Division provides transmission service to Clearway Energy for the output of its 16 MW electric generator. The Electric Division also has a point-to-point contract for the output of a Clearway

[1] 753 GWh was the projected load forecasted in the Electric Rate Study completed by NewGen Strategies & Solutions in 2018

Energy Combustion Turbine which ties directly to the Kent Substation and is not part of the Dover transmission system.

3.1.3 General Plant

The general plant category consists primarily of Electric Division administrative and operations facilities, and pollution control-related equipment at McKee Run and VanSant. The agreement with NAES Corporation stipulates NAES Corporation manage the operation and maintenance of the facilities while the City funds all replacements and upgrades required for maintaining the capability of the two generating stations. The City is also responsible for the costs of compliance with new regulations promulgated. Other types of items included in the general plant category include office furniture and equipment, computer-related equipment, transportation and power-operated equipment, and communication equipment. Burns & McDonnell did not specifically assess the items in the general plant category for this Report.

3.2 Production Plant Assessment

Burns & McDonnell made observations and conducted assessments of the Electric System assets in support of the development of this annual Engineering Consultant's Report. On February 7, 2020, Adam Young and Craig Brown of Burns & McDonnell met with representatives of NAES Corporation (Stacy Johnson, Plant Manager) to discuss the condition of the McKee Run and VanSant generating stations. The findings of Burns & McDonnell from the assessment of the City's production plant assets are documented herein.

3.2.1 Production Plant Operations

McKee Run consists of three units. Units 1 and 2 were originally coal-fired units, which began operations in 1961 and 1962, respectively. In 1972, these units were converted to burn No. 6 fuel oil. Units 1 and 2 were retired in June 2017. Unit 3 began operations in 1975 and was designed to fire No. 6 fuel oil and natural gas. Unit 3 has a rated capacity of 102 MW. Work was completed in previous years that allowed all three units at McKee Run to burn No. 2 fuel oil to reduce pollution from the plant. The necessary upgrades and new equipment were installed allowing McKee to burn both natural gas and No. 2 fuel oil.

VanSant consists of a simple cycle combustion turbine with a rated capacity of 43 MW. This unit commenced operation in 1991. An inlet fogging system was installed in the spring of 2015 and capacity testing performed in June 2015 proved a 4 MW increase in unit capacity from the original 39 MW. VanSant remains unmanned, except when it is dispatched into service. On the occasions when the unit is dispatched, it can be started remotely then personnel from McKee Run travel to VanSant to check on the unit and operate until the unit dispatch is released by PJM. The restore remote start capability allows the

unit start time to be reduced to 15 minutes, whereas when personnel are required to get to the unit to execute the start, 1 hour is required for starting time.

3.2.1.1 Management and Organization

Station management is well organized and knowledgeable. Personnel take a logical approach to the operation and maintenance of the generation facilities. Mr. Stacy Johnson is the plant manager. The management/leadership team consists of six positions including Mr. Johnson's position. The Maintenance Manager, Plant Administrator, Operations Manager, Business Manager, and Compliance Coordinator, all report directly to Mr. Johnson.

The Maintenance Manager and Operations Managers ensure all plant parameters are observed and equipment can be operated per the OEM operating procedures. When fully staffed, each operations team consists of an operations supervisor and three operators working 12-hour rotating shifts. The maintenance team consists of a supervisor and five employees who each work five eight-hour shift per week. The operations and maintenance hourly personnel are all union employees. The relationship between the union and management was reported to be excellent. McKee Run is currently at a staff level of 23 employees based on the organization chart provided.

3.2.1.2 Major Equipment Operations and Maintenance

In general, the generation facilities appear to have been properly operated and maintained, and in good condition as evidenced by the high availability of the units. The generation facilities are dispatched sparingly and operate primarily as peaking units. As such, the individual units incur a low annual capacity factor. Table 3-2 summarizes the major FY 2019 operating statistics.

Table 3-2: FY 2019 Generating Plant Operating Statistics

Unit	Rated Capacity - MW	Net Production - kWh	Net Capacity Factor	Net Heat Rate Btu/kWh	Number of Starts
VanSant	39	5,364,369	1.57%	15.040	60
McKee Run					
Unit 1	-		-		
Unit 2	-		-		
Unit 3	102	20,920,116	2.34%	11.744	34
Total	141	26,284,485	2.13%	14.019	94

Unit	Forced Outage Hours	Operating Hours	Service Factor	Availability Factor
VanSant	104.5	158.8	1.81%	97.53%
McKee Run				
Unit 1	-		-	
Unit 2	-		-	
Unit 3	72	387.7	4.43%	71.03%
Total	176.5	546.5	6.24%	84.3%

The large amount of time that units are not operating allows for maintenance and repair of the units. Thus, the FY 2019 overall equivalent availability factor for the generation facilities averaged 84.3 percent. Low net capacity factors are offset by PJM capacity credits and spot market energy. In FY 2019, $16.0 million of PJM capacity credits and spot market energy helped to partially cover the purchased capacity costs. PJM capacity credits used to offset portions of system capacity costs in FY 2020 are expected but will likely decline.

3.2.1.3 O&M Management System

Maintenance activities are organized, planned, and managed by the Maintenance Manager using MP2[tm] by CMMS Data Group, a computer-based management system. All three major categories of maintenance activities (corrective, preventative, and predictive) are electronically managed by MP2[tm]. The City is getting better use of the system and is improving on their outstanding work orders, reducing from approximately 400 to close to 100 open work orders during 2017. The improvement has continued into FY 2019, with 49 outstanding work orders in December of 2018.

For corrective maintenance activities, any station operator or mechanic can enter a work order into the system at any terminal on the Station local area network (LAN). A supervisor reviews the request, turns it into a work order, and assigns a priority per a predetermined categorization. The work order is planned, parts are ordered, and then the work order is assigned to an operator or maintenance technician for completion once the material has been received.

This system is also used to manage and track preventative maintenance activities that follow a schedule. Changing filters and turning on and off heat tracing are examples of preventative maintenance. Predictive maintenance activities practiced include oil analyses, vibration testing, and infrared surveys. Portable vibration testing equipment is used at the Stations to improve the frequency of and capabilities to trouble-shoot rotating equipment. This technology allows personnel to identify problems and take corrective actions before equipment failure can occur.

In FY 2016, the City started or planned several general upkeep items at the plants as well as initiated several larger items. Since FY 2016, the plant was winterized to keep the temperature above 40 degrees Fahrenheit to shorten the time to reach full capacity. The power plant also reinstated the remote start capability of the VanSant unit to allow quicker dispatch time, improve PJM's dispatch of the combustion turbine and ultimately earn better revenue to comply with market requirements and the PJM Capacity Performance program. A major inspection and overhaul on the combustion turbine was also recently completed for Van Sant as required per its maintenance interval requirements which will contribute to continued unit reliability and uptime. Based on the historical and future expected dispatch of the unit, we would not expect the plant to need another major inspection within the next 5 years.

3.2.1.4 Safety

"Safety First" is an overall theme and attitude of the Electric Division. Near-miss incidents are documented, reviewed, and corrective follow-up actions are taken as required with an employee-run safety committee actively in place. This committee conducts monthly safety meetings, completes safety equipment inspections, and defines and implements tasks to improve safety in all areas. Members of the safety committee complete periodic visual inspections of employee work activities utilizing an observation checklist to detail their findings. Recorded observations are discussed, and infractions corrected. Safety is the first topic discussed at all meetings at the generating plant, prior to the start of each meeting a "safety moment" is discussed, before the morning management meeting and at the beginning of each shift turnover. An indoctrination video emphasizing safety is shown to all visitors when entering the Station.

For FY 2019 there were no lost time accidents so the updated lost time accident rate for the City of Dover generation plant is zero. The Plant Manager has made a strong commitment to improving the safety culture to reduce or eliminate recordable accidents at the sites through a NAES Safe approach and focus of all employees. The last recordable incident at the plant was on April 16, 2015.

3.2.1.5 Training

The required annual OSHA compliance training is completed and documented for each employee. A formal two-day employee orientation program is required for all new employees. This orientation covers a multitude of subjects from employee benefits to a review of the various Station operating manuals.

For operator training, the Employee Development and Qualification Program (EDQP) was established prior to 2002. EDQP is a formal program for training operators to progressively advance to positions with additional responsibilities. The training program is a combination of a self-paced and instructor-led learning. In addition to the above programs, cross training of various disciplines also occurs. An example of cross training would be plant operators training with maintenance staff. NAES has replaced the EDQP program with the standard NAES Training Manual, it is made up of qualification levels more applicable to the specific technology operated at the City of Dover utility. NAES implemented the current training manual qualifications procedure in 2015 an all new employees are being trained per this training program. As current employees complete their existing EDQP qualification level they are shifted in to the NAES TMP Manual program.

Plant staff receive environmental and safety training online via the GPi Learning website. The training includes tutorials and exams to ensure comprehension of the subject matter. Plant manuals, meetings, and lessons learned offer additional safety training topics. The plant staff also performs safety stand downs based on industry events, lessons learned and best practices that occur in other NAES operated facilities and the industry at large.

Plant staff continues to receive appropriate operator certification training for the Pennsylvania New Jersey Maryland Interconnection (PJM) market. This training will continue in the future and is funded by the City to ensure their operators are knowledgeable and conform to the PJM required operator directions when required. The plant also performs, plans, and schedules continuing education training on a regular basis for certified PJM plant operators. Non-certified operators are also encouraged to attend this training to help them prepare for operator certification which is an expectation of all operators by their 18 months' anniversary at the generation plants.

3.2.1.6 Capital Improvements

The following table describes 2019 fiscal year on-going and planned Capital Expenditures for the system. The table is organized into three categories, completed and on-going planned improvements to the City's assets:

Table 3-3: Fiscal Year 2019 On-going/Planned Capital Expenditures

Electric Transmission & Distribution Projects		
New Developments - UG Transformers	$	350,000
New Developments - UG Conductors/ Devices		500,000
Economic Development Projects		50,000
Vehicles, Trucks, & Equipment		483,000
Subtotal Electric Transmission Division	$	1,383,000
Electric Generation Projects		
McKee Run & VanSant Preservation of Structures	$	75,000
Unit 3 Boiler Systems		515,000
Unit 3 Auxillary Systems Components		261,000
Unit 3 Turbine Outage - Inspections and Repairs		125,000
Unit 3 Turbine Repairs - Intercept Valves		438,000
VanSant Major Overhaul & Inspections		82,000
VanSant Fire Suppression System Upgrade		30,000
Safety & Compliance Improvements		132,000
Subtotal Electric Generation Division	$	1,658,000
Electric Engineering Projects		
McKee Run Plant Alternate Power	$	27,000
Townpoint Distribution Upgrades		507,000
Distribution System Upgrades - Unidentified		35,000
Substation Relay Upgrade		120,100
Lighting Project and Rehabilitation - LED		1,378,000
Transmission Line Maintenance Program		50,000
Garrison Oak Substation		50,000
Distribution Capacitors - Overhead		25,000
Distribution Capacitors - Underground		25,000
69kv Substation Cable Replacement North Street		100,000
Vehicles, Trucks, & Equipment		75,500
Subtotal Electric Engineering Division	$	2,392,600
Electric Metering Division		
ERP Consulting Systems	$	1,027,200
Total Electric Metering Division		1,027,200
Total Planned Capital Investment Projects	**$**	**6,460,800**

3.2.2 McKee Run Condition Assessment

The following is a summary of the condition assessment of major equipment at McKee Run as presented by the NAES corporation staff. Units 1 and 2 were decommissioned in 2017; therefore, major maintenance and capital projects are no longer occurring for these units.

XL Insurance completes inspections of the Electric Division production facilities on an annual basis. After each inspection, the insurance provider issues a report detailing its risk reduction recommendations.

3.2.2.1 Turbines and Generators

The turbines and generators were reported to be in satisfactory condition with no major problems. Unit 3 had routine scheduled outages which were completed during September and October of 2019. In 2019 Unit 3 had a valve inspection done on the turbine. No major issues or concerns were reported.

3.2.2.2 Boilers and Auxiliaries

Boiler inspections are conducted every year on each of the boilers. The annual inspections typically include the inspection and cleaning of the major boiler components, including the mud and steam drums, the forced draft and induced draft fans, the wind box, condenser water box, condenser tubes, hot well, air preheater components, and safety valves. No adverse conditions, controls, or operational concerns were reported during the last outage at Unit 3.

3.2.2.3 Station Cooling Water Systems

The Station has cooling water system serving Unit 3. A significant Unit 3 cooling tower project was completed in 2014. This project included the change out of several columns in the tower, work on the hot deck, and balancing of water flow. The cooling water systems are reported to be sufficiently sized and in satisfactory condition. Work was completed at the end of April 2017 to reroute where the water is flowing in from to improve existing water mix.

3.2.2.4 Fuel Handling Systems

Natural gas is delivered to the Station for Unit 3 via a 10-inch pipeline. The 4-inch pipeline that delivered natural gas for Unit 1 and Unit 2 is still in place. No. 2 fuel oil is delivered to the Station by truck and unloaded into tanks. Forwarding pumps deliver the fuel oil to each of the units. No major fuel projects were reported to be completed in FY 2019, but they inspect fuel hoses as needed.

3.2.2.5 Water Treatment/Steam Purity

Quality control parameters for boiler feed-water, internal boiler water, cooling tower water, and steam purity are checked at a minimum of twice per day when systems are operating. Results are recorded and

graphically compared to control limits. Adjustments are then made as required. Boiler feed water is treated city water (well water from the City) using a regenerative ion resin demineralizer system, along with deaeration for oxygen control. Boiler 3 uses a balanced trisodium phosphate and disodium phosphate within a narrow pH range. A deep-bored water well was installed to provide water in addition to the City supplied water. City water has a high chlorine level which may exceed the Station permitted limits. By combining City water with the well water, the chlorine levels can be maintained at the permitted limits. Water for cooling tower makeup is also obtained from City water. The primary control parameter is silica concentration. Blow down is adjusted as required to maintain control. The City received an industrial wastewater permit from Kent County to be able to discharge cooling water to the sewer system. No major water treatment issues were reported at the time of this Report.

Steam purity is not continuously monitored. Samples are taken at least twice daily and tested for pH, conductivity, and silica. There have not been any problems with steam purity. Annual inspections of the boiler drums and separation internals have verified that these systems are intact and operating properly.

In FY 2019, the Station did not experience any internal corrosion related failures, steam path deposits, or excessive condenser fouling. Condor Technologies provides water treatment consulting services and chemicals. Representatives visit the Station periodically to review test data and check chemical usage rates. No major issues were reported at the time of this Report.

3.2.2.6 Station Electrical Systems

Overall, Station electrical systems and transformers are in satisfactory condition. A condition assessment of the generation facilities' transformers was conducted in 2014 by TJ/H2b Analytical Services. Oil inspections and analyses were conducted. The inspector recommended that normal operation continue for all the transformers at the plant; however, heating was indicated at two of the transformers. The City has a contract with an environmental consultant to check each substation for oil leaks and to provide instruction on cleaning up in the event of an oil spill.

Oil sampling is now completed twice per year on the generator step-up transformers (GSUs). Based on the 2012 XL Insurance annual inspection, there are still no sprinkler protection or blast walls for GSU's 1-3. All plant transformers are examined annually, and oil sampling reports were provided. No immediate concerns were identified.

3.2.2.7 Station Control Systems

Unit 3 controls are a distributed control system (DCS). In general, the station control systems are in satisfactory condition. All relays have recently been inspected at both McKee Run and VanSant for North

American Electric Reliability Corporation, PJM Interconnection and Mid-Atlantic Area Council compliance. The electro-hydraulic control system was modified to become a primary/primary system in 2013. No additional control upgrades or issues to report for FY 2019.

3.2.2.8 General Facilities

No major projects or improvements were completed to the General Facilities in FY 2019. Similarly, no major improvements were made to the General Facilities in 2018 other than installing building heaters and routine maintenance and repairs. In general, the station facilities appeared clean and well maintained during the site visit.

3.2.3 VanSant Condition Assessment

The following is a summary of the condition assessment of major equipment at VanSant as presented by the NAES corporation staff. Burns & McDonnell made no internal assessments of equipment during the facility tour.

In general, the unit is operated infrequently, but is well maintained. The VanSant unit has the capability of black starts. The unit does have remote start capability as the upgrade was completed in FY 2017. The Title V permit requires that the station be manned within 15 minutes of starting the unit and when the unit is operating. An operator travels to the site and performs a twice daily walk down of the unit with a checklist of items to review and the walk down results are logged.

The plant has installed an accelerated unit startup (AUS) system that allows the turbine to start up in a lower temperature and pressure environment to reduce hot and cold startup times.

XL Insurance completes inspections of the Electric Division production facilities on an annual basis. After each inspection, the insurance provider issues a report detailing its risk reduction recommendations.

Every five years, the fuel tanks are inspected for rust and corrosion for leak prevention. The scheduled inspection was completed in June 2015. PM Tasks were developed in the CMMS to perform 5-year inspection next due in 2020 and a 15-year API 653 Ultrasonic shell inspection in 2030.

A weekly diesel start is performed at the site to improve starting reliability of the diesel starting engine. A unit full speed 30-minute no-load test is performed once a month for starting reliability improvements and training purposes, and 26 hours per year has been allocated for the testing of the unit which have little impact on the allowable operating hours (432) under the VanSant Title V diesel engine annual operation.

Scheduled outages in 2019 were completed for VanSant with one being in the spring and one in the fall. One of the outages included a major turbine inspection and overhaul. No major issues were reported.

3.2.4 Production Plant Conclusion

Based on statements and information provided, as well as the observations and reviews performed, it is the opinion of Burns & McDonnell that the City's power generation facilities are being operated and maintained consistent with accepted electric utility practice in the United States. In general, the performance, operation, maintenance, staff, planning, and training aspects for the McKee Run and VanSant stations were found to be above average. Specifically, the generation facilities have demonstrated necessary availability despite the dispatching of the units primarily for peak demand.

3.3 Transmission and Distribution Plant Assessment

On February 6, 2020, Adam Young and Craig Brown visited the City to collect information and to observe the City transmission and distribution system, as operated and maintained by the Electric Division. Mr. Paul Waddell provided information related to the transmission and distribution system. Mr. Waddell also assisted with a tour of the electric transmission and distribution system.

3.3.1 Transmission and Distribution Plant Operations

The Electric Division distributes power to its customers by a network of transmission lines, distribution substations, and distribution lines. The transmission lines are rated at 69 kV and are connected to fourteen distribution substations located throughout the service area. The distribution substations reduce the power from transmission voltages to the primary distribution voltages of 12 kV to facilitate distribution of electric power to customers.

3.3.1.1 Operations and Maintenance

The Electric Division has a SCADA system that is monitored continuously for any problems that may arise in the Electric System. The main control room has two system operator desks and multiple large screens where system operating information is displayed. System operators can monitor the Electric System operation, such as voltage levels, current flows, etc. and make necessary adjustments as problems arise. The systems operators have received some PJM training, but are not required to be certified as Delmarva Power is the controlling agency.

Loading on substation transformers used for an emergency, a switching operation, or maintenance is limited to 120 percent of the rated capacity, followed by a twelve-hour cool-down period. The Electric Division has eight-line crews and two ground workers to work on the system. Four crews are responsible

for overhead lines, four crews are responsible for underground lines, and one crew is responsible for trouble truck duties. The primary responsibilities of the eight-line crews are installation of new service connections and construction of new lines. The trouble crew maintains the street lights, repairs underground services and is the first responder to outages. Tree trimming is contracted out and is no longer performed by the Electrical Division; however, performance of the contractor is monitored by the Line Crew Superintendent.

The Substation/Relay Maintenance Division is responsible for operation and maintenance of the substations and associated equipment. Visual inspections of substations, associated equipment, trip counter checks and battery systems checks are performed regularly. The Substation/Relay Maintenance Division is also responsible for contractor oversight during annual transformer condition assessments including annual oil testing. The City has a contract with an environmental consultant to check each substation for oil leaks and to provide instruction on cleaning up in the event of an oil spill.

The City contracts with an outside firm to inspect and chemically treat each wood pole in the Electric System every ten years. This is accomplished by awarding a five-year contract to spread out the expenses.

3.3.1.2 Design Standards and Specifications

The Electric Division designs the transmission and distribution circuits and some substation upgrades in conformance with national safety standards. Other substation and transmission design are contracted to Pike Electric, Inc.

The underground distribution design utilizes road or alley front access construction. This design means the electrical equipment, such as transformers and underground cable, are installed beside the road instead of behind houses or buildings. The advantage of front access construction is the accessibility for maintenance and repairs to cable and electric equipment. The underground cables are installed in polymerized vinyl chloride pipe for added protection and for easy cable replacement. The Electric Division installs jacketed, concentric cable that is rated at 15 kV, with 133 percent ethylene propylene rubber insulation.

The standard overhead distribution design utilizes a flat construction with a single cross-arm and insulators on 45-foot class 2 poles. Typically, all electrical equipment locations have ground rods installed with measured readings of 25 ohms or less.

The substation design is generally a low-profile rigid bus design. The circuit breakers are SF6 gas-filled and the relays are microprocessor based with SCADA control and monitoring.

3.3.1.3 System Reliability

The Electric Division provides for reliability of its distribution system by configuring most its distribution circuits in primary open loop arrangements, improving existing circuits, and installing adequate substation transformer capacity. Normal transformer and line loading are limited to provide enough margin to convey firm power requirements during an emergency or a switching operation, or for maintenance.

3.3.1.4 Power Quality

The Electric Division does not have any significant power quality problems. The overall power factor for the Electric System is 99.9 percent. Power transformers are equipped with load tap changers that regulate bus voltages at the distribution substations. Distribution transformers are equipped with no-load taps to make voltage adjustments. There are capacitors and voltage regulators on the Electric System that control voltage and vars on the portion of the system furthest away from the current source and generation. The system operators monitor the power factor closely and turn on capacitors or adjust the generation to compensate for low power factors.

3.3.1.5 Safety

Mr. Waddell reported to Burns & McDonnell the Electric Division had no lost time in FY 2019. No incidents or details were provided for this report.

3.3.1.6 Capital Improvements

The following describes planned improvements to the City's transmission and distribution assets:

Planned (through FY 2024)

- Small Cell Wireless pole replacement
- Advanced Metering Infrastructure (AMI)
- College Road Consolidation Transmission Line Maintenance Program
- Roadway Light LED Conversion
- Crossarm/Cutout Replacement
- DAFB/Lebanon/Danner Substation Consolidation
- Clearview Meadows Tiepoint
- Distribution Capacitors and Controls
- Substation Component Upgrade
- Fault Indicators

3.3.2 Transmission and Distribution Plant Condition Assessment

The transmission and distribution system assessment included drive-by observations of a sample of the transmission circuits and distribution circuits. Each of the fourteen substations listed below physically observed during the tour.

- Cartanza Substation
- College Road Substation
- Danner Farm Substation
- Division Street Substation
- Dover Downs Substation
- Frazier Substation
- General Scott Substation (North Street)
- Horsepond Substation
- Lebanon Substation
- Mayfair Substation
- McKee Substation
- Mid-City Substation
- St. Joan's Substation
- VanSant Substation

In general, the substations appeared to be in acceptable operating conditions. All battery sets in the system substations are less than ten years of age. The City has replaced switchgear throughout the system and now has a mix of SEL and ABB based equipment. Mr. Paul Waddell provided a tour of the substations with Adam Young and Craig Brown on February 6th, 2020. The General Scott Substation has relatively new breakers, and the 12-kV switchgear and controls were upgraded in FY 2016. Horsepond Substation was rebuilt and included a three breaker 69-kV system for the 69-kV bus and the substation logic was reprogrammed. At the Cartanza Substation, Delmarva has expanded their side of the substation. In the Lebanon Substation work on the capacitor bank has been completed. Maintenance requirement for battery testing has been completed for NERC requirements. Mayfair Substation was upgraded by removing old ABB protection relays and installing SEL microprocessor relays as well as installing CTs for transformer protection.

The City has recently completed the process of replacing hundreds of insulators throughout the entire 69-kV system. In addition, the City has invested heavily in its undergrounding program to increase system

reliability. Moving forward, the system will continue to be converted from overhead to underground distribution, but this process has slowed to allow for further evaluation.

3.3.3 Transmission and Distribution Plant Conclusion

It is the opinion of Burns & McDonnell that the design, construction, operation and maintenance of the City's electric transmission and distribution system and the associated facilities are consistent with current generally accepted electric utility standards. In completing Annual Engineering Consultant's Reports over the past several years, Burns & McDonnell has observed that the City has made appropriate system upgrades and improvements. The City and the Electric Division are proactive in preventative maintenance and expansion of the Electric System before problems arise.

4.0 – FINANCIAL OVERVIEW AND ASSESSMENT

4.0 FINANCIAL OVERVIEW AND ASSESSMENT

A review of the financial results of the Electric System for the fiscal year ended June 30, 2019, is provided herein.

4.1 Required Revenue

The level of revenues required from the retail electric rates for the Electric Division was determined through the analysis of the financial results and net income or net margins for the most recent fiscal year. The City of Dover, Delaware Resolution Authorizing and Securing Electric Revenue Bonds, adopted December 23, 1985 requires that the Electric Division maintain a debt service coverage ratio of 1.25. The following is an excerpt from Section 502(c) of the resolution.

> *"(c) The total amount of the Revenues of the Electric System during the preceding fiscal year shall have been not less than the total of the following:*
>
> *(3) The Current Expenses of the Electric System during the current fiscal years shown by the Annual Budget . . . for such fiscal year, and*
>
> *(4) One hundred twenty-five percent (125%) of the maximum amount of the Principal and Interest Requirements for any fiscal year thereafter on account of all bonds then Outstanding under the provisions of this Resolution.*
>
> *The City further covenants that, from time to time and as often as it shall appear necessary, it will adjust the electric rates as may be necessary or proper so that the revenues of the Electric System in each fiscal year will not be less than the total of the amounts set forth in subdivision (c) of this section."*

4.2 Electric Rates

Customers of the Electric Division are charged for the electric service based on rate schedules, tariffs, or contracts that reflect the costs to the Electric Division of providing that service. For purposes of setting electric rates, customers with similar load and service characteristics should be placed in the same rate classification.

A comprehensive cost-of-service and rate design study was completed in early 2018. The City retained NewGen Strategies and Solutions, LLC (NewGen) to develop the cost of service (COS) and proposed rate design study. This study was completed in April 2018. Specifically, the 2018 rate study was conducted to

address the total cost of providing electric services, the allocation of the various customer classes, and design rates to safeguard the financial integrity of the utility

Electric rates are approved by Council on an annual basis. The current rate classes are listed below.

- Residential
- Small Commercial (1 Phase, 3 Phase, 1 Phase Heating, Church, and Municipal)
- Medium Commercial (1 Phase & 3 Phase)
- Large Commercial (3 Phase with Reactive Metering)
- Primary
- Transmission
- Outdoor Development Lighting
- Private Outdoor Lighting

4.3 Operating Results

Table 4-1 presents a summary of the annual energy sales, the average monthly number of customer accounts, and the annual average kilowatt-hour (kWh) energy per customer of the Electric Division for FY 2017 through FY 2019. Annual energy sales were 752 GWh in FY 2019, an increase of nearly 0.3 percent from FY 2018. Energy sales amounted to 750 GWh in FY 2018, a 0.7 percent increase from FY 2017.

Table 4-1: Annual Sales and Customer Accounts

	FY 2017	FY 2018	FY 2019
Energy Sales (kWh)			
Residential	204,891,414	206,940,393	213,757,652
Commercial	231,591,209	233,604,248	231,512,986
Primary	186,453,387	182,840,006	183,424,352
Transmission	114,078,319	118,621,027	116,867,780
Outdoor Lighting	8,119,000	8,200,200	6,804,855
Total Energy Sales	745,133,329	750,205,874	752,367,625
Average Number of Monthly Customers (accounts)			
Residential	20,155	20,545	20,899
Commercial	3,424	3,577	3,541
Primary	37	36	36
Transmission	5	5	5
Outdoor Lighting	836	848	1,051
Total Customers Accounts	24,457	25,011	25,532
Energy Usage Per Customer (kWh/cust./yr.)			
Residential	10,166	10,073	10,228
Commercial	67,638	65,307	65,381
Primary	5,039,281	5,078,889	5,095,121
Transmission	22,815,664	23,724,205	23,373,556
Outdoor Lighting	9,717	9,670	6,475
Average Usage Per Customer	30,468	29,995	29,468

Table 4-2 presents revenues from sales, revenue per kWh ratios, and average revenue per customer ratios for each revenue classification. Total revenue from sales to electric customers in FY 2019 was $82.0 million, representing a decrease of $0.8 million from FY 2018. Total revenue from sales to electric customers includes utility tax revenue.

In FY 2019, the average rate revenue per kWh for residential customers was 12.92 cents and the total average rate revenue was 10.90 cents per kWh. The 2019 national average retail prices of electricity to ultimate customers, as published by the US Energy Information Administration (EIA), were 12.48 and 10.29 cents per kWh for residential customers and across all sectors, respectively.[2] For a state-wide comparison, the EIA summarized the Delaware 2019 average monthly utility-level retail sales of

[2] US Energy Information Administration. Electric Power Monthly, Table 5.6.A. Average Price of Electricity to Ultimate Customers by End-Use Sector. Release Date: March 24, 2020. https://www.eia.gov/electricity/monthly/epm_table_grapher

electricity and associated revenue per kWh to be 12.25 cents per kWh for residential customers and 10.11 cents per kWh across all sectors.[3]

Table 4-2: Annual Revenues and Sales Ratios

	FY 2017	FY 2018	FY 2019
Revenue			
Residential	$ 26,356,096	$ 26,664,707	$ 27,622,693
Commercial	27,080,923	27,464,877	26,273,374
Primary	17,881,660	17,479,345	17,195,058
Transmission	9,416,429	9,885,427	9,680,409
Outdoor Lighting	1,211,087	1,255,094	1,205,531
Total Revenue	$ 81,946,194	$ 82,749,450	$ 81,977,065
Revenue/kWh			
Residential	$ 0.1286	$ 0.1289	$ 0.1292
Commercial	0.1169	0.1176	0.1135
Primary	0.0959	0.0956	0.0937
Transmission	0.0825	0.0833	0.0828
Outdoor Lighting	0.1492	0.1531	0.1772
Total Revenue/kWh	$ 0.1100	$ 0.1103	$ 0.1090
Revenue Per Customer			
Residential	$ 1,308	$ 1,298	$ 1,322
Commercial	7,909	7,678	7,420
Primary	483,288	485,537	477,641
Transmission	1,883,286	1,977,085	1,936,082
Outdoor Lighting	1,450	1,480	1,147
Average Revenue Per Customer	$ 3,351	$ 3,309	$ 3,211

The Electric Division's largest cost in providing electric service to its customers in FY 2019 was the wholesale cost of power. The Electric Division purchased power from the PJM Interconnection marketplace through its Energy Manager, TEA. The cost of non-generated power includes energy and demand costs, power supply management expense, PJM charges and credits, generation fuels cost, and capacity charges and credits.

The significance of power supply cost to the Electric Division is illustrated in Table 4-3. The top portion of the Table shows net operating revenue as the difference between total revenues generated by the rates and the cost of power supply.[4] The ratios of power supply cost to sales revenues were calculated for FY

[3] US Energy Information Administration. Electric Power Monthly, Table 5.6.A. Average Price of Electricity to Ultimate Customers by End-Use Sector. Release Date: March 24, 2020. https://www.eia.gov/electricity/monthly/epm_table_grapher

[4] For the purposes of this Report, the phrase "Power Supply" refers to the sum of the costs of power purchased and power generated. This includes plant costs and the cost of fuel. Power Supply also includes any expenses in the CIP.

2017 through FY 2019. As illustrated, the Electric Division's power supply cost as a percentage of rate revenue slightly decreased from 57.1 percent in FY 2018 to 55.3 percent in FY 2019.

Table 4-3: Revenue Margins and Unaccounted for Energy

	FY 2017	FY 2018	FY 2019
Net Revenue Margins ($)			
Sales Revenues	$ 81,946,194	$ 82,749,450	$ 81,977,065
Power Supply	43,554,438	47,221,198	45,341,853
Net Revenue Margin	$ 38,391,756	$ 35,528,252	$ 36,635,212
Net Revenue Ratio	53.2%	57.1%	55.3%
Unaccounted for Energy (kWh)			
Power Supply	773,550,000	775,661,000	785,285,000
Energy Sales	745,133,329	750,205,874	752,367,625
Unaccounted for Energy (Losses)	28,416,671	25,455,126	32,917,375
Percentage	3.7%	3.3%	4.2%

Table 4-3 also illustrates the ratio of the amount of energy purchased and delivered to the electric system to total energy sales. This relationship identifies the level of unaccounted for energy in the Electric System. This unaccounted-for energy may include energy that was unmetered, metered inaccurately, stolen, lost, PJM transmission line losses, local system line/transformer losses, etc. The bottom portion of Table 4-3 presents these comparisons for the Electric Division for FY 2017 through FY 2019. As shown, the percentage ratio of the unaccounted-for energy to the total energy purchased for FY 2019 was 4.2 percent. This is an increase from 3.3 percent in FY 2018.

Table 4-4 presents a re-creation of the Electric Division's Statement of Revenues, Expenses, and Changes in Unreserved Retained Earnings for the Electric Revenue Fund for FY 2017 through FY 2019. Net income increased in FY 2019 to $8.7 million from $1.5 million in FY 2018. Slightly higher Net Operating income combined with increased interest earnings, increased investment values, and lower power cost adjustment (PCA) credit distributions to customers are the main reasons for the large swing in net income between FY 2018 and FY 2019.

Fund that are not capital expenses. The phrase "Purchased Power" refers only to the cost of power purchased from the market and other directly associated costs.

Table 4-4: Comparative Statement of Revenues, Expense, and Changes in Unreserved Retained Earnings

	FY 2017	FY 2018	FY 2019
Operating Revenues:			
Charges for Electric Service	$ 81,946,194	$ 82,749,450	$ 81,977,065
Miscellaneous Services/Incomes	1,668,084	1,131,942	1,732,355
Total Operating Revenues	$ 83,614,278	$ 83,881,392	$ 83,709,420
Operating Expenses:			
General Administration	$ 4,646,177	$ 5,957,816	$ 4,682,180
Power Supply	43,554,438	47,221,198	45,341,853
Transmission/Distribution	2,983,697	2,559,819	2,835,756
Engineering	797,438	1,034,690	970,783
Metering	300,738	204,400	351,991
System Operations	435,112	542,032	546,612
Utility Tax	1,322,015	1,255,094	1,270,320
Depreciation	5,513,295	4,772,651	8,086,669
Retirees Pension	-	-	-
Retiree Health Care	709,300	1,820,300	721,400
Total Operating Expenses	$ 60,262,210	$ 65,368,000	$ 64,807,564
Net Operating Income	$ 23,352,068	$ 18,513,392	$ 18,901,856
Non-operating Revenues (Expenses)			
Interest Earned			
Operating Fund	$ 329,604	$ 353,782	$ 485,828
Reserved Funds	476,090	650,956	948,034
Net Increase/(Decrease) in Fair Value of Investments	(505,069)	(832,456)	1,568,155
Interest and Fiscal Charges	(884,704)	(848,204)	(812,367)
Distribution to Customers	(1,845,936)	(6,337,115)	(2,839,650)
Gain/(Loss) on Sale of Assets	41,592	2,365	(5)
Total Non-operating Revenues(Expenses)	$ (2,388,423)	$ (7,010,672)	$ (650,005)
Net Income Before Operating Transfers	$ 20,963,645	$ 11,502,720	$ 18,251,851
Operating Transfers - In	231,200	-	498,000
Operating Transfers - Out	(10,000,000)	(10,000,000)	(10,000,000)
Total Net Operating Transfers	$ (9,768,800)	$ (10,000,000)	$ (9,502,000)
Net Income	$ 11,194,845	$ 1,502,720	$ 8,749,851

4.3.1 Adequacy of Electric Rates

The City's Bond Resolution requires annual revenues of the Electric Division be no less than the total current expenses plus 125 percent of the greatest remaining annual debt service. "Current expenses", as defined in the Resolution, includes all expenses necessary to maintain and repair the Electric System, all

administrative expenses, and engineering, legal or other consultant fees. Transfers to reserve accounts and special purpose funds, and allowances for depreciation are specifically excluded from "current expenses."

To determine if the City and the Electric Division have met this requirement, the net income shown in Table 4-4 was adjusted to include the interest on bonds, depreciation expense, and other non-cash income and expenses. Table 4-5 summarizes net income adjustments and the calculation of the revenues available for debt service for FY 2017 though FY 2019.

Table 4-5: Debt Service Coverage

	FY 2017	FY 2018	FY 2019
Net Income	$ 11,194,845	$ 1,502,720	$ 8,749,851
Plus Excluded Expenses:			
Operating Transfers - Out	$ 10,000,000	$ 10,000,000	$ 10,000,000
Depreciation	5,513,295	4,772,651	8,086,669
Interest and Fiscal Charges	884,704	848,204	812,367
Gain/(Loss) on Sale of Assets	(41,592)	(2,365)	5
Less Excluded Income:			
Net Increase/(Decrease) in Fair Value of Investmen	505,069	832,456	(1,568,155)
Interest Earned - Reserve Funds	(476,090)	(650,956)	(948,034)
Revenues Available for Debt Service	$ 27,580,231	$ 17,302,710	$ 25,132,703
Maximum Principal and Interest in Any Year	$ 1,579,704	$ 1,577,454	$ 1,434,785
Debt Service Coverage	17.46	10.97	17.52
Minimum Required Debt Service Ratio	1.25	1.25	1.25

As Table 4-5 illustrates, the City and the Electric Division maintained a debt service coverage ratio each year that exceeded the required 125 percent plus current expenses. Therefore, the revenues generated by the current electric rates have been enough to meet the applicable covenants of the Resolution.

Section 502 of the Resolution requires that the annual debt service used in evaluating the revenues is to be the maximum amount for any fiscal year thereafter. Table 4-6 presents the annual totals of principal and interest amounts due on bonds currently outstanding. The calculation of the debt service coverage ratio in Table 4-5 is based on the total maximum debt service expense in any fiscal year. The FY 2019 calculation was based on the total FY 2019 debt service expense of $1,434,785.

4.4 Status of Revenue Bonds

Table 4-6 illustrates the debt service schedule for outstanding debt of the Electric Division. The principal and interest and the annual total are shown for the bond series. On August 22, 2018, the City of Dover

closed on a $15,700,000 Refunding Bond Issue (Series 2018). The proceeds of the sale of the Bonds are to be used (i) to refund on a current refunding basis, the Series 2008 Bonds, and (ii) the costs of issuing the Bonds.

Table 4-6: Debt Service Schedule of Electric Revenue Bonds

Fiscal Year	Principal	Interest	Total DS
2020	650,000	629,450	1,279,450
2021	785,000	593,575	1,378,575
2022	820,000	553,450	1,373,450
2023	865,000	511,325	1,376,325
2024	910,000	466,950	1,376,950
2025	955,000	420,325	1,375,325
2026	1,005,000	371,325	1,376,325
2027	1,055,000	319,825	1,374,825
2028	1,110,000	265,700	1,375,700
2029	1,160,000	214,750	1,374,750
2030	1,200,000	173,550	1,373,550
2031	1,240,000	136,950	1,376,950
2032	1,275,000	99,225	1,374,225
2033	1,315,000	60,375	1,375,375
2034	1,355,000	20,325	1,375,325
Total	$ 15,700,000	$ 4,837,100	$ 20,537,100

4.5 Insurance

The City maintains a comprehensive insurance program to insure against varying types of liabilities and significant losses related to various Electric Division properties. Section 706 of the Resolution reads:

> *"The City covenants that it will maintain a practical insurance program, with reasonable terms, conditions, provisions and costs, which the City Manager determines, with the approval of the Engineering Consultants, will afford adequate protection against loss, including loss of Revenues, caused by damage to or destruction of the Electric System or any part thereof and also comprehensive public liability insurance on the Electric System for bodily injury and property damage in such amounts as may be approved by the Engineering Consultants."*

Table 4-7 summarizes itemized insurance coverage procured by the City for the period July 1, 2018, through June 30, 2019. Burns & McDonnell has reviewed this list of insurance, and in the opinion of Burns & McDonnell, as Engineering Consultant and not as insurance counselor, the insurance in full force and affect appears to satisfy the requirements of Section 706 of the Resolution.

Table 4-7: Schedule of Insurance Coverage in Effect

	July 1, 2018 - June 30, 2019 Coverage
Policy #1	
XL Insurance Company	
$50,000,000 per Occurance (50% Carrier Capacity Limit of $100,000,000)	
Coverages:	
50% policy limit	$ 50,000,000
	Agreed Amount, Special
Extra Expense	2,000,000
Errors & Omissions	2,000,000
Expediting Cost	1,000,000
Property in the Course of Construction	5,000,000
Earthquake	20,000,000
Flood	10,000,000
Debris Removal	2,500,000
Property in Transit	2,500,000
Demolition & Increase Cost of Construction	10,000,000
Policy #2	
Ace American Insurance Company	
$50,000,000 per Occurance (50% Carrier Capacity Limit of $100,000,000)	
Coverages:	$ 50,000,000
50% policy limit	Agreed Amount, Special
Extra Expense	2,000,000
Errors & Omissions	2,000,000
Expediting Cost	1,000,000
Property in the Course of Construction	5,000,000
Earthquake	20,000,000
Flood	10,000,000
Debris Removal	2,500,000
Property in Transit	2,500,000
Demolition & Increase Cost of Construction	10,000,000

4.6 Operating and Reserve Accounts

The Electric Revenue Fund and the Electric Improvement & Extension (I&E) Fund are the City's two funds devoted to the Electric Division. The funds are used to manage cash and transactions related to utility operations and capital expenditures, respectively. Each fund includes certain cash accounts established to make money available for specific purposes when they are needed. The accounts maintained within the Revenue and I&E Funds are listed herein.

Electric Revenue Fund

- Insurance Reserve Account
- Contingency Reserve Account
- Electric Rate Stabilization Reserve Account
- Interest and Sinking Account

Electric Improvement & Extension Fund

- Depreciation Reserve Account
- Future Capacity Reserve Account

The following are descriptions of each Fund, their respective accounts and their purposes.

4.6.1 Electric Revenue Fund

The Electric Revenue Fund was established in Section 503 of the Resolution. All revenues are to be deposited into the Electric Revenue Fund when received. Current expenses are to be paid and other accounts are to be maintained from the Electric Revenue Fund. Moneys are transferred from the Electric Revenue Fund to the Electric Rate Stabilization Reserve Account, the Interest and Sinking Account, the I&E Fund, the Depreciation Reserve Account, and the Future Capacity Reserve Account.

4.6.1.1 Insurance Reserve Account

The Insurance Reserve Account was established by the City to fund insurance deductibles on the electric transmission and distribution system and the generating plants in the event of loss(es) covered by the City's insurance policies. The reserve balance at the end of FY 2019 was $784,856. To reduce insurance premiums, the City raised the minimum reserve balance to $750,000.

4.6.1.2 Contingency Reserve Account

The Contingency Reserve Account was established by the City in FY 2003 to provide for unplanned expenditures that may not be avoidable. The City's Financial Policies require that a minimum balance be maintained in the Contingency Reserve Account of at least $750,000. The FY 2019 year-end balance was $894,149 which is equal to 1.07 percent of the FY 2019 revenues for the Electric Revenue Fund.

4.6.1.3 Electric Rate Stabilization Account

The Electric Rate Stabilization Reserve Account was established in FY 2005 to offset the costs of the power cost adjustment to the customers of Dover. The account's target balance is a minimum of 10.0 percent, not to exceed 20.0 percent, of purchase power cost in any given year. Any excess of this amount

will be refunded to customers in future years by reducing the rate of the power cost adjustment. The account's FY 2019 end-of-year balance was $18,354,912.

4.6.1.4 Interest and Sinking Account

The Interest and Sinking Account was established in Section 507 of the Resolution. This account consists of two restricted accounts: The Bond Service account and the Reserve Account. The Bond Service Account is funded with equal monthly transfers from the Electric Revenue Fund such that the balance, as of each payment date for interest or for principal and interest, will be equal to the amount of the payment due. The payments of principal and interest due on bonds are made from the Bond Service Account. The Reserve Account is funded by transfers from the Electric Revenue Fund, as necessary, to maintain a balance equal to the maximum combined principal and interest for any future fiscal year through the life of all bonds then outstanding. Moneys in the Reserve Account are used for paying interest on and principal of bonds when the balance in the Bond Service Account is insufficient for making those payments. The total amount in the Restricted Accounts for the 2018 bonds as of June 30, 2019, was $2,467,760.

4.6.2 Electric Improvement and Extension Fund

The I&E Fund was established in Section 507 of the Resolution. Funds are transferred to the I&E Fund from the Electric Revenue Fund to the extent that the amount of funds available from the Electric Revenue Fund exceeds the total of the amounts required to be added to the Interest and Sinking Account. The I&E Fund also receives additional funding from the Depreciation Reserve Account, the Future Capacity Reserve Account, and from development receipts. Section 510 of the Resolution indicates that, except for certain situations, moneys held in the I&E Fund are to be used only for payment of costs of unusual maintenance or repairs, renewals or replacements, obtaining or replacing equipment, constructing extensions, additions, or improvements, and engineering expenses related to the foregoing activities.

4.6.2.1 Depreciation Reserve Account

The Depreciation Reserve Account represents moneys that have been set aside for the sole purpose of funding renewals and replacements of the Electric System as components or equipment wear out, deteriorate, or otherwise become unsuitable for the intended purpose. Transfers from the Electric Revenue Fund and investment earnings are the only sources of additional moneys for the Depreciation Reserve Account. Transfers to the I&E Fund are made as necessary to fund capital projects. The target appropriation for the Depreciation Reserve Account each year is the excess of depreciation expense for the year over the amount of principal included in debt service payments made during the year. The reserve balance at the end of FY 2019 was $16,017,422.

4.6.2.2 Future Capacity Reserve Account

The Future Capacity Reserve Account was established to set aside and accumulate funds from the Electric Revenue Fund for use in evaluating and pursuing activities related to the Electric Division's alternatives for power supply resources for future demand for electricity. The target balance for this reserve is $10,000,000. The reserve balance at the end of FY 2019 was $13,677,826.

Table 4-8 presents FY 2017 through FY 2019 year-end summaries of the activity within the cash accounts described above. The Insurance Reserve Account, the Contingency Reserve Account, the Electric Rate Stabilization Reserve Account, and the Interest and Sinking Account are accounts within the Electric Revenue Fund. The Depreciation Reserve Account and the Future Capacity Reserve Account are accounts within the I&E Fund.

Table 4-8: Reserve Account Activity and Balances

	Insurance Reserve Account	Contingency Reserve Account	Electric Rate Stabilization Account	Bond Reserve Account	Depreciation Reserve Account	Future Capacity Account
Year Ended June 30, 2017						
Balance in Account on July 1	$ 763,515	$ 849,980	$ 7,269,177	$ 1,628,180	$ 10,130,667	$ 10,283,292
Receipts						
Interest Earned	11,215	12,485	118,180	16,719	157,625	159,867
Appropriations	-	-	3,250,000		2,750,000	2,750,000
Total Funds Available	$ 774,730	$ 862,465	$ 10,637,357	$ 1,644,899	$ 13,038,292	$ 13,193,158
Disbursements						
Debt Service Payments						
Transfer to Capital Projects/Ops.						
Balance in Account on June 30	$ 774,730	$ 862,465	$ 10,637,357	$ 1,644,899	$ 13,038,292	$ 13,193,158
Year Ended June 30, 2018						
Balance in Account on July 1	$ 774,730	$ 862,465	$ 10,637,357	$ 1,644,899	$ 13,038,292	$ 13,193,158
Receipts						
Interest Earned	12,383	13,786	186,747	18,753	208,406	210,882
Appropriations	(17,967)	-	5,200,000	-	-	-
Total Funds Available	$ 769,146	$ 876,251	$ 16,024,104	$ 1,663,651	$ 13,246,698	$ 13,404,040
Disbursements						
Debt Service Payments						
Transfer to Capital Projects/Ops.						
Balance in Account on June 30	$ 769,146	$ 876,251	$ 16,024,104	$ 1,663,651	$ 13,246,698	$ 13,404,040
Year Ended June 30, 2019						
Balance in Account on July 1	$ 769,146	$ 876,251	$ 16,024,104	$ 1,663,651	$ 13,246,698	$ 13,404,040
Receipts						
Interest Earned	15,710	17,898	330,808	39,108	270,724	273,786
Appropriations	-	-	2,000,000	(476,590)	2,500,000	-
Total Funds Available	$ 784,856	$ 894,149	$ 18,354,912	$ 1,226,170	$ 16,017,422	$ 13,677,826
Disbursements						
Debt Service Payments				1,241,590		
Transfer to Capital Projects/Ops.						
Balance in Account on June 30	$ 784,856	$ 894,149	$ 18,354,912	$ 2,467,760	$ 16,017,422	$ 13,677,826

5.0 – CONCLUSIONS

5.0 CONCLUSIONS

In the preparation of this Engineering Consultant's Report, Burns & McDonnell completed assessments of the electric generating stations and the transmission and distribution system of the City Electric Division. The investigations included interviews, observations, and reviews of FY 2019 expenditures and FY 2020 budgets. In addition, an analysis of the balances of the Improvement and Extension Fund and other funds benefiting the Electric Division was performed. Burns & McDonnell also reviewed the adequacy of the revenues provided by the current retail rates in relation to the requirements of the City of Dover, Delaware Resolution Authorizing and Securing Electric Revenue Bonds, adopted December 23, 1985. A high-level assessment of the City's insurance coverage related to the Electric Division was also completed. Based on these reviews and assessments, it is Burns & McDonnell's opinion that:

1. The City's power generation facilities are being operated and maintained consistent with accepted electric utility practice in the United States.
2. The design, construction, operation, and maintenance of the City's electric transmission and distribution system and associated facilities are consistent with generally accepted electric utility standards. The system has been upgraded to improve operation, reliability, and service quality to customers.
3. The Electric Division capital projects included in the City's Capital Investment Plan and the FY 2019 Operating Budget are necessary and should provide improved reliability and power quality for the Electric System.
4. The balances as of June 30, 2019, for the various reserve funds maintained by the City for the Electric Division appear to be sufficient for their defined purposes.
5. The insurance coverage in full force and affect as maintained by the City related to the various assets of the Electric Division appears to satisfy the requirements of Section 706 of the Resolution.
6. The electric revenues generated by the City's current retail rates are more than sufficient to fulfill the debt service coverage requirement defined in Section 502(c) of the Resolution.

BURNS McDONNELL

CREATE AMAZING.

Burns & McDonnell World Headquarters
9400 Ward Parkway
Kansas City, MO 64114
O 816-333-9400
F 816-333-3690
www.burnsmcd.com

DOWNTOWN DOVER PARTNERSHIP PARKING SOLUTIONS

Summary for Member of the City of Dover Legislative, Finance, and Administration Committee and Council as a Committee of the Whole, meeting of June 9, 2020:

For over 30 years' time, the DDP and its predecessors (Main Street and the Dover Parking Authority) has largely overseen the "puzzle" of parking in downtown Dover. They have invested in improvements (striping, lot maintenance, cameras, lighting, and installing a credit card payment option for meters) to ensure safety and convenience. Significant time, money, and energy has been invested in implementing a myriad of parking solutions in downtown Dover. Yet, the City of Dover does not have a unified parking plan, a SMART solution, or the efficiency, convenience or value that comes with a well-designed, effective, comprehensive parking solution.

In the fall of 2019, the Downtown Dover Partnership requested and received permission from the City to explore parking solutions for the central business district, and to include the city's real estate to ensure a unified solution. In response, the DDP Parking Committee completed a formal RFI (Request for Information) process and conducted a thorough, nationwide search in spring of 2020 to select the most qualified vendor to work with the DDP to create a parking solution responsive to the needs of the Dover community through a participatory process.

At this time, the DDP seeks City of Dover Council concurrence to proceed with the creation of a Memorandum of Understanding (MOU) with the recommended vendor, Colonial Parking, Inc. of Wilmington, DE, as selected and approved unanimously by the DDP Board of Directors in April 2020.

Details of the RFI process and outcome follow.

Overview of DDP Parking Solutions project

May 20, 2020

Consistent with the business retention, expansion and recruitment components integral to the economic development mission of the Downtown Dover Partnership (DDP), the DDP is seeking cost-effective and efficient solutions to enhance parking capacity and capabilities throughout the commercial core of the City of Dover that stimulate community and economic development and improve parking services, convenience and efficiency to parking users in the downtown business area.

To achieve these goals, the DDP has undertaken a thorough process to select best qualified vendor. Overview of RFI process is summarized on Pages 3 and 4.

Integral to proceeding with execution of the MOU (separate attachment), and once all necessary legislative action has been successfully completed through the City of Dover Leg & Fin Committee*, is the understanding that the City of Dover will grant authority to DDP for the responsibility to develop and manage the entire parking solution for the central business district of Dover. (For extent of parking areas, reference Exhibits A-1 and A-2 in the attached draft MOU between the DDP and Colonial Parking, Inc.)

> *Legislative action needed may include: permitting the DDP to utilize city roads for fee-based parking, to install related hardware and signage, to carry out parking enforcement on public streets/lots including collection of fees, and to enter into a legal/binding agreement with the City and to implement the solution, without additional requests from Council.

Once the Downtown Parking Program has been fully developed, DDP will report to City Council on the details prior to implementation of that solution.

It is important to note that members of Council and the public-at-large are invited and encouraged to participate with the DDP Parking Committee in the process to design the parking solution, the development of which shall take place after the MOU is executed with selected vendor.

Roll-out of final solution/parking plan is targeted for the first half of 2021.

*** Parking RFI Summary to date**

January 15 **Issued Parking RFI** – Circulated the document nationally via NPA (National Parking Assoc.) and three Delaware statewide news outlets including The State News, The News Journal and The Cape Gazette. The RFI can be viewed at https://www.downtowndoverpartnership.com/

March 16 **Five responses to RFI were received:**

1. Colonial
2. Dover Parking Partners
3. Flowbird
4. ParkMobile
5. Passport

March 18 **RFI's were reviewed and discussed** by DDP Parking Committee members.

- Immediate concurrence to rule out one respondent. (Too many questions; no strategy offered by Dover Parking Partners.)
- DDP staff noted to take into consideration that current staff responsibilities include oversight of many volunteer committees and working groups (within committees) in addition to oversight of DDP-owned properties and maintenance thereof. The decision for DDP to continue to fully manage parking would require additional staff.
- DDP staff noted a recent experience with one vendor to be marginal. (Flowbird)
- Several in the meeting expressed having good experiences with two of the respondents.

March 23 **Questions were sent to three responders** (Colonial, ParkMobile, Passport) for written response within two weeks:

1. What is the pricing/fee structure of your company's parking solution? Including daily "to park" fee(s); hardware, software, staffing/management if necessary/option pricing; other. (You/Your company may have already provided this; nevertheless, we ask that you please provide it succinctly and clearly at this time.)

2. Demonstrate/Describe how your solution will keep current with all kinds software and communications going forward, while keeping Dover's streets free of, or to a minimum, unnecessary hardware, including meters, kiosks, signage, etc.

3. How does your solution provide for both mobile and non-mobile technology? For instance, what are the options for seniors and visitors who do not have an account already set up? How are groups such as elderly, handicapped, non-tech, etc., accommodated?

4. Are there ways to streamline (any further efficiencies, budget, options or otherwise) your solution beyond or different from what you've already provided in the formal response?

5. Is there anything else you would like to detail or comment on regarding your company or parking solution to reinforce or supplement what you've already provided in your formal response?

March 26. Three DDP representatives (Todd Stonesifer, Dave Hugg, Diane Laird) participated in **reference calls** with the following:

Parkmobile	Thurs, Mar 26	1:30	Winchester Parking Authority Parking	Winchester, VA	Corey MacKnight	Executive Director
Passport	Thurs, Mar 26	2:00	City of Newark	Newark, DE	Courtney Mulvanity & Marvin Howard	Parking Supervisor
Colonial	Thurs, Mar 26	2:15	Queen Street Parking Lot	Lancaster, PA	William Krasne	Principal
Parkmobile	Thurs, Mar 26	2:30	Town of Dewey Beach	Dewey Beach, DE	Scott Koenig	Town Manager
Colonial	Thurs, Mar 26	2:45	Avenue North-Shuttle Service	Newark, DE	Patrick Honeycutt	VP of Site Development

April 7. Conference call was held with Colonial to further confirm details of proposed service.

April 21. DDP Parking Committee meeting. Reviewed process, concurred on recommended action to board. Unanimous committee approval to make recommendation to DDP to proceed with MOU.

April 22. DDP Board meeting. Unanimous board approval to proceed with MOU.

April 23. Call held with Colonial. Discussed next steps, including development of MOU.

NEXT STEPS:

DDP work with Leg & Fin Committee to prepare for presentation to City Council to request concurrence to procced with MOU to design and implement a comprehensive parking solution.

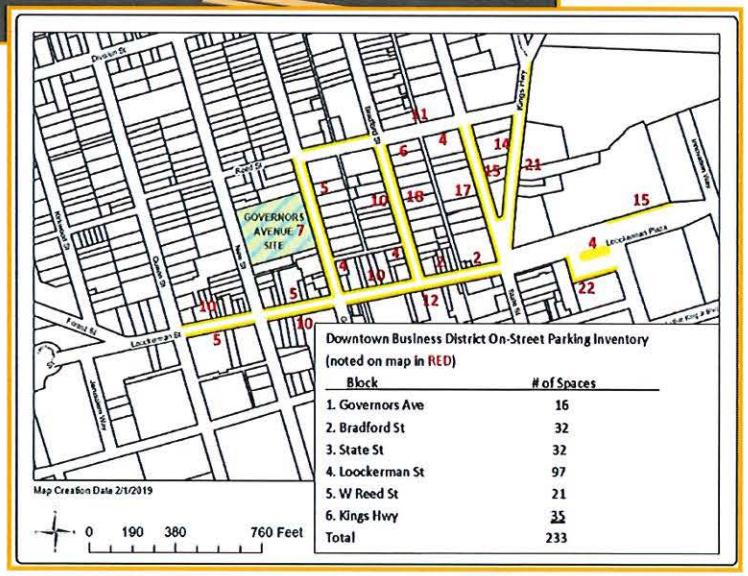
Downtown Dover Partnership
101 West Loockerman Street, Suite 1-A
Dover, Delaware

Response to Request For Information

RFI Solicitation #DDP-PS-1-15-20

Downtown Dover Parking Solutions





Downtown Business District On-Street Parking Inventory
(noted on map in RED)

Block	# of Spaces
1. Governors Ave	16
2. Bradford St	32
3. State St	32
4. Loockerman St	97
5. W Reed St	21
6. Kings Hwy	35
Total	233

Prepared: March 16, 2020

By: Colonial Parking, Inc.
715 Orange Street
Wilmington, Delaware

Colonial Parking

Downtown Dover Partnership

Response to Request For Information
RFI Solicitation #DDP-PS-1-15-20
Downtown Dover Parking Solutions
101 West Loockerman Street, Suite 1-A
Dover, DE 19901

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FORM A

DOWNTOWN DOVER PARKING SOLUTIONS
CITY OF DOVER, DELAWARE

A PROJECT OF THE DOWNTOWN DOVER PARTNERSHIP

RESPONDENT LETTER

RESPONDENT (Firm Name): **Colonial Parking, Inc.**

Proposal Date: **March 16, 2020**

The undersigned (Proposer) submits this proposed solution (this Solution) in response to that certain Request for Information issued by the Downtown Dover Partnership located in the City of Dover, Delaware, dated January 15, 2020 relating to the Downtown Dover Parking Solutions Project (the Project), as more specifically described herein and in the RFI.

The following individual(s) is/are authorized to provide this Solution and enter into negotiations with the Downtown Dover Partnership on behalf of the Respondent in connection with this RFI, the Project, and:

Our Proposal comprises the following:

(A) SOQ Proposal enclosed herewith;
(B) Technical Proposal enclosed herewith; and
(C) Financial Proposal enclosed herewith.

Respondent certifies that its Solution is submitted without reservation, qualification, assumptions or conditions.

Respondent represents that all statements made in the Solution are true, correct and accurate in all material respects as of the date hereof.

Respondent understands that financial recommendations are requested in this RFI, and that if a Financial Proposal is included, that it is true, correct and accurate.

Respondent understands that the Downtown Dover Partnership is not bound to award any contracts with reference to this Project.

Respondent further understands that all costs and expenses incurred by it in preparing this Solution and participating in the FRI process will be borne solely by the Respondent.

- Continued -

This Solution shall be governed by and construed in all respects according to the laws of the State of Delaware.

Respondent's business address:

715	Orange Street	First Floor
(No.)	(Street)	(Floor or Suite)

Wilmington	DE	19801	USA
(City)	(State or Province)	(ZIP or Postal Code)	(Country)

Delaware
State or Country of Incorporation/Formation/Organization:

Colonial Parking, Inc.

By: _____

Print Name: **John E. Hatfield**

Title: **President**

FORM B

STATEMENT OF QUALIFICATIONS

1. Name of Respondent (Firm Name): **Colonial Parking, Inc.**

2. Type of entity: *(Check box below.)*

[ ]	Sole Proprietorship	[X]	Corporation
[ ]	Partnership	[ ]	Limited Liability Company
[ ]	Joint Venture	[ ]	Other structure (specify below)

Provide explanation if "Other Structure":

3. Respondent's address: **715 Orange Street, First Floor**

Wilmington, DE 19801

4. Name of Primary Contact: **John E. "Jed" Hatfield**

5. Title of Primary Contact: **President**

6. Telephone (Business): **Main - (302) 651-3600 – Direct - (302) 651-3606**

7. Telephone (Mobile): **(302) 218-7151**

8. Email Address: **jhatfield@ColonialParking.com**

9. Business Web Address: **www.ColonialParking.com**

10. Name and Title of Authorized Respondent's Representative (ARR):

X Check here if same as Name/Title of Primary Contact (#4 above)

Provide Name and Title of Authorized Respondent's Representative on lines above.

11. **Respondent Qualifications:**

Colonial History *- Colonial Parking, Inc. is a privately-owned, regional parking management firm with a solid reputation of integrity, expertise and leadership in the parking industry. Richard "Dick" Hatfield founded Colonial in Allentown, PA in 1956. Over the more than 60-year history Colonial has operated; we have expanded regionally with our headquarters in Wilmington, Delaware. Our regional operations include management of facilities in Philadelphia, PA; Lancaster, PA; Elkton, MD and affiliated company Landmark Parking, Inc. in Baltimore, MD and Washington, DC. Focused on a core business of parking management, Colonial also has valuable experience in the design and development of parking facilities. Because Colonial is a local family owned and operated firm, we are able to offer our clients a high level of attention in order to ensure quality service is provided on every project in which we are involved.*

Colonial Size *- Colonial maintains offices in Wilmington, Delaware and Lester, Pennsylvania. Out of these offices Colonial manages 39-facilities, which employ 127-people that serve over 3-million customer's annually.*

Detailed Knowledge of Downtown Dover *- We are uniquely qualified to deliver a solution for Downtown Dover's Parking needs as a result of our depth of knowledge of the market gained over the years of volunteering on the Downtown Dover Partnership (DDP) Parking Committee.*

Local Presence *- Colonial's size and location, headquartered in Wilmington, DE, provides the DDP with unparalleled access to our officers and key staff that large, out-of-state parking management firms cannot match. Joe Nadel, Colonial's Vice President – Finance, who was born & raised in Dover, graduated from Dover High School, continues to live just 10-minutes from Downtown Dover in Magnolia, DE. Joe's lifetime experience with and proximity to Downtown Dover provides the DDP with valuable oversight of a Local member of Colonial's Executive Team.*

Stability *- Lastly, the DDP can rely on the stability that Colonial will bring to the implementation of a parking management solution for Downtown Dover. The DDP can be assured that, from the President of Colonial to any managers assigned to Downtown Dover, the same professionals will be available to answer phone calls or attend meetings at any time during Colonial's engagement.*

12. **Relevant Experience:**

(i) Detailed description of Respondent's experience and qualifications managing projects of similar size, function and complexity to the applicable Project, including demonstrated ability to provide and/or manage similar or related services that are comparable to those required for the applicable Project.

At the end of this section are Project Profiles on some of the facilities we manage including the Wilmington Transit Center, a Public-Private Partnership (P3) with the State of Delaware Department of Transportation, where we are developing a multi-modal facility adjacent to the Wilmington Train Station that includes a bus hub; the Government Center Parking Garage in Wilmington that we manage for the State of Delaware, New Castle County and the City of Wilmington who own the facility jointly; the New Castle County Courthouse Parking Garage, another P3 serving the State of Delaware's New Castle County Courthouse that serves visitors, jurors and employees of the courthouse since opening in 2002; the Renaissance Center Garage in Wilmington, DE; and the Queen Street Parking Lot in Lancaster, PA. At Colonial, we are keenly aware of and have a long history serving the needs of public authorities as clients.

In addition to our experience as indicated from the facilities that we manage, we also have detailed experience with Multi-Space Meters, Parking Enforcement and Electric Vehicle Charging as indicated in the Project Profiles set forth at the end of this section.

(ii) Provide a list of three to five relevant projects from most to least relevant, including a brief description of each project and summary of services performed.

See Project Profiles at the end of this section for specific examples of Colonial's experience with managing parking facilities.

(iii) References: Provide contact information for one or several projects that are relevant to the parking solutions provided within Respondents Solution, including project contact name, phone number and email address.

To provide detailed examples of our experience and references, Project Profiles have been set forth at the end of this section indicating some of the facilities we worked on the design, development and/or manage. At Colonial, we have the opportunity to work with a variety of owners and often for many years. These profiles of both publicly and privately owned facilities illustrate the depth and diversity of Colonial's experience in design, development and management of parking facilities with clients such as the State of Delaware, New Castle County, City of Wilmington, EDiS Company, The Commonwealth Group and even Colonial's off-airport parking facility serving the Philadelphia International Airport and include contact information.

13. **Key Personnel:**

Provide resumes of key personnel representing Respondent Firm.

Colonial's Management Team, who will be involved in the Downtown Dover Parking Program, represent some of the finest professionals in the parking industry. This Team includes:

- ***Jed Hatfield, President***
- ***Chris Hankins, Vice President – Operations***
- ***Joe Nadel, Vice President – Finance***
- ***Norman Ortiz, Operations Manager***
- ***Rob Clark, Area Manager***

Overall Colonial's team provides the best solution in terms of experience and effectiveness to deliver the Downtown Dover Parking Program. Colonial is large enough to bring experience to the effective delivery of top-quality service and creative solutions while at the same time being small enough to provide the personal attention of our principals to the effort.

14. **Conflict of Interest:**

While Jed Hatfield, Principal of Colonial Parking, has served on the Downtown Dover Partnership Parking Committee for over ten years, he resigned from the committee at both the commencement of the RFP for a Parking Garage process by the City of Dover and again upon the commencement of the RFI for a Parking Solution process by the Downtown Dover Partnership in order to eliminate any perception of conflict of interest. Therefore, his extensive knowledge of parking in Downtown Dover gained over the years of volunteer service may be considered an asset, not a conflict of interest.

15. **Executive Summary of Solution for Project:**

As soon as the Downtown Dover Partnership (DDP) is prepared to proceed, the Team at Colonial Parking will deliver a complete solution for Downtown Dover Parking that ***will not require any funding from the DDP*** *and* ***will deliver revenue to the DDP*** *as soon as implemented.*

As set forth in greater detail in the Technical Proposal and Financial Proposal sections of this response below, Colonial Parking's Senior Management will work with DDP representatives to develop the Downtown Dover Parking Program (the "Program") that will include management of both the on-street and off-street parking assets that are controlled by the DDP. This will include recommendations for design of

the Program equipment, fee structure and management plan. Key elements of the Program are:

- ***Develop Program for On-Street Parking*** *– Work with DDP to develop the parking fee structure, Multi-Space Meters (MSMs) for parking fee collection and parking regulation enforcement policies.* ***Colonial will provide the funding required for the initial implementation of the parking fee collection (MSM) system*** *relieving the DDP of the initial capital investment burden.*

- ***Off-Street Parking Facility Management*** *– Implement the Program utilizing Colonial's over 60-years of experience to manage the hourly and monthly parking at the off-street parking facilities. This will provide monthly parking customers with the certainty of keeping their parking as long as they desire without getting in line to register annually.*

- ***Expand Parking Inventory*** *- Contact local property owners with parking assets to include their facilities in the Program making their excess capacity available to the public while generate parking revenue to the property owners.*

- ***Pay-by-Phone/Mobile Payments*** *– Offer variety of parking fee payment options including pay-by-phone payments.*

- ***Parking Program Enforcement*** *– Manage the enforcement of the Program with handheld parking enforcement technology for both on-street and off-street facilities for hourly and monthly parking customers.*

- ***On-Line Presence*** *– Provide access to Colonial's website, www.ColonialParking.com, to serve the Program with on-line information about the Program services, locating parking options and even paying their parking fees. This powerful tool will communicate accurate, up-to-date information about the Program and even any current events like street closures or other information that is important to our customers.*

- ***Customer Care Portal*** *– Colonial's Customer Care Portal will be accessible through Colonial's website and provide prospective and existing customers the platform to easily establish and manage all aspects of their account with Colonial Parking on-line.*

- ***Shuttle Service*** *– Experienced with managing shuttle transportation, we are prepared to analyze the viability of a Downtown Dover Shuttle Service to connect more remote, underutilized parking options to the core of Downtown to meet the growing needs for parking Downtown.*

- ***Prepare for a Future Garage*** – *Colonial can escrow the Program Net Operating Income accumulating funds that will be available to the DDP as equity for a future parking garage to be built as an expansion of the Program when considered appropriate.*

Colonial is eminently qualified to design and implement the Downtown Dover Parking Program as described herein and has demonstrated our capability to fulfill these responsibilities. Our managers and staff are prepared to start once approved by the DDP.

I declare under penalty of perjury under the laws of the State of Delaware that the foregoing declaration is true, correct and accurate.

Executed March 13, 2020.



(Respondent Signature)

John E. Hatfield
(Name Printed)

President
(Title)

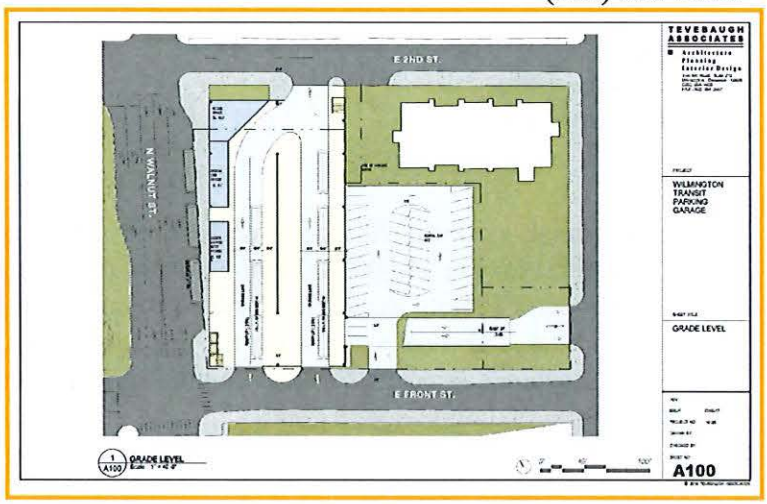
Colonial Parking, Inc.
(Business)



Wilmington Transit Center

Owner:
Transit Center, LLC
in Partnership with
Delaware Transit Corporation
Address:
100 N. Walnut Street
Wilmington, Delaware
Contact:
Mr. John Sisson
Phone:
(302) 576-6100

Managed:
Since 2020
Number of Spaces:
220
Note:



Colonial assembled the Transit Center, LLC (TC) team including EDiS Company and Emory Hill Real Estate Services that has been selected by the State of Delaware to develop the Wilmington Transit Center as a Public-Private Partnership (P3). The TC team, working with Delaware Department of Transportation/Delaware Transit Corporation is designing, constructing, financing and will own and manage the Wilmington Transit Center on land leased from the State of Delaware. The Wilmington Transit Center is scheduled to open to the public in April 2020.



Government Center Garage

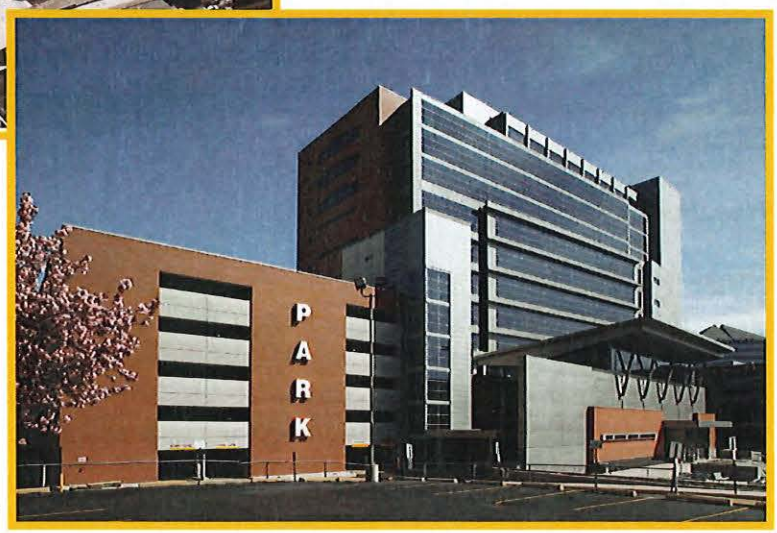
Owner:
State of Delaware, New Castle County &
City of Wilmington
Address:
9th & French Streets
Wilmington, Delaware
Contact:
Mr. Mike Svaby
Phone:
(302) 744-5644

Managed:
Since 1976
Number of Spaces:
650
Note:
Colonial, working with the three government owners of the garage, was awarded the contract for the $4,000,000 renovation of the garage and 23-year management agreement by the team Colonial assembled for the project. In addition to the management of the garage, Colonial is also responsible for the one square block plaza above the garage. This maintenance includes the landscaping, snow removal as well as coordination for the restoration completed in 2000.



New Castle County Courthouse Garage

Owner:
Justice Center Parking, LLC
Address:
c/o EDiS Company
110 S. Poplar Street
Wilmington, Delaware
Contact:
Mr. Brian DiSabatino
Phone:
(302) 421-5700



Managed:
Since 2002
Number of Spaces:
940
Note:

Colonial Principals are members of JCPG Associates, LLC, the owner of this garage. JCPG Associates, LLC, the team of Colonial Parking and EDiS Company, has leased the land for the garage from the State of Delaware, designed, constructed and financed the garage while Colonial continues to manage the operation. Additionally, Colonial has worked with the courts to develop a parking program for over 500 court employees.

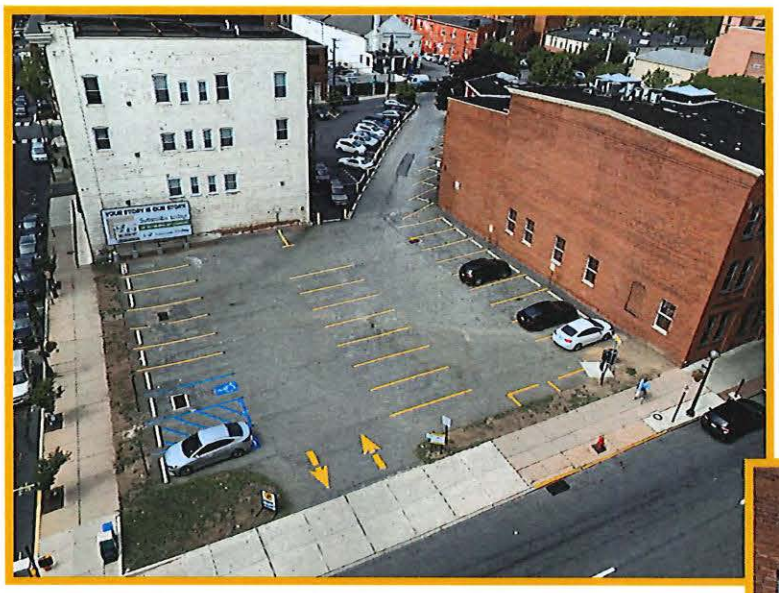


Renaissance Centre Garage

Owner:
Renaissance Centre, LLC
Address:
c/o The Commonwealth Group
300 Water Street, Suite 300
Wilmington, Delaware
Contact:
Mr. Kevin Quinn
Phone:
(302) 472-7200

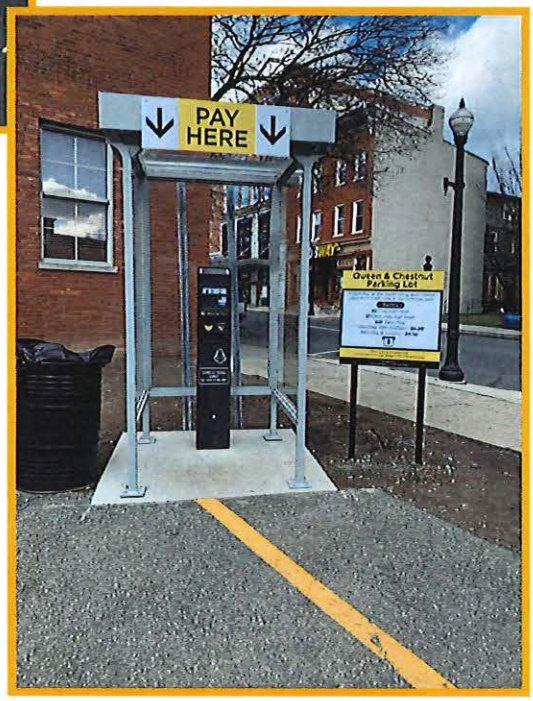
Managed:
Since 2007
Number of Spaces:
190
Note:

Colonial joined the Renaissance Centre team just prior to the opening of the garage and began making an impact on the operation immediately. Working to develop and coordinate the graphics package, control system and other details required to operate the garage, Colonial assisted with the smooth opening and management of the garage.



Queen Street Parking Lot

Owner:
SREG Queen, LLC
c/o LNP- Steinman Communications
Address:
N. Queen & W. Chestnut Streets
Lancaster, Pennsylvania
Contact:
Mr. William Krasne
Phone:
(717) 295-7874



Managed:
Since Opening 2019

Number of Spaces:
44

Note:

Expanding our working relationship with Steinman Communications from the management of their parking garage, Colonial was engaged to develop a management plan for the closed Queen Street Parking Lot. As part of the plan, Colonial developed the specifications for a Multi-Space Meter (MSM), designed a shelter for the MSM, reviewed the functional design, developed graphics and parking regulation enforcement for the lot. After gaining the owner's approval for the management plan, Colonial executed on the purchase & installation of the equipment and graphics. Then successfully opened the facility to the public and continues to implement the management plan.



Colonial Airport Parking

Owner:
NOX, LLC
Address:
630 S. Gov. Printz Blvd.
Lester, Pennsylvania
Phone:
(610) 521-6900



Managed:
Since 1987
Number of Spaces:
1,500
Note:

Colonial Airport Parking (CAP), Colonial's affiliate providing parking for travelers at the Philadelphia International Airport (PHL), purchased the facility under the affiliate NOX, LLC after leasing it for nearly 15-years. The office located at this location also serves as Colonial's Delaware County administrative office.

In 2011, CAP purchased an adjacent property and began offering valet service in addition to the self-park services. All customers are served at our Main Lot and excess vehicles opting for the valet service are stored in the adjacent Valet Overflow Lot. This service enhancement has also provided CAP the ability to offer a variety of car care services.

Customer surveys conducted by AirportParkingReservations.com have consistently ranked Colonial's service with a five-star rating. Customers have shared comments like, "Your service and accommodations exceeded our expectations." and "Overall everything was great. Your people were courteous and helpful. We would highly recommend to anyone."



Avenue North – Shuttle Service

Owner:
Delle Donne & Associates, Inc.
Address:
200 Continental Dive, Suite 200
Newark, Delaware
Contact:
Mr. Patrick Honeycutt
Phone:
(302) 325-1111



Managed:
Since 2020

Note:
Colonial is providing shuttle service at the Avenue North Campus to move 500-people daily from a remote parking area to their office building and back. Utilizing the competency acquired from over 30-years of successfully managing a near-airport parking facility at the Philadelphia International Airport and delivering best-in-class shuttle service, Colonial has been able to deliver the same service to the Avenue North tenants for Delle Donne & Associates, Inc., the owner of the Avenue North campus. This includes deploying an adequate number of shuttles to meet both the morning and evening rushes when the majority of the 500-people per day require shuttle service between their office and the remote parking lot.



Multi-Space Meter (MSM)

Colonial has extensive experience working with and evaluating and managing Multi-Space Meters (MSM). Each MSM application, whether on-street or in parking facilities, has its own unique operating requirements that will be evaluated to design an MSM system that meets those needs. Specifications will be developed in order to ensure all MSMs proposed for the particular project have the necessary features required. Based on those specifications Colonial will obtain bids from prequalified equipment vendors, evaluate their proposals and present them making recommendations for the most appropriate MSM for the application.

Once the MSM system has been selected, Colonial will manage the procurement and installation of the system in order to minimize the disruption. Colonial will also develop the procedures to implement the MSM system into the operation for maximum return on investment.

When it comes to efficient parking fee collection, selecting the right MSM with the right team to manage is critically important. Colonial's team will help you achieve your goals.



Parking Program Enforcement

Colonial has developed their own proprietary parking facility enforcement tools. Contract (Monthly) parking customers are issued an electrostatic barcode sticker for vehicle identification. Each customer account is associated with their barcode credential. This data along with current account balance information is downloaded into our handheld audit tool. When Colonial's field audit staff make their regular tours of the parking facilities we manage they scan each barcode credential and the system reports whether the associated account is valid, delinquent or void. If the credential is delinquent or void the field audit staff will either place a reminder, immobilize or tow the vehicle depending on the procedure for that facility.

Colonial's enforcement policies and system provide that only valid parking customers utilize the facilities that we manage ensuring adequate space is available for valid parking customers and that appropriate parking fees are collected.





Electric Vehicle Charging

Electric Vehicle (EV) charging has become increasingly prevalent with growing utilization of these types of vehicles. Colonial evaluates each facility that we manage to determine the demand and feasibility for EV Charging Stations. If not already in place and EV Charging Stations are considered appropriate for a facility, Colonial's team will develop an EV Charging program. The program will consider whether EV Charging will be offered as a complimentary amenity or require additional charges for electric consumption. Specifications will be developed in order to ensure EV Charging Stations proposed for the facility have the necessary features required. Based on those specifications Colonial will obtain bids from prequalified equipment vendors, evaluate their proposals and present them making recommendations for the most appropriate EV Charging Program.

If it is determined to proceed, Colonial's team will manage the procurement and installation of the EV Charging Stations as well as develop the operating procedures to implement the system into the operation of the parking facility effectively.

Colonial Parking



John E. "Jed" Hatfield, CPP
President

Jed Hatfield is responsible for Colonial's operations in the greater Wilmington, DE and greater Philadelphia, PA areas.

Mr. Hatfield has hands-on experience in the parking industry growing up with the company his entire life. Experienced with the design and construction review as well as initial implementation of parking control systems, he has been actively involved in the design, construction and managed the opening of several major garages. In addition to the opening of new facilities, he is responsible for the daily management of Colonial's facilities. He is also responsible for the development and implementation of Colonial's constantly evolving policies and programs of operation. Policies, which are rooted in the old standards of courtesy, fairness and consideration while maintaining their relevance with the current advantages technology, can offer.

Mr. Hatfield has also taken an active role in the parking industry and is a Past Chairman of the National Parking Association (NPA). Additionally, he has completed the NPA's certification program earning the Certified Parking Professional (CPP) designation.

Recognizing the critical link between parking and real estate, Mr. Hatfield is also on the Board of Directors of the Wilmington Alliance and serves on its Executive Committee; a Past President of the Committee of 100, an economic development organization, Wilmington, Delaware; an active member in the Commercial-Industrial Realty Council in Wilmington, Delaware; and a member of the Urban Land Institute.

Active in the community, Mr. Hatfield is a Board Member of Artisans Bank; a member of the Board of Directors of Downtown Visions, Wilmington, Delaware; an active member and past board member of the Caesar Rodney Rotary Club; and the founding Co-Chair of the Crozer-Chester Foundation Professional Group.



Chris Hankins, CPP
Vice President - Operations

Chris Hankins joined Colonial in 2007 and is responsible for Colonial's overall operation in the greater Wilmington, Delaware area. This includes forty facilities ranging in size from 20-space parking lots to 1,300-space garages in downtown Wilmington, the Union Hospital parking garage in Elkton, MD, the Steinman Park Garage in Lancaster, PA and the Chester County Courthouse Garage in West Chester, PA.

Mr. Hankins joined the Colonial team with an extensive parking management background gained in a variety of markets over more than ten years. Starting in Columbus, Ohio, Mr. Hankins began his parking career as a Valet Parking Manager responsible for the management of a valet service at an upscale mall. As a standout among his peers, Mr. Hankins quickly rose through the ranks to Project Manager for the operation of the 4,200-space Columbus City Center Garage. He then joined Olympia Entertainment where he managed the parking operations for the Foxtown Entertainment District and the Joe Louis Arena in Detroit, Michigan including 31 surface lots and 2 garages. Mr. Hankins then brought his event parking experience to the management of the 17,438 parking spaces at the Philadelphia sports complex.

As a member of the Colonial team we have seen Mr. Hankins' experience provide valuable input into the quality of Colonial's overall operations. He is a Certified Parking Professional (CPP) through the National Parking Association's certification program and his continued evaluation and work to improve our strict standards of cleanliness, safety and revenue control have assisted Colonial in maintaining the highest level of service and accountability to our clients.

Active in the National Parking Association, Mr. Hankins serves as the Chair of the Certification Advisory Board where he provides instruction to colleagues as part of the regular certification programming.



Joseph "Joe" Nadel, CPA
Vice President - Finance

Joe brings over 20 years of tax, accounting and finance expertise to his position as Vice President-Finance for Colonial Parking and our affiliated companies. In his current role, Joe is responsible for leading the accounting and information technology teams at Colonial. Additionally, he works closely with leadership helping to develop Colonial's strategic vision and goals.

Prior to joining Colonial, Joe spent nearly a decade in public accounting where he worked as an Audit and Tax Manager, with the majority of his experience gained in Philadelphia office of Grant Thornton, LLP. After public accounting, Joe spent nearly a decade in a couple of industries for privately held companies as Controller. Most recently, Joe spent a few years working for a public agency as the Assistant Director of Finance. These varied work experiences have equipped Joe to handle the variety of financial matters that Colonial and our clients are faced with every day. Among Joe's key skills are Financial Statement audit and preparation, Budgeting and Forecasting, and Financial Analysis.

Joe is an active member of the American Institute of Certified Public Accountants (AICPA) the Delaware Society of Certified Public Accountants (DSCPA), Co-Chair of the Small Business Alliance for the Delaware State Chamber of Commerce, National Parking Association (NPA), International Parking & Mobility Institute (IPMI), and his local community, volunteering as a coach in various youth sports activities

In addition to Joe's professional accomplishments, he was born and raised in Dover, graduated from Dover High School and continues to live just 10-minutes from Downtown Dover in Magnolia, DE. Joe's depth of knowledge from his years in Dover combined with his continued proximity to Downtown Dover makes him a valuable team member for the management of the Downtown Dover Parking Program and a Local member of Colonial's Executive Team.



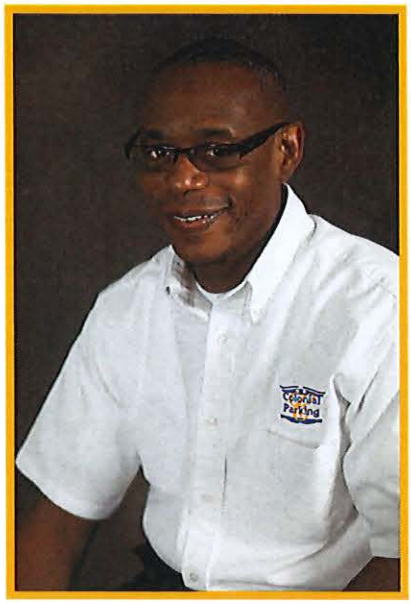
Norman Ortiz, CPP
Operations Manager

Norman Ortiz is the Operations Manager at Colonial Parking, Inc. With over two decades of experience in the parking industry, Mr. Ortiz has managed and developed operations of varying needs from urban parking development to transportation and hospitality operations.

Mr. Ortiz started his career in parking at Allright Parking in 1995 as the Senior Night Area Manager. As a manager there, he successfully managed over 30 locations in downtown Philadelphia.

Most recently before Colonial Parking, Mr. Ortiz was the General Manager at Wallypark Philadelphia for 9 years. There, he successfully established operations for an airport parking and transportation facility serving Philadelphia International Airport. His skills in strategic marketing and business development allowed Wallypark Philadelphia to flourish in a competitive market.

At Colonial Parking, Mr. Ortiz has led the successful planning and completion of parking events and repair projects of facilities. His experience and commitment to excellence has been a benefit to both our company and our clients. He is a Certified Parking Professional (CPP) having successfully completed a rigorous course of study offer by the National Parking Association. This education combined with years of experience make Mr. Ortiz a valued member of Colonial's management team contributing directly to Colonial's high standards of service and accountability.



Rob Clark, CPP
Area Manager

Rob Clark is the Area Manager for Colonial's Area I located in the northern portion of the City of Wilmington, Delaware. This responsibility includes the management of five (5) garages and fourteen (14) surface lots in order to ensure the quality of service delivered.

Mr. Clark, who has been with Colonial since 2003, has extensive experience in auditing and revenue control. Prior to joining Colonial, Mr. Clark worked in the hospitality industry as an auditor and accountant. This gave him a strong basis in both the customer service and revenue control aspects of Colonial's operation. Starting with Colonial as a Facility Manager, Mr. Clark quickly demonstrated his talents and ability to effectively manage a parking facility. He was quickly promoted to the management of multiple locations. In addition to managing Colonial's downtown facilities, Mr. Clark served as the Operations Manager at Colonial's Airport Parking facility in Lester, PA where he demonstrated his capability and confidence in managing a fast paced 24-hour parking operation. Most recently, he returned to Colonial's Wilmington operations as an Area Manager and has demonstrated his professionalism while managing among other things, the Government Center Parking Garage located under the Carvel State Building. Mr. Clark is now one of Colonial's senior managers and a leader on the management team.

In 2008, Mr. Clark earned the Certified Parking Professional (CPP) accreditation from the National Parking Association.

Working closely with the Facility Managers, Customer Service Representatives and Attendants in his area, Mr. Clark understands the service standards required by Colonial and effectively delivers that high level of service to Colonial's parking patrons every day.

FORM C

TECHINCAL PROPOSAL

As soon as approved by the Downtown Dover Partnership (DDP), the Team at Colonial Parking will deliver a complete solution for Downtown Dover Parking that **will not require any funding from the DDP** and **will deliver revenue to the DDP** as soon as implemented.

Project Description - Colonial Parking will enter into a Public-Private Partnership (P3) with the DDP in order to develop and implement the Downtown Dover Parking Program (the "Program").

Colonial will work with the DDP to develop the Program. Once the terms of the Program are agreed upon, Colonial will implement the Program consisting of managing both the on-street and off-street parking assets. This will include Colonial's purchase, **funded by Colonial**, and deployment of multi-space parking meter equipment.

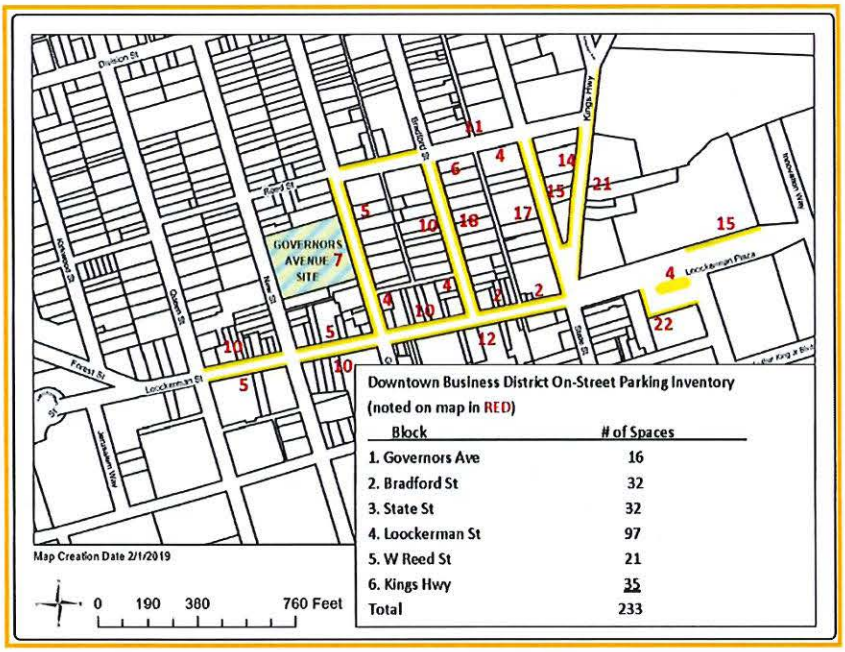
It is recommended by Colonial that all or a significant portion of the DDP Net Operating Income derived from the implementation of the Program for an initial period may be escrowed and used as equity for the future development of a parking garage.

When parking demand requires additional parking capacity, Colonial will work with the DDP to design, build and manage a parking garage for Downtown Dover.

Current Parking Inventory – Colonial will focus the immediate parking solution on the management of the current DDP parking assets. These include the following:

On-Street Parking		233-spaces
Off-Street		
• Bradford St Lot	111-spaces	
• Minor St Lot	8-spaces	
• Governors Ave Lot	103-spaces	
Total Off-Street		222-spaces
Total On-Street & Off-Street		455-spaces

Expand Parking Inventory - In addition to managing the current inventory controlled by the DDP, Colonial will reach out to local property owners and offer them a management plan that will both add their excess parking inventory into the public supply as well as generate positive cash flow to the property owners.



Downtown Business District On-Street Parking Inventory
(noted on map in RED)

Block	# of Spaces
1. Governors Ave	16
2. Bradford St	32
3. State St	32
4. Loockerman St	97
5. W Reed St	21
6. Kings Hwy	35
Total	233

On-Street Parking Assets – Colonial will work with the DDP to develop the Program that will be consistent with the goals of the DDP stakeholders for the area included in the on-street paid parking, the parking fee structure and the parking fee collection method. It is anticipated the metered on-street parking area will be that outlined in Exhibit 1-B of the RFI consisting of 233-spaces. The Program will include the selection of Multi-Space Meters (MSMs) system, implementation of the MSM system and enforcement of the posted parking regulations. **Colonial will provide the funding required for the initial implementation of MSM system** and be reimbursed for the investment through the parking revenue generated by the Program. Therefore, the DDP will not need the resources for the initial investment in the MSM system.



Multi-Space Meters (MSM) – Colonial has extensive experience working with and evaluating Multi-Space Meters (MSM). Colonial's management team will evaluate and design an MSM system that meets the unique operating requirements, both on-street & in the off-street parking facilities, of the Program. Specifications will be developed for the expected 30-MSMs in order to ensure all MSMs proposed for the Program have the necessary features required. The MSMs will provide customers convenient methods to pay their parking fees increasing compliance, eliminating the need for a meter at every space which maintains the openness of the sidewalks, general walkability and provide real-time data on usage. Based on those specifications Colonial will obtain bids from prequalified equipment vendors, evaluate their proposals with the DDP representatives and select the most appropriate MSM for the Program. Colonial will manage the procurement **including the funding of the purchase and installation of the MSMs** and installation of the system. Colonial will also develop the procedures to implement the MSM system as a component of the overall Program including the regular collection of coin revenue from the MSMs. All MSM revenue collected will be reconciled with audit tapes provided by the MSM system, processed and deposited by Colonial's accounting staff to maintain separation of duties.

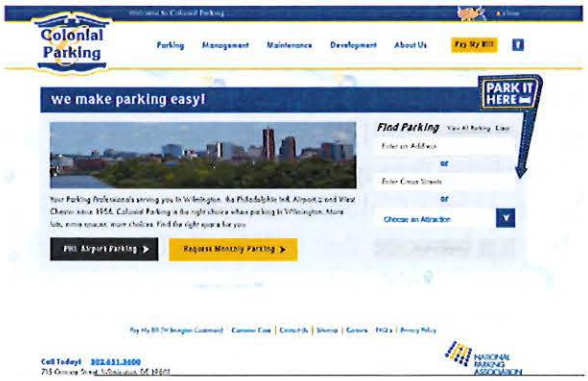


Off-Street Parking Facility Management – As part of the Program design, Colonial will also manage the hourly parking at the off-street parking facilities with the same MSM equipment as the on-street application. Monthly parking customers will be able to purchase a parking space in the off-street facilities through Colonial's on-line registration system. Once registered as a Colonial customer, they will be issued an electrostatic sticker with a barcode that will be their credential for parking in their parking facility. They will have the space in their designated parking facility until they either cancel their parking or stop paying for it. Therefore, the need to get in line early in the morning each year in order to ensure customers keep parking in the facility they are currently utilizing will be eliminated. The handheld device will also be used to scan barcode credentials issued to monthly parking customers for the off-street parking facilities to ensure only valid parking customers are utilizing the spaces.

Pay-by-Phone/Mobile Payments – In addition to accepting coin and credit card, the MSM will be able to accept pay-by-phone payments. Additionally, the pay-by-phone component will allow customers to receive a notification on their cell phone that their parking session is about to expire and allow them to extend their session via their cell phone. The customer, however, may not extend a parking session beyond the two-hour time limit.

Parking Program Enforcement - Colonial will enforce the Program with a handheld parking enforcement tool that can be used both on-street and in the off-street facilities for hourly and monthly parking customers. The handheld device will connect to the MSM system to obtain real-time data on utilization. Colonial's enforcement policies and system provide that only valid parking customers utilize the facilities that we manage ensuring adequate space is available for valid parking customers and that appropriate parking fees are collected.





On-Line Presence - Colonial has developed a state-of-the-art website, www.ColonialParking.com, designed to serve our customers, learn about our services, locate parking options and even pay parking fees. The site has been developed to be both easy to navigate with clear, logical areas delineated at the top of each page as well as key features like the Park It Here feature to help customers find a convenient place to park with a navigable map on the home page. Our website is a powerful tool to conveniently communicate accurate, up-to-date information about our parking programs and even any current events like street closures that are important to our customers. We continue to develop improvements to our services offered and communicate them through the power of www.ColonialParking.com, which will be deployed to provide this information on the Program.

Customer Care Portal – As part of our continuous effort to enhance our website, Colonial's management team has collaborated with Marlyn Group to develop and implement the Zephire Customer Care Portal. This portal, which will be accessible through Colonial's website, www.ColonialParking.com, will provide prospective and existing customers the platform to easily establish and manage their account with Colonial Parking on-line. Parking customers can access the system at any time to request a parking space, establish an account, access their existing account, request a new or replace a lost parking credential, manage their account information and pay their monthly parking fee through their computer, tablet or mobile phone.



Electric Vehicle Charging - Electric Vehicle (EV) charging has become increasingly prevalent with the growth of these types of vehicles in use. As part of developing the Program, Colonial will assess the need, and if EV charging makes sense for any of the DDP facilities. If it is determined there is demand for EV Charging Stations, Colonial can develop specifications for a charging station, solicit bids, manage the installation as well as its on-going use.

On-Line Reservations – Colonial works with third-party parking aggregators, like Spot Hero, which help capture people who are looking for a parking space in an area and allows them to locate, reserve and pay for their parking space in advance. This provides a customer with the comfort of knowing where they will park and that their parking space is reserved and waiting for them when they arrive and allows Colonial to capture the customer and parking revenue before they get to their destination. The need for this type of service will be evaluated as part of the overall Program development.



Shuttle Service – Having gained extensive experience with managing shuttle transportation through our near airport parking facility, Colonial Airport Parking, serving the Philadelphia International Airport, we are prepared to analyze the viability of a Downtown Dover Shuttle Service as part of the overall Program. Shuttle service will provide the ability to connect more remote, underutilized parking options, like the Dover Transit Center, to the core of Downtown to meet the growing needs for parking Downtown as well as meet the mobility needs of people all along Loockerman Street.

Implementation Schedule – Planning and communication will be key to the successful implementation of the Program. In order to provide a sense of the time required to implement the Program, we have developed the following Implementation Schedule.

- **Nine Months Prior to Implementation**
  - Work with DDP to develop the details of the Program
  - Evaluate equipment and supplier options
- **Six Months Prior to Implementation**
  - Select an equipment vendor and order equipment
  - Develop potential questions and concerns to address
  - Develop key messages for project communications plan
  - Develop a communications strategy
- **Three Months Prior to Implementation**
  - Apply key messages in all communications
  - Create and post advance notification signs
  - Issue press releases and launch informational website
- **One Month Prior to Implementation**
  - Issue follow up press releases
  - Meters installed and tested (keep meters covered until "go-live" date to avoid confusion)
  - Post all appropriate signage (keep signs covered until "go-live" date to avoid confusion)
  - Develop enforcement policies during the initial launch of the new meters (waive citations for the first week)
- **Full Implementation - Go-Live Day**
  - Remove covers from meters and signage
  - Have excess staff on hand to explain how meters work and answer questions
- **Go-Live First Month**
  - Keep excess staff on hand as needed
  - Evaluate program and make changes as needed

Prepare for a Future Garage – As part of Colonial's management, we will provide the DDP with a complete monthly accounting of the parking activity of both the on-street and off-street parking assets that Colonial manages for the DDP. The Net Operating Income generated from these parking assets can be escrowed by Colonial and available to the DDP as equity for a future parking garage to be built as an expansion of the Program when the time is considered appropriate.

In summary, the Team at Colonial is prepared to deliver the Downtown Dover Parking Program that **will not require any funding** from the Downtown Dover Partnership (DDP) and **will deliver revenue to the DDP** as soon as implemented. We have demonstrated in this response that we are eminently qualified to design and implement the Program as described above and has demonstrated our capability to fulfill these responsibilities. Our managers and staff will approach this assignment with a sense of ownership to create a Program that delivers a superior service to the visitors, businesses, City Officials and the DDP. Colonial's managers and principals will be accessible and responsive to all the stakeholders through the development, implementation and on-going management of the Downtown Dover Parking Program.

CONFIDENTIAL PORTIONS OF THE COLONIAL PARKING INC. RFI HAVE BEEN REMOVED.

April 27, 2020

Diane Laird
Downtown Dover Partnership
101 West Loockerman Street, Suite 1-A
Dover, DE 19901

Dear Diane:

The following Memorandum of Understanding (MOU) has been developed to establish the basis for an agreement between the Downtown Dover Partnership, ("DDP") and Colonial Parking, Inc. ("CPI") for the development, implementation and management of the Downtown Dover Parking Program in Downtown Dover, DE (the "Program"). Consistent with the business retention, expansion and recruitment components integral to the economic development mission of the DDP, the DDP is seeking cost-effective and efficient solutions to enhance parking capacity and capabilities throughout the commercial core of the City of Dover that stimulate community and economic development and improve parking services, convenience and efficiency to parking users in the downtown business area. In order to achieve these goals, the relationship between DDP and CPI shall be subject to the following terms and conditions:

1. The Program shall consist of developing parking policies for the Downtown Dover Business District On-Street parking consisting of 238-spaces as illustrated in Exhibit "A-1" - Downtown Dover On-Street Parking and the Off-Street parking facilities consisting of 3-parking facilities, (i) Bradford Street Lot, (ii) Minor Street Lot & (iii) Governors Avenue Lot, with a total of 222-spaces as illustrated in Exhibit "A-2" - Downtown Dover Off-Street Parking Facilities.

2. Development of the Program:
    a. CPI shall work with DDP to develop the details of the Program including:
        i. Confirm parking inventory,
        ii. Establish parking fee structure,
        iii. Developed specifications for parking fee collections system, Multi-Space Meters (MSMs),
        iv. Develop the procedures for Contract (Monthly) Parking program in Off-Street Facilities,
        v. Develop specifications for Pay-by-Phone/Mobile Payment options for MSMs,
        vi. Determine the legal requirements for on-street parking enforcement and scoff law collections.

vii. Evaluate off-street parking facilities for Electric Vehicle (EV) Charging,

viii. Evaluate cost-benefit of setting up parking availability with On-Line Reservations (Spot Hero + others),

ix. Develop Marketing Program for the Program to include public meetings to inform prior to the final roll-out/implementation of the Program,

x. Review graphics/signage for Downtown Dover wayfinding and parking,

xi. Develop Pro Forma/Budget of Revenue and Expenses for Program as more details are available from above efforts,

xii. Develop an Implementation Schedule for the above work.

b. The costs of developing the Program shall be paid by CPI during the course of the development of the Program, estimated to be $37,900.

i. If after the development of the Program, DDP and CPI proceed with executing a Management and Operation Agreement for the implementation & management of the Program, the costs of developing the program will absorbed by the program and paid over the initial 5-year term of the Program.

ii. If after the development of the Program, DDP decides not to proceed with the implementation of the Program, CPI shall be reimbursed the full cost of developing the Program by DDP.

2. Implementation of the Program / Management and Operation Agreement:

a. DDP and CPI may enter into a Management and Operation Agreement ("M & O Agreement") for the implementation and management of the Program at the completion of the development of the Program, solely at DDP's option.

b. The Management and Operation Agreement shall be for a term of not less than five (5) years and provide DDP with three (3) additional options to extend of five (5) years each.

c. CPI shall implement the Program as developed during the Development Phase to include the following:

i. Distribute the specifications for parking fee collections system, Multi-Space Meters (MSMs) and obtain proposals from prequalified MSM equipment Vendors,

ii. Evaluate MSM proposals,

iii. Select the MSMs/Vendor,

iv. CPI will manage the procurement and funding of the purchase and installation of the MSMs,

v. CPI will manage the installation of the MSM system,

vi. Develop the procedures to implement the MSM system,

vii. Set-up facilities for purchase of a parking space through CPI's on-line registration system,

viii. Issue customer credential for parking facility (barcoded electrostatic sticker),

ix. Implement Pay-by-Phone/Mobile Payment options for MSMs if deemed appropriate,

x. Establish enforcement method for the Program both on-street and off-street (Transient & Contract Parking Customers),

xi. Develop On-Line Presence for addition to www.ColonialParking.com,

xii. Set-up Program facilities on Colonial Customer Care Portal (Zephire),

xiii. Implement Electric Vehicle (EV) Charging at off-street facilities if deemed appropriate,

xiv. Implement On-Line Reservations (Spot Hero + others) if deemed appropriate,

xv. Implement Marketing Program for the Program to include public meetings to inform prior to the final roll-out/implementation of the Program,

xvi. Implement with DDP assistance and grant funding already available, graphics/signage for Downtown Dover wayfinding and parking,

xvii. Finalize Budget of Revenue and Expenses for Program,

xviii. Execute the Implementation Schedule as prepared and approved during the Development Phase of the project.

d. Upon completion of the Implementation Phase of the Program and during the term of the M & O Agreement, CPI shall manage the Program providing the following services to DDP:

i. CPI shall supply, train, and supervise the employees necessary for the management of the Program,

ii. CPI shall carry out DDP's policies and execute directives pertaining to the management of the Program,

iii. CPI shall be responsible for the general maintenance of the off-street parking Facilities including the general housekeeping and routine repairs like cleaning, trash removal, line painting, maintenance of signs & markings and maintenance of the parking equipment.

iv. DDP shall be responsible for all off-street parking facilities maintenance and repairs of a capital nature, including, but not limited to: mechanical, electrical, plumbing, surface repair, replacement of all light bulbs, ballasts and other lighting components, repairs to any walls and floors, and sinkholes.

v. CPI shall impose and collect parking charges for all users of the Program in accordance with the parking fees determined from time to time by the DDP, with recommendations from CPI.

vi. CPI shall pay all necessary, proper, and reasonable expenses of managing the Program as set forth in an operating budget prepared by CPI, subject to DDP's prior written approval.

vii. CPI shall cause all receipts from the Program to be promptly deposited in CPI's bank account. Disbursements from the account shall be made by CPI to pay all expenses of the Program.

viii. At the end of each month, CPI shall prepare and submit to DDP a monthly and Year-To-Date summary of revenue, expenses, and the resulting net operating income illustrating the actual revenue & expenses vs. budget, per line item, for the Program by the 15th of the following month.

ix. Net operating income may be (1) reserved by CPI for future expansions of the Program as directed by DDP, (2) paid to DDP with the delivery of the monthly statements or (3) a portion reserved by CPI for future expansions of the Program as directed by DDP and a portion paid to DDP with the delivery of the monthly statements.

x. CPI shall provide comprehensive insurance coverage for the Program, the costs of which shall be included in the operating budget for the Program.

xi. CPI shall apply for and secure, in its own name, all municipal permits and licenses required for the Program.

Should the above terms meet with your approval, please indicate by signing below and returning the signed original to me. If you have any questions or require additional information, please do not hesitate to call. I may be reached at the office at (302) 651-3606, on my cell phone at (302) 218-7151 or by e-mail at jhatfield@colonialparking.com whichever is most convenient.

Very truly yours,

Jed Hatfield
President

Agreed and Accepted this _____ day of _____, 2020

Downtown Dover Partnership

By: _____
Signature

By: Diane Laird
Name (Print or Type)

Title: Executive Director

Exhibit A-1 Downtown Dover On-Street Parking

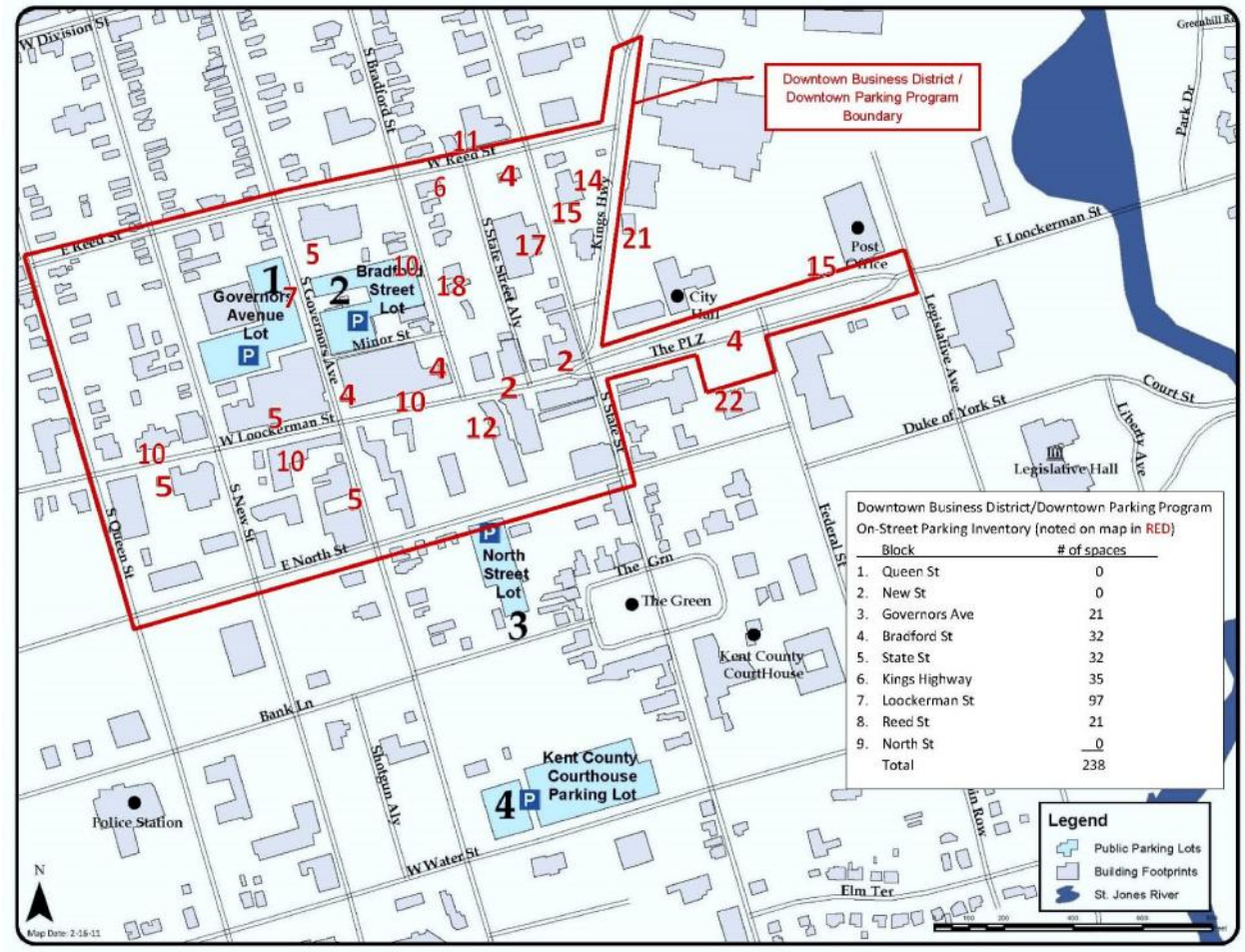
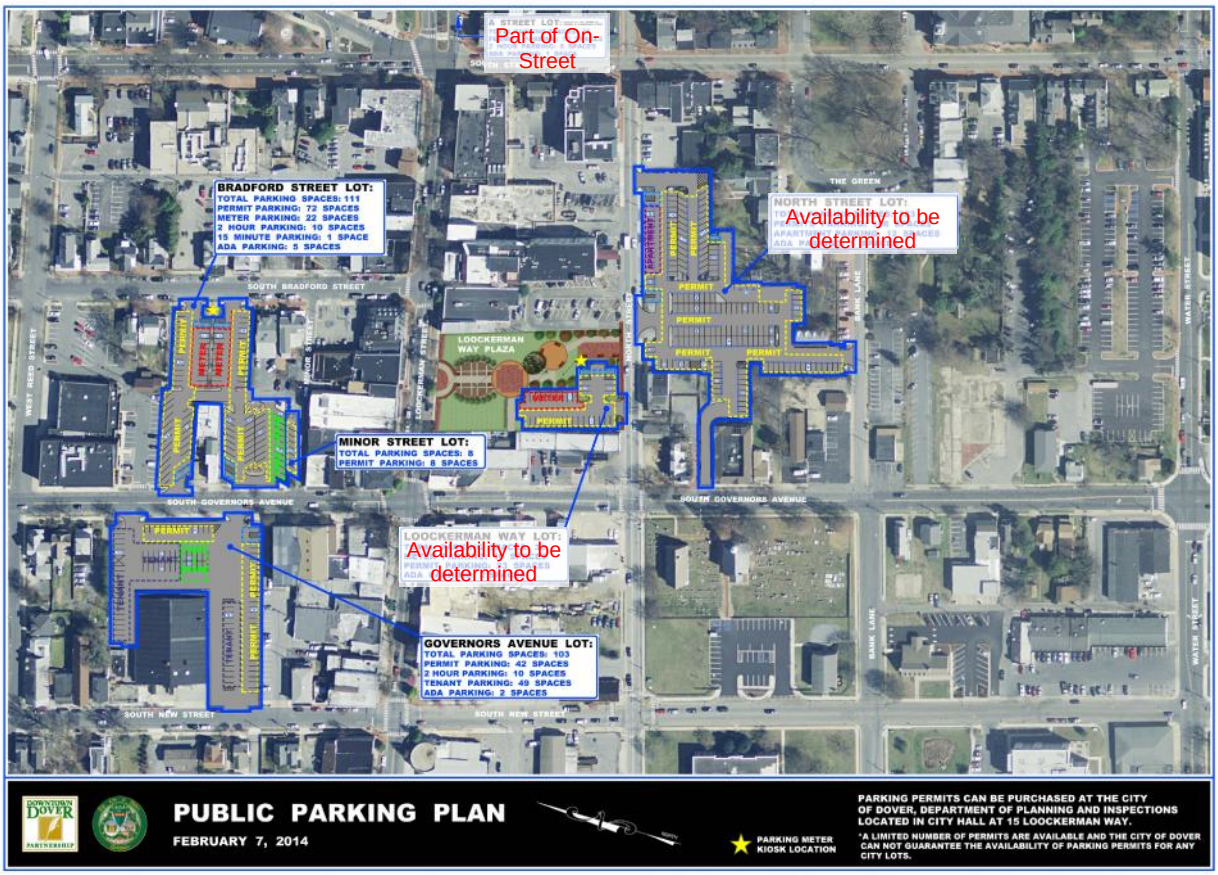


Exhibit A-2 Downtown Dover Off-Street Parking Facilities



ACTION FORM

PROCEEDING: 6/9/20 Legislative, Finance, and Administration Committee
DEPARTMENT OF ORIGIN: Police **DATE SUBMITTED:** 5/27/20
PREPARED BY: Major Dave Spicer / Deputy Chief of Police
SUBJECT: FY 2020 Coronavirus Emergency Supplemental Funding Program (CESF) – Joint Grant Submittal with Kent County
REFERENCE: One-time USDOJ Formula Grant
RELATED PROJECT: N/A
REVIEWED BY: City Manager, Controller
EXHIBITS: None
EXPENDITURE REQUIRED: $217,518 **PROJECT BUDGET:** Not Budgeted
FUNDING SOURCE (Dept./Page in CIP & Budget): This grant was not anticipated or funded in the annual budget.
TIMETABLE: The grant may be awarded by the end of June 2020. Once the award is received, reimbursement for the payroll expenses identified in the grant will be requested.
STAFF RECOMMENDATION: Approve the grant project as requested.

BACKGROUND

The Dover Police Department recently received a special one-time grant allocation from Office of Justice Programs (OJP) for the FY 2020 Coronavirus Emergency Supplemental Funding Program (CESF). The grant guidelines are similar to previous Justice Assistance Grants (JAGs) issued to the Police Department. For this grant, there was an allocation listed for Kent County and the joint submittal of the grant application was optional. Because Kent County has not been a direct recipient of federal funds from this source before, they did not have an account established in the Federal Grant Management System, we are submitting a joint application.

A Memorandum of Understanding was completed and signed by the two agencies and the Dover Police Department will serve as the fiscal and administrative agent for the grant. Following is the funding breakout:

Department	**Amount**
Dover Police Department – Supplemental payroll expenses incurred as a result of the Coronavirus pandemic	$159,510
Kent County – Supplemental payroll expenses incurred as a result of the Coronavirus pandemic	58,008
Grand Total	$217,518

ACTION REQUESTED

The Council Committee of the Whole approve the application for this grant and the purchases identified.

Department Grant Application Analysis Form
For Use in Evaluating Grant Opportunities

General Information

Department: Police Staff Contact: Maj Spicer

Grant/Project Title: Supplemental Payroll Expenses for the City of Dover & Kent County

Brief Grant/Project Description: Funds were requested to pay for supplemental payroll expenses incurred as a result of the Coronavirus pandemic.

Application Information

Due Date: 5/29/20 New ☒ Related Grants:

Recurring ☐ None.

Anticipated Award Date: 6/30/20 Anticipated Notification Date: 6/30/20

Start Date: 1/20/20 End Date: 9/30/21

Award Amount: $217,518 Cash ☐ Reimbursement ☒

Approx. reimbursement turn-a-around time 1-2 weeks

Council Approval Needed: Yes ☒ No ☐

(Council approval is needed for grant projects > $25,000, when match amounts equal or exceed $25,000, or when expressly required by the granting authority.)

Which apply?

Match amount ☐

Project shortage ☐

Other grant requirement ☒

Grant/Project Costs

Budget Category	Award Amt	Match Amt	Match Source
Contractual			
Equipment/Supplies			
Indirect Cost (ie, vehicle repairs, mileage, IT, telephone)			
Personnel	$217,518.00	$0.00	Not Applicable
Additional Personnel/Overtime (Police Extra Duty)			
Travel/Training			
Capital Voicemail System			
Other (ie, informant/buy money)			
Total	$217,518.00	$0.00	

GRANT TOTAL $217,518.00 **Award + Match**

Department Grant Application Analysis Form
For Use in Evaluating Grant Opportunities

Other Information

1. Are any of this project's costs included in the City budget?
   No. This grant was not known until the release for its solicitation in March 2020.

2. Are there any long-term costs or commitments?
   No.

3. How will this program/project be funded after the grant expires?
   Not Applicable.

4. What is the maximum amount of funds available from this funding source?
   The allocation of funds is specified by the USDOJ Office of Justice Programs (OJP) and is a formula grant based on police manpower assigned.

5. If the Department receives only a portion of the amount requested, how will the project be funded?
   The amount allocated is the amount that is requested, so there will be no deviations.

6. Are there other departments in the City eligible for this funding?
   Yes, the amounts identified in the grant application include costs from several city departments.

7. Are other departments in the City willing to collaborate on this project?
   Yes, this application is the result of a collaborative effort with city hall personnel.

8. Will this project duplicate or compete with other services or programs provided by the City or other local agency?
   No.

MEMORANDUM

TO: Donna Mitchell, City Manager

FROM: Kim Hawkins, Human Resources Director

DATE: June 1, 2020

RE: **Legislative, Finance and Administration Committee Agenda June 9, 2020**
City Manager Search

In preparation of your pending recruitment, an agenda item titled, City Manager Search, has been placed on the Legislative, Finance and Administration agenda for June 9, 2020. I would like to share with you several aspects of the recruitment process that I believe will address the agenda items.

3. (A) Consultant/Head Hunter or In-house

I have attached a booklet obtained from ICMA's website of executive recruiting firms. If an executive firm is utilized, based on the potential expense, an RFP may be needed. As you know the threshold for an RFP is $25,000. I have contacted a couple of executive firms. The cost should be between $15,000 and $23,000. The true cost would be determined based on our needs and wants. In 2017 during the last City Manager search, the position was posted by the Human Resources Department. A total of 21 applicants were received. Many did not have the level of experience that was being sought.

If the recruitment occurs in-house, in addition to HR's normal distribution methods, the following organizations are being recommended for advertising of the recruitment:

International City/County Management Association (ICMA)

- $450 for a 60 day post
- Option to post on the Maryland and Virginia City County Management Association and Veteran Local Government Management websites. $37.50 for each option.

Delaware's City Manager Association

Delaware League of Local Government

Sussex County Association of Towns (SCAT)

Maryland Municipal League

Colleges with MPA programs

3. (B) Review of Job Description – Determine Required or Preferred Qualifications

In order to create the job posting, the job description must reflect the duties of the position. Required and preferred qualifications need to be determined. Over all the current job description accurately reflect the position. I have provided the current job description with a few suggested changes indicated.

3. (C) Scoring Rubric

It must be determined during the development of the interview process if the final selection will be based upon responses to the interview questions or if selection will be based on the use of a scoring rubric.

During the development of a rubric, weighing and scoring of each topic areas, the responses to the questions, and what substantive content the questions are designed to elicit, requires discussion and planning and should guide the development of the questions.

The number of interview questions needs to be reasonable in light of the time allotted for the interviews themselves. Targeted specific questions are preferred over general questions. This is particularly true if a rubric is being used.

Regardless of which method is utilized, it must be decided and developed early in the recruitment process.

3. (D) Process for Offer/Acceptance and Presentation of Recommended Candidate to Council for Confirmation

There are several matters related to this topic that involves timing.

1. Determine if the Committee would like references contacted. To clarify, only those advancing to a second interview or only the final candidate?
2. What communication and when will that communication be provided to the candidates who are **not** advancing onto a second interview?
3. What salary is being offered? Be sure to address any salary compression.
4. When and how will the offer of employment be made? Verbal, written, before or after the Council briefing/vote. The selected candidate must accept the position prior to presentation to City Council for a vote.
5. Should an executive session be held to brief all members of Council on the selected candidate? This will provide all members of Council an opportunity to learn about the candidate and ask questions prior to the vote on the Council floor.

3. (E) Travel Expenses for In-person Interviews

In regards to the interviews, below are a few items that should be considered and determined.

- Will a travel stipend or total reimbursement be provided to each candidate?
- If so, what dollar amount?

- Will all candidates be provided the stipend, including those in the local area? How will the local area be defined?
- What budget will absorb the expense?

The Committee may want to consider if the initial interview is conducted via WebEx with finalists invited for a second interview where they actually visit Dover. This can avoid the expense and time of an interview for a candidate that is not viable.

3. (F) Selection of Interview Committee

I extend my services to assist the Committee. It is highly recommended that the interview panel be diverse.

CITY OF DOVER
POSITION DESCRIPTION

TITLE: CITY MANAGER

FLSA: Exempt

GENERAL DESCRIPTION:

The essential function of the position within the organization is to oversee and direct the operations of the City of Dover. The position is responsible for enforcing municipal ordinances, charter provisions and other laws and regulations; supervise staff, establishing long range plans for the City, developing policy and procedures, managing the daily operations of the City, preparing budgets, and evaluating, documenting, and reporting on events and activities to the City Council. Decision-making is the primary function of the job, affecting the organization, related organizations, and major segments of the general population; works in an evolving environment with emerging knowledge and technologies, competing priorities, and changing politics.

PRIMARY DUTIES: *This list represents the essential tasks performed by the position. Employees may be assigned additional duties by management as required.*

Supervises staff including establishing staffing standards, organizing, selecting or recommending selection, training, assigning and evaluating work, counseling, disciplining, and terminating or recommending termination.

Responsible for creating and maintaining a productive, harmonious and respectful work environment. Diversity and inclusion is valued. Genuine concern for employee's success, hiring, training empowerment and staff development. Strong understanding of leadership principles and practices.

Develops goals, objectives, policy and procedures for City activities and programs in consultation with elected or appointed officials, senior management, department heads, and department staff.

Performs long and short range planning for the City in collaboration with the City Council, developing and implementing new programs and services to support and encourage the City's growth and development.

Directs city activities, including ~~public~~ utilities, ~~administrative services~~ customer service, recreation services, human resources, contingency planning, safety, and other activities, processes, or programs.

Advises and consults with elected and appointed officials, commissions, department heads, staff agencies, civic or private groups, individuals, and others on issues, problems, strategies, policies, and procedures related to City services.

Represents the City on regional and local boards or committees and at meetings concerning City issues; makes presentations to elected or appointed officials, department heads and staff, and other public or private agencies or groups on significant City issues or programs.

Oversees administrative matters such as developing, reviewing and presenting City budgets, administering expenditures, developing and recommending City CIP, conducting special studies, managing correspondence and records, preparing routine and special reports, administering training, providing for staff technical or professional growth, and other administrative duties.

DATA RESPONSIBILITY: *Data refers to information, knowledge, and conceptions obtained by observation, investigation, interpretation, visualization, and mental creation. Data are intangible and include numbers, words, symbols, ideas, concepts, and oral verbalizations.*

Formulating new concepts or theories based on original research, intellectual creativity, and ideas.

PEOPLE RESPONSIBILITY: *People refers to individuals who have contact with or are influenced by the position.*

Mentoring others by advising, counseling, or guiding them regarding problems that may be resolved by legal, scientific, ~~clinical, spiritual,~~ or professional principles.

INVOLVEMENT WITH THINGS: *Things refers to inanimate objects such as substances, materials, machines, tools, equipment, work aids, or products. A thing is tangible and has shape, form, and other physical characteristics.*

Interpreting policy and establishing methods and procedures; ~~for acquiring, installing, testing, operating, or repairing complex machinery or equipment that requires extended training and experience~~; preparing specifications for contracts for goods and services.

ASSETS RESPONSIBILITY: *Assets responsibility refers to the responsibility for achieving economies or preventing loss within the organization.*

Requires responsibility for the overall administration of fiscal and administrative policy with authority and responsibility over all departments or the direction of the organization's legal department. Reports directly to the top elected body.

SAFETY OF OTHERS: *Safety of others refers to the responsibility for other people's safety, either inherent in the job or to assure the safety of the general public.*

Requires responsibility and authority for the development of policies regarding the provision of continuous enforcement of the laws and standards of public health and safety.

MATHEMATICAL REQUIREMENTS: *Mathematics deals with quantities, magnitudes, and forms and their relationships and attributes by the use of numbers and symbols.*

~~Uses advanced calculus using such factors as limits, real number systems, mean values; algebraic functions including very complex function' inferential statistics and econometrics.~~

Using mathematics involving the practical application of fractions, percentages, ratios and proportions; use algebraic solutions of equations and inequalities; descriptive statistics.

COMMUNICATIONS REQUIREMENTS: *Communications involves the ability to read, write, and speak.*

~~Reading and interpreting highly complex scientific, medical, or professional materials involving abstract theories and concepts; speaking before scientific, professional, and civic groups; writing articles for scientific and technical journals, and developing papers and presentations for professional symposiums and conferences.~~

Reading technical journals, financial reports and legal documents; speaking before professional and civic groups, participating in panel discussions and speaking extemporaneously on a variety of subjects; writing complex reports and developing presentations for audiences.

COMPLEXITY OF WORK: *Complexity of work addresses the analysis, initiative, ingenuity, creativity, and concentration required by the position and the presence of any unusual pressures.*

Perform work involving the application of broad principles of professional management and leadership to solve new problems for which conventional solutions ~~do~~ may not exist; Requires sustained, intense concentration for accurate results and continuous exposure to unusual pressure.

IMPACT OF DECISIONS: *Impact of decisions refers to consequences such as damage to property, loss of data or property, exposure of the organization to legal liability, or injury or death to individuals.*

Impact of decisions is catastrophic – has a widespread impact on both public and private organizations, the general public, an extensive geographic area and may impact private citizens, the community or a larger geographic area; survival of organization is threatened or widespread loss of life and severe damage is probable.

EDUCATION AND EXPERIENCE REQUIREMENTS

EDUCATION REQUIREMENTS: *Education requirements refers to job specific training and education required for entry into the position.*

Requires Bachelor's degree in public administration, finance, business management, engineering or closely related field. Master's degree in public administration, finance, business management is preferred.

LICENSES, CERTIFICATIONS, AND REGISTRATIONS REQUIRED: *Licenses, certifications, and registrations refers to professional, state, or federal licenses, certifications, or registrations required to enter the position.*

ICMA credentials are preferred but not required.

Valid Driver's License.

EXPERIENCE REQUIREMENTS: *Experience refers to the amount of work experience that is required for entry into the position that would result in reasonable expectation that the person can perform the tasks required by the position.*

Requires over ten years.

AMERICANS WITH DISABILITIES REQUIREMENTS

PHYSICAL DEMANDS: *Physical demands refers to the requirements for physical exertion and coordination of limb and body movement.*

Light work that involves walking and standing most of the time and involves exerting up to 20 pounds of force on a regular and recurring basis or skill, adeptness and speed in the use of the fingers, hands, or

limbs on repetitive operation of ~~mechanical or electronic~~ office equipment ~~or shop machines or tools~~ within moderate tolerances limits of accuracy.

UNAVOIDABLE HAZARDS: *Unavoidable hazards refers to unusual conditions in the work environment that may cause illness or injury.*

~~Bright/dim light; dusts and pollen~~

~~Definition: Works in dimly lit areas such as crawl spaces, outdoors in bright sunlight, or in other situations where excessively bright or dim light conditions prevail; or works in outdoor or indoor areas under dusty conditions or outdoor areas with pollen producing vegetation prevalent.~~

Primarily works in an environmentally controlled situation such as an office. Will be performing duties outside.

SENSORY (ADA) REQUIREMENTS: *Sensory requirements refers to hearing, sight, touch, taste, and smell necessary to perform the tasks required by the position efficiently.*

The position requires normal visual acuity and field of vision, hearing, and speaking.

AMERICANS WITH DISABILITIES ACT COMPLIANCE

The City of Dover is an Equal Opportunity Employer. ADA requires the City to provide adequate accommodations to qualified persons with disabilities. Prospective and current employees are encouraged to discuss ADA accommodations with management.

Updated 2-23-09, 8/2013; 6/1/20



Directory of Executive Search Firms



BE STRATEGIC IN HOW YOU RECRUIT EXCEPTIONAL SERVANT LEADERS

PLAY CHESS NOT CHECKERS

20

EXPERIENCE

20 + years in local government recruitment

INNOVATION

Reputation for providing innovative services and solutions

700+ CLIENTS

700 + local government clients in 50 states

HIGHLY RATED

2018 blind survey of 4,000 City Management professionals by National Research Center, Inc., rated SGR highest overall of 14 national & regional public management search firms

THE SGR DIFFERENCE

- Recruiters are former local government professionals
- Reputation among rising young professionals as supportive of next generation leaders
- Recruits diverse candidates ensuring inclusiveness
- One of the most robust social media talent recruitment strategies in the industry. SGR's vast network of active and passive candidates + latest social media trends and best practices = ideal candidate pool
- New SGRecruiter® platform anonymously matches prospects with opportunities & reduces implicit bias
- Comprehensive candidate vetting including background investigations & media searches

SGR IS MORE THAN A RECRUITMENT FIRM

We partner with local governments across the nation to deliver valuable services that promote servant leadership and excellence in service delivery.

ASSESSMENTS

LIVE TRAINING

EXECUTIVE RECRUITMENT

SGR ONLINE TRAINING

LEADERSHIP DEVELOPMENT

ONLINE SERVICES

INTERIM MANAGEMENT

JOBS JOB BOARD

SGR

WWW.GOVERNMENTRESOURCE.COM



GovHR USA

GovTempsUSA

Services

Recruitment and Selection Processes
Human Resources Consulting
Management Consulting
Professional Development

Outcomes

Objective, thorough process
Utilization of best practices
Satisfaction guaranteed



Heidi Voorhees, President
HVoorhees@govhrusa.com
847.380.3243

Joellen J. Cademartori, Chief Executive Officer
JCademartori@govhrusa.com
847.380.3238

GovTempsUSA

Services

Temporary Placements
Temp-to-Hire Placements
Outsourced Placements
Specific Project Placements

Outcomes

Reduce employee costs permanently
Respond rapidly to service demands
Eliminate recruitment and selection costs
Create flexibility in staffing assignments

GovHRusa.com 847.380.3240

ICMA | strategic partner

certified WBENC WOMEN'S BUSINESS ENTERPRISE

Directory of EXECUTIVE SEARCH FIRMS

The executive search firms in this directory are listed alphabetically by name with this information: website, address, contact email address, phone number, and areas served in the United States. *(Note that all of this information may not have been provided by each organization.)*

Affion Public
affionpublic.com
2120 Market Street,
Suite 100
Camp Hill, Pennsylvania
17011-4709
info@affionpublic.com
888-321-4922
Nationwide

Alliance Resource Consulting, LLC
alliancerc.com
1 Centerpointe Drive,
Suite 440
La Palma, California 90623
info@alliancerc.com
562-901-0769
California, Virginia, Florida, Nationwide

Avery Associates
averyassoc.net
3 1/2 N Santa Cruz Avenue,
Suite A
Los Gatos, California
95030-5916
jobs@averyassoc.net
408-399-4424
California

Bob Murray & Associates
bobmurrayassoc.com
1544 Eureka Road, Suite 280
Roseville, California
95661-3093
bmurray@bobmurrayassoc
.com
916-784-9080
California, Florida

Careers in Government
careersingovernment.com
1345 S Sierra Bonita
Los Angeles, California
90019
310-403-8022
Nationwide

Chris Hartung Consulting, LLC
chcpublicsectorsolutions.com
2000 E Lamar Suite 600
Arlington, TX 76006
chris@chcpublicsectorsolu-
tions.com
817-715-9693
Texas, Oklahoma, and New Mexico

Colin Baenziger & Associates
cb-asso.com
2055 S Atlantic Avenue,
Suite 504
Daytona Beach Shores,
Florida 32118-5024
colin@cb-asso.com
561-707-3537
Florida

CPS HR Consulting
cpshr.us/executive-search/
recruitment-staff
2450 Del Paso Road, Suite 220
Sacramento, California
95834-9664
connie@cps.ca.gov
916-263-3600
California, Colorado, and Texas

DDA Human Resources, Inc.
ddahumanresources.com
5029 Upton Avenue S
Minneapolis, Minnesota
55410-2244
Gary@DavidDrown.com
612-920-3320
Minnesota

Eaton Peabody Consulting Group
eatonpeabody.com/consulting
77 Sewall Street, Suite 3000
Augusta, Maine 04330-6334
207-622-3747
Maine

Edward J. Collins, Jr.
Center for Public Management
umb.edu/cpm
100 William T Morrissey
Boulevard
Boston, Massachusetts
02125-3393
collins.center@umb.edu
617-287-4824
Massachusetts

GovHR USA
govhrusa.com
630 Dundee Road, Suite 130
Northbrook, Illinois
60062-2749
info@govhrusa.com
847-380-3240
Nationwide

HC Smith, Ltd
hcsmith.com
24000 Mercantile Road,
Suite 7
Beachwood, Ohio
44122-5964
hcsmith@hcsmith.com
216-752-9966
Nationwide

HueLife, LLC
hue.life
5775 Wayzata Boulevard,
#700
St. Louis Park, Minnesota
55416
info@hue.life
651-204-0441
Minnesota

JDGray Group, LLC
jdgraygroup.com
11625 Custer Road,
Suite 110-281
Frisco, Texas 75035
info@jdgraygroup.com
972-885-6472
Nationwide

Jersey Professional Management
hjerseyprofessionalmgt.com
23 North Avenue E
Cranford, New Jersey
07016-2196
info@jerseyprofessionalmgt
.com
908-276-2777
New Jersey

Kansas League Executive/ Administrative Position Search (LEAPS)
lkm.org/page/LEAPS
300 SW 8th Avenue
Topeka, Kansas 66603-3951
info@lkm.org
785-354-9565

Management Partners, Inc.
managementpartners.com
1730 Madison Road
Cincinnati, Ohio 45206-1865
atrimpe@management
partners.com
513-861-5400
California, Ohio, Virginia

Mathis Group
mathisgroup.net
11660 Church Street, #714
Rancho Cucamonga, California
91730-8917
Dr.Bill@MathisGroup.net
909-322-9045
California

McGrath Consulting Group, Inc.
mcgrathconsulting.com
P.O. Box 190
Wonder Lake, Illinois
60097-0190
info@mcgrathconsulting.com
815-728-9111
Nationwide

Municipal Resources, Inc.
mrigov.com
120 Daniel Webster Highway
Meredith, New Hampshire
03253
all@mrigov.com
866-501-0352
New England

Murphy, Symonds, & Stowell Search
mssearch.com
1001 SW 5th Avenue, Suite 1100
Portland, Oregon
97204-1127
503-244-2126
Oregon

Municipal Solutions LLC
municipalsolutions.org
845 S. Estrella Parkway, #5038
Goodyear, Arizona 85338
888-545-7333 (U.S.); s39 327 938 6493 (International)
Canada, Europe, United States

Odgers Berndtson
odgersberndtson.com
Royal Bank Plaza
200 Bay Street
Toronto, Ontario M5J 2J3
Canada
toronto@odgersberndtson.com
416-366-1990
Worldwide

Peckham & McKenney, Inc.
peckhamandmckenney.com
300 Harding Boulevard, Suite 203D
Roseville, California 95678
866-912-1919 Toll Free
bobbi@peckhamandmckenney.com
All U.S. offices in Northern and Southern California, Colorado, and Texas

Prothman
prothman.com;
prothman-jobboard.com
371 NE Gilman Boulevard, Suite 310
Issaquah, Washington
98027-2901
info@prothman.com
206-368-0050
National

Public Administration Associates, LLC
public-administration.com
P.O. Box 282
Oshkosh, Wisconsin
54903-0282
info@public-adminstration.com
920-235-0279
Indiana, Iowa, Michigan, Minnesota, Wisconsin

Ralph Andersen & Associates
ralphandersen.com
5800 Stanford Ranch Road, Suite 410
Rocklin, California 95765
info@ralphandersen.com
916-630-4900
National

Resource Management & Acquisitions
rmasearchfirm.com
government@rmasearchfirm.com
888-646-2607
Asia, Canada, Europe, United States

RJA Management Services, Inc.
rjamanagement.com
2719 South Mayflower Avenue,
Suite A
Arcadia, California 91006
rgarcia@rjamanagement.com
626-447-3318
California

Roberts Consulting Group, Inc.
robertsrcg.com
P.O. Box 1127
Rancho Mirage, California
92270-1127
robertsrcg@msn.com
424-522-2251
California

S. Renée Narloch & Associates
srnsearch.com
2910 Kerry Forest Parkway, D4-242
Tallahassee, Florida 32309
info@srnsearch.com
850-391-0000
Nationwide

Slavin Management Consultants
slavinweb.com
3040 Holcomb Bridge Road, Suite A1
Norcross, Georgia 30071
info@slavinmanagementconsultants.com
770-449-4656
Nationwide

Spencer Stuart
spencerstuart.com
13355 Noel Road, Suite 1200
Dallas, Texas 75240
214-672-5200
Nationwide

Springsted | Waters Executive Recruitment
springsted.com
380 Jackson Street, Suite 300
Saint Paul, Minnesota
55101-4705
information@waters-company.com
651-223-3000
Minnesota, Washington

Strategic Government Resources
governmentresource.com
P.O. Box 1642
Keller, Texas 76244-1642
CourtneyWare@GovernmentResource.com
817-337-8581
Florida

Teri Black & Company, LLC
tbcrecruiting.com
3510 Torrance Boulevard, Suite 209
Torrance, California
90503-4829
info@tbcrecruiting.com
424-296-3111
Western United States

The Lee Group
theleegroup.com
11838 Rock Landing Drive, Suite 150
Newport News, Virginia
23606-4232
757-873-0792
Virginia

The Mercer Group, Inc.
mercergroupinc.com
Corporate Offices: 5579B Chamblee Dunwoody Road, #511
Atlanta, Georgia 30338
Executive Offices: 1000 Cordova Place, #726
Santa Fe, New Mexico 87505
mercer@mindspring.com
505-466-9500
Nationwide from 21 offices

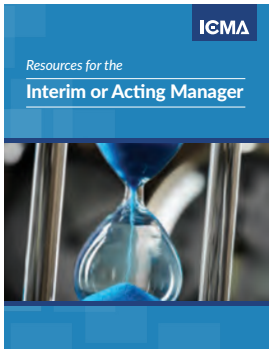
The Novak Consulting Group
thenovakconsultinggroup.com
26 E Hollister Street
Cincinnati, Ohio 45219-1704
info@thenovakconsulting-group.com
513-221-0500
Nationwide

Waldron
waldronhr.com
101 Stewart Street, Suite 1200
Seattle, Washington
98101-2449
info@waldronhr.com
206-441-4144
Arizona, California, Oregon, Washington

ICMA maintains this list of executive search firms that know the local government management profession. This list is for your convenience but it is not an endorsement of any firm.

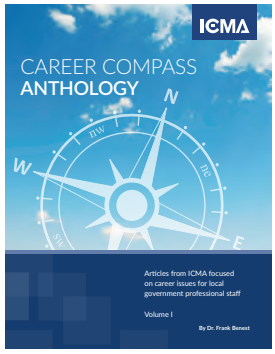
ICMA CAREER GUIDES

ICMA's Career Guides offer local government professional managers toolkits to help you thrive in the profession, from finding a position, to succeeding as a first-time manager, or how to break into the profession from another field, and preparing the next generation through internships and Fellowships. Find all these guides at **icma.org/careerguides**.



Acting Manager's Handbook is a guidebook to help the acting manager make the most of a sometimes-unexpected opportunity. *(Member Resource)*

icma.org/actingmgr



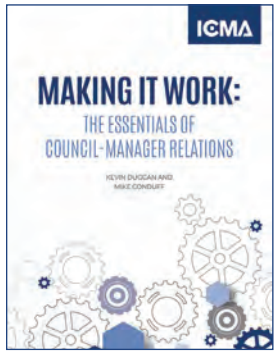
Career Compass is a monthly column from ICMA focused on career issues for local government professional staff that appears in the ICMA Newsletter and online.

icma.org/careercompass



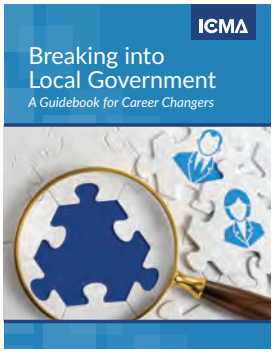
First-Time Administrator's Handbook covers items that should be considered before an interview, during an interview, before accepting a position, and before starting a new position. *(Member Resource)*

icma.org/newmanager



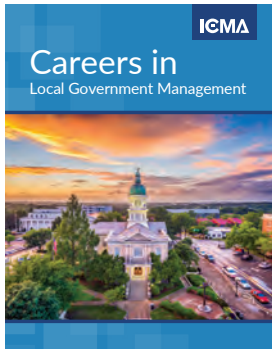
Making It Work: The Essentials of Council-Manager Relations provides the competencies needed to build a relationship that is based on mutual respect, understanding of roles, and open communication.

icma.org/councilrelations



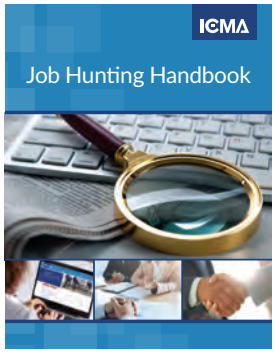
Breaking into Local Government will help career-changers enter the local government sector. Cases include private sector, military, and other government sectors.

icma.org/breakingintolg



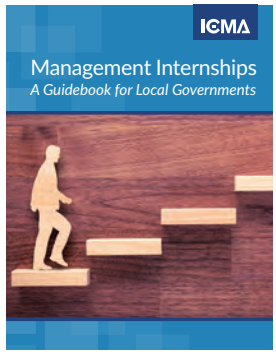
Careers in Local Government Management is an introduction to local government as a career, what city/town/county management is, what managers do, and tips on education, skills, and job opportunities related to the profession.

icma.org/careersinlg



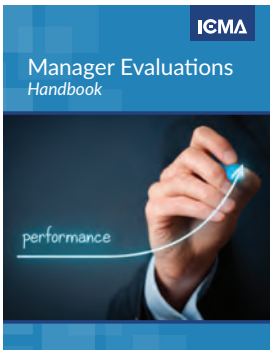
Job Hunting Handbook is a resource that covers topics ranging from mapping out your job search to negotiating compensation. *(Member Resource)*

icma.org/jobhandbook



Management Internships: A Guidebook for Local Governments helps local government managers and MPA programs work together to create meaningful internship experiences.

icma.org/internships



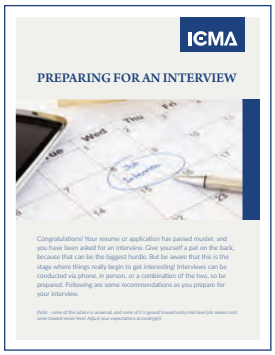
Manager Evaluations Handbook is a template for new or tenured managers to help elected officials design an effective evaluation tool.
(Member Resource)

icma.org/evaluation



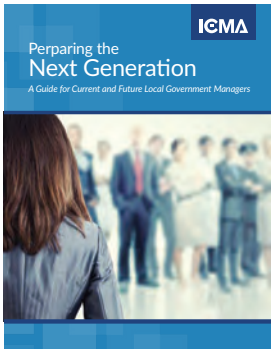
Model Employment Agreement is a template for municipal government administrators to use in crafting terms of hiring and employment.
(Member Resource)

icma.org/employmentagreement



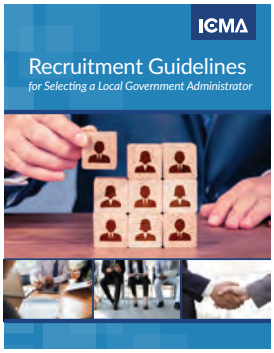
Preparing for an Interview offers helpful hints once you've passed the resume screening and have been called in for a discussion.

icma.org/interviewguide



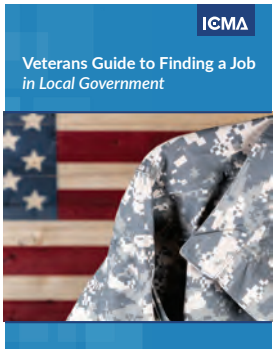
Preparing the Next Generation Case Studies highlights programs being used by local governments that believe it is their responsibility to mentor young and mid-career professionals.
(Member Resource)

icma.org/nextgencases



Recruitment Guidelines for Selecting a Local Government Administrator presents guidelines to help local governments and executive search firms conduct a successful recruitment for a local government administrator/chief administrative officer.

icma.org/recruitmentguidelines



Veterans Guide to Finding a Job in Local Government offers tips and tactics to help veterans get the job they want in local government.

icma.org/veterans-jobs-guide

Explore more career resources at **icma.org/careerguides**

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- To post a job ad: advertising@icma.org
- Questions about the ICMA Management Fellowship: lgmfprogram@icma.org
- Questions about ICMA Coaching: coaching@icma.org

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