COUNCIL COMMITTEE OF THE WHOLE

The Council Committee of the Whole met on October 29, 2019 at 6:03 p.m., with Councilman Slavin presiding in the absence of Council President Hare. Members of Council present were Mr. Anderson (arrived at 6:09 p.m.), Mr. Sudler, Mr. Neil, Mr. Cole (departed at 6:38 p.m. and returned at 6:41 p.m.), Mr. Polce (arrived at 6:35 p.m.), and Mr. Taylor. Mr. Lindell and Mr. Hare were absent. Mayor Christiansen was also present. Civilian members present for their Committee meetings were Mr. Garfinkel *(Safety Advisory and Transportation)*, Mrs. Doyle and Mrs. Haass *(Utility)*, and Mr. Contant and Mr. Shevock *(Legislative, Finance, and Administration)*. Mr. Shelton was absent.

SAFETY ADVISORY AND TRANSPORTATION COMMITTEE

The Safety Advisory and Transportation Committee met with Chairman Taylor presiding.

Adoption of Agenda

Mr. Neil moved for adoption of the agenda, seconded by Mr. Garfinkel and unanimously carried.

Six Month Review of St. Francis as the City's Emergency Medical Services (EMS) Provider

Mr. Joe Leonetti, Senior Director of Operations for Support Services; Mr. Scott Bundek, Chief of EMS; Mr. Mike O'Connor, Captain of the Dover Division; and Mr. Dan Senate, President and CEO of Saint Francis, were present and reviewed a presentation entitled "Saint Francis EMS 6 Month Report to City Council - Dover Division" (**Attachment #1**).

Mr. Neil asked how many calls they normally respond to annually outside of the City of Dover. Responding, Mr. Bundek advised that there had been four instances that he could think of within the last six months.

Mr. Sudler, noting the additional 180 hours of training, asked how many hours were spent on cultural diversity, communication, or sensitivity training. Mr. Bundek stated that they have communication as part of the actual curriculum and sensitivity toward the patients; however, it was not necessarily diversity training. He advised that they were working with Trinity Health Mid-Atlantic on a diversity and inclusion plan.

Mr. Sudler asked what concerns or suggestions they may have heard from constituents through their outreach within the community. Mr. Bundek responded that they started working with Luther Towers residents weekly to check blood pressure and perform diabetic screening. He stated that it was such a good community outreach that they have extended it to Luther Village and they would like to include some of the community centers.

Mr. Anderson requested an update on the status of the new West Side EMS station. Responding, Mr. Bundek advised that Kent County Levy Court is building a new facility for the paramedic service and St. Francis has discussed with Kent County the possibility of locating one of their units or collocating a unit with them at that facility when it is constructed. He stated that it was his understanding that the building has been designed and that they are just waiting for site plan approvals to move forward.

Mr. Garfinkel asked if they were still experiencing unusual or problematic wait times at Bayhealth. Mr. Bundek advised that they worked with the emergency department staff on that issue and they have been able to reduce the amount of time that the ambulance is out of service waiting for a bed. He noted that their

average turnaround time for August was 13 minutes and 26 seconds and for September it was 15 minutes and 17 seconds. Mr. Bundek stated that their goal was to be less than 20 minutes and they are well below that. He advised that they have a very good relationship with the emergency department director and they keep those lines of communication open.

Mr. Taylor asked which training academy St. Francis uses when they are not running their own. Mr. Bundek advised that prior to starting their field training program, new hires would be paired with a field training officer and they would spend between 8 and 12 weeks riding with a senior EMT. He also advised that they have several instructors who are certified through the Delaware State Fire School that can provide the EMS curriculum directly to their staff and they run monthly training as well as individual specialty classes.

Mr. Neil moved for adjournment of the Safety Advisory and Transportation Committee meeting, seconded by Mr. Garfinkel and unanimously carried.

Meeting adjourned at 6:45 p.m.

UTILITY COMMITTEE

The Utility Committee met with Chairman Cole presiding.

Adoption of Agenda
Mr. Neil moved for adoption of the agenda, seconded by Mr. Anderson and unanimously carried.

Waiver for Annexation Requirement 1140-1290 South Bay Road - Water Service Request
Mrs. Sharon Duca, Director of Public Works, reviewed the background and analysis regarding the Waiver for Annexation Requirement 1140-1290 South Bay Road - Water Service Request.

Staff recommended waiving the annexation requirement of 1140-1290 South Bay Road in order to receive water service from the City of Dover.

Mayor Christiansen clarified that the contamination was a result of the aqueous film forming foam (AFFF) that was used by Dover Air Force base fire department, not the Dover fire department.

Mr. Neil suggested extending an invitation for the properties to apply for annexation, noting the reduced water and electric rates. Mrs. Donna Mitchell, City Manager, advised that they could be invited to annex once this project was completed; however, sewer was not available nearby and it would be cost prohibitive to try to extend it to those properties.

Responding to Mr. Anderson, Mrs. Mitchell stated that the water is on the other side of the highway and they would have to go under the highway to get water to these properties. She advised that it was her understanding that Dover Air Force Base would be paying for the project and Staff was pro-actively asking for the waiver to prepare for the base to move forward.

Mr. Polce noted that Dover Air Force Base is designated as a super fund site and the federal government would be responsible for the remediation costs. Mayor Christiansen advised that the federal government

has paid for these projects for other bases in similar situations and he did not think that Dover taxpayers would be impacted.

Responding to Mr. Anderson, Mrs. Mitchell stated that she was not asking for a project, only the waiver of the annexation requirement in case the base needs to move forward quickly.

Mr. Neil moved to recommend approval of Staff's recommendation to waive the annexation requirement of 1140-1290 South Bay Road in order to receive water service from the City of Dover. The motion was seconded by Mr. Sudler and unanimously carried.

Water/Wastewater Rate Study Results and Recommendations

Mr. Jason Lyon, Assistant Public Works Director, reviewed the background and analysis for the Water/Wastewater Rate Study Results and Recommendations.

Mr. Eric Callocchia, Executive Consultant, and Mr. Nicholas Short, Analyst, with NewGen Strategies & Solutions reviewed a presentation on the Water/Wastewater Rate Study Results and Recommendations.

Mr. Anderson expressed concern with the flat rate doubling instead of keeping it stable and asked what the revenue differences were. Responding, Mr. Callocchia stated that the revenue difference was zero because they designed the rate structures to raise the same amount of revenue. He noted that the logic was twofold. First, there is an incentive to conserve water under this rate structure, adding that the tier cutoff of 6,100 is the City's much larger customers that are using millions of gallons a year. Mr. Callocchia advised that they get a pricing signal from that tiered structure that if they cut their use a little bit they can save some money.

Mr. Callocchia advised that the second part is that the City's system is built for peak demands on the water side and there needs to be peak capacity available mostly on the residential side in the morning when people are waking up and in the evening when people are going to sleep or showering. He noted that on the commercial side some of the industrial users use a whole lot of water during the day and the system needs to meet that peak demand through the size of the pipes supporting those large customers. Mr. Callocchia stated that the City had built a water tank to support a specific customer, so the City now owns and maintains that infrastructure because of those larger users. He noted that there is both a pricing signal to conserve for those customers and there is a pricing signal that they are costing this system a certain amount of money and the City wants to, if not directly allocate that, account for that cost allocation in the rate structure.

Recalling the Inflow and Infiltration (I & I) issue approximately 15 years ago which resulted in a concerted plan to move forward, Mr. Slavin asked if there had been any improvements to lowering the percentage, what the current percentage was, and what the delta was between what the City bills and what the City gets billed for wastewater. Responding, Mrs. Mitchell advised that the City is transmitting more water and sewer to the County than is being billed to the customer. She noted that the difference between the bill and what is collected from the customers is what the I & I was intended to cover, and it did when it was first started; however, rainy seasons resulted in a deficit.

Responding to Mr. Slavin, Mrs. Mitchell advised that they smoke tested the system to see where illegal connections were. She also noted that they have tried to put $1M a year from that I & I in the Capital Improvement Plan (CIP); however, one of the pitfalls is that whenever there is an emergency repair or

something breaks, the funds for the repairs are taken from the I & I or from water quality because the rest of the money is dedicated to specific projects and the money is not always there for the capital needs.

Mr. Slavin asked what the current percentage was between what we bill and what we get billed for. Mrs. Mitchell advised that she did not know the current percentage but would e-mail it to all members of Council. Mr. Slavin also asked Mrs. Mitchell to provide what that trend looks like over the last three or four years, if the data is available. (**City Clerk's Office Note:** Mrs. Mitchell responded with the following information: In FY18 the Kent County Treatment Fees from our Customers totaled $2,813,867 or 71% of the Kent County Charges for Treatment of $3,985,933 which is a shortfall of $1,172,066. In FY19 the Kent County Treatment Fees from our customers totaled $2,902,852 or 60% of the Kent County Charges for Treatment of $4,816,650 which is a shortfall of $1,913,798. Please note, the Treatment Fees are billed to our customers based on their water usage, not what is transferred to Kent County for treatment. Kent County bills us on what is transferred, which includes stormwater getting into the sewer mains. The I & I Surcharge we implemented in 2011 is meant to cover this gap plus the CIP budget. It came in at about $1.8 million in revenue for both years. However, depending on budget availability, we attempt to budget approximately $1 million for I & I projects each year. In FY18 the $1.8 million of receipts was not sufficient to cover the shortfall plus the project budget, the same goes for FY19. This gap is weather dependent and would not be this big during dry years.)

Mr. Slavin stated that he thought the presentation addressed two things that are at the root cause of this issue. One is deferred maintenance and how during leaner economic times we just stall a lot of typical maintenance projects to the system and now that bill has come due and it needs to be addressed. The other is that the model puts them in alignment with their thinking that services should pay for themselves. Mr. Slavin stated that the model would be utility based rather than tax based because they are not getting enough money to cover these costs on the utility side and they are taking it out of the tax side. He reminded members that a large portion of the City is untaxed and shifting these costs to utility based will help to address the issue. Mr. Slavin stated that the third cause is that they did make some concessions to Calpine when they came online and they are obviously one of the biggest users of water in the city. Responding to Mr. Slavin, Mrs. Mitchell advised that Calpine does not receive a discounted rate.

Mr. Neil expressed concern with the rates and asked if the flat rate could be raised in increments of fifty cents over time while holding the cost of water at $3 per thousand gallons. He thought the increase would have a psychological effect because they have raised the rates and implemented a lodging tax.

Mrs. Mitchell recommended against incrementally increasing the flat rate. She noted that they recently increased the flat rate for electric to help cover those fixed costs because those fixed costs are always going to be there and she suggested the same for water and sewer. Mrs. Mitchell advised that she was working on a power cost adjustment (PCA) credit for electric to smooth this out for the customers. She noted that she has recommended deferring setting the rates until January so that she can finalize the PCA, as well as obtain public input.

Mrs. Mitchell advised that the power savings was $3.3M last year, in addition to the rate stabilization reserve savings from last year. She noted that the County's rate increase was 23%, not 10%, so their costs were going up the same ratio and it validated where this rate increase should be if they are using their costs of service and the City is using its cost of service. Mrs. Mitchell noted that she would like to come back in

January with a full presentation of the rates with a PCA credit and an example of what the total utility bill will look like for the customer.

Referring to slide nine and the fund balance, Mr. Polce asked if those numbers were aggregated by the assumption of the $22.8M that they set aside over the next five fiscal years for spending. Mr. Callocchia stated that it was and that it assumes the increased expenditures with no increase in revenues.

Responding to Mr. Polce, Mrs. Mitchell stated that the goal in the capital plan is $22.8M in allocations in the next five fiscal years. She noted that it would have to be split up because some of it is being funded through impact fee reserves in the current plan, some of it is being financed, and some of it is cash. The million dollars set aside each year for I & I and water quality is actually cash money that is funded every year for developing and bidding projects. Mrs. Mitchell advised that the cost of projects that are engineered and designed are embedded. If the costs are substantial they will be financed through the State Revolving Fund Loan.

Mr. Slavin moved to recommend authorizing the City Manager to bring forward the revised rates to City Council for approval in January 2020, as recommended by staff. The motion was seconded by Mr. Sudler.

Referring to the regional comparisons, Mr. Anderson asked if there was a reason that Tidewater was not included. Mr. Callocchia stated that private companies were not included because they do not have the same requirements, they bill at a different structure, and they are for profit and they wanted to compare apples to apples. Mr. Anderson requested that the Tidewater information be provided.

Mr. Anderson concurred with Mr. Neil about phasing the increases because the flat rate increase, together with the property tax increases, would be upsetting to seniors in particular. Mr. Slavin stated that it was reckless to hint that they were being reckless in paying for needed improvements to an infrastructure system.

Mr. Short stated that the financial model is dynamic and very, very detailed and they would be able to provide a phase in over three or five years. Mr. Anderson stated that he would like to see how it would work and noted that he definitely believes that they need to pay for the infrastructure. The only question he had was what is the best way to achieve that and he was not sure that an immediate flat rate increase is the best way, particularly with the tax increases.

The motion to recommend authorizing the City Manager to bring forward the revised rates to City Council for approval in January 2020, as recommended by staff, was unanimously carried.

Mr. Neil moved for adjournment of the Utility Committee meeting, seconded by Mrs. Haass and unanimously carried.

Meeting adjourned at 7:42 p.m.

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

The Legislative, Finance, and Administration Committee met with Councilman Slavin presiding in the absence of Chairman Lindell.

Adoption of Agenda

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

Authorization to Purchase - Replacement of 1997 Pierce Rescue

Mrs. Donna Mitchell, City Manager, reviewed the background and analysis for Authorization to Purchase - Replacement of 1997 Pierce Rescue.

Mr. Slavin asked if the City only buys Pierce trucks. Responding, Fire Chief Ronald Rhodes advised that bids were sent to Pierce, E-One, and Seagrave and Pierce was the only company that returned a bid. Recalling a previous purchase, Mr. Slavin asked if it was because the specifications that were issued were only for a Pierce truck. Chief Rhodes responded that the specifications were generic with just minimum classifications. Mr. Slavin recalled that when they received only one bidder previously, it was because the specific items on the truck were only manufactured by Pierce. Responding to Mr. Slavin, Mrs. Mitchell concurred and noted that they also had a bid protest as a result of that.

Chief Rhodes advised that anyone could have bid this truck. He noted that they did request compartments to be a certain size to fit certain equipment. Responding to Mr. Slavin, Chief Rhodes speculated that it may be because Robbins Hose Company is a Pierce house. Mayor Christiansen stated that Dover's equipment is standardized and that this was a legitimate bid and the other companies chose not to bid.

Responding to Mr. Polce, Chief Rhodes stated that the old Pierce Rescue would be put out on bid for sale and the revenues from the sale would go toward new hose air packs and equipping the truck.

Mr. Polce requested further information about the financing. Mrs. Mitchell advised that the City will issue a letter of request for quotes from the local banks for interest rates and they will select the lowest rate to finance the truck.

Mr. Taylor asked if there was really a need for a $755,000 truck right now, especially with the proposed water rate increase and a tax rate increase. Chief Rhodes advised that the last new piece of apparatus they bought was in 2011 and their fleet is getting very old. He noted that they were on a 15-year replacement plan and the equipment is going on 20 years old. Chief Rhodes stated that his maintenance costs to keep the fleet running was approximately $90,000 and is probably over $100,000 now. Chief Rhodes explained that they are moving away from specialized equipment and eventually they will be able to decrease their fleet.

Mr. Sudler moved to recommend approval of the purchase of the 2020 Pierce Rescue/Pumper, as recommended by Staff. The motion was seconded by Mr. Neil.

Mr. Contant, noting the 15-year replacement plan, asked what the life expectancy of this truck was. Chief Rhodes advised that most of their apparatus is 15 to 20 years old and they are at almost 1,200 fire calls to date for this year.

Mr. Slavin asked if the City ever asks for a best and final offer from any of the bidders. Responding, Mrs. Mitchell advised that they do not because it is usually sealed bids. Mr. Slavin requested a review of the purchasing policy in the future.

The motion to recommend approval of the purchase of the 2020 Pierce Rescue/Pumper, as recommended by Staff, was unanimously carried.

Mr. Slavin suggested looking at how equipment purchases are presented in the budget documents, noting that citing the dollar amounts budgeted next to the specific equipment tips the City's hand to bidders. He thought that there may be a way to do it where they can maintain transparency without showing exactly what they are willing to pay for each piece of equipment in advance.

Amendment to Kent Economic Partnership Service Agreement

Mrs. Donna Mitchell, City Manager, reviewed the background and analysis for the Amendment to the Kent Economic Partnership Service Agreement.

Staff recommended amending the current agreement to amend Article V. Duration and Extension to provide for an annual renewal with the approval of each fiscal year's budget.

Mr. Neil moved to recommend approval of Staff's recommendation, seconded by Mr. Shevock and carried with Mr. Anderson abstaining.

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

Meeting adjourned at 8:00 p.m.

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

Meeting adjourned at 8:00 p.m.

Timothy A. Slavin
Acting Chair

TAS/TM/jt
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Attachments

Attachment #1 - Presentation entitled "Saint Francis EMS 6 Month Report to City Council - Dover Division"

Trinity Health Mid-Atlantic | Saint Francis Healthcare

Saint Francis EMS
6 Month Report to City Council

DOVER DIVISION

EMS
Trinity Health Mid-Atlantic
Saint Francis Healthcare

Executive Summary

- Saint Francis awarded Dover EMS contract in January 2019
- April 1st the official start date of new EMS service in Dover
- 75 days to order 2 new ambulances and take delivery of them before the April 1st start date
- Held a job fair in January to hire 25 EMT's from the Dover area
- Held the 1st Saint Francis EMS Academy which started in February
- Ongoing training, other agency collaboration and community outreach
- Monthly meetings with the Emergency Manager, City manager and the asst. City Manager

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Dover EMS Academy

- Conducted a Job Fair at the Little Creek Fire Co..
- 25 applicants were selected
- EMT’s were put through a 5 week EMS Academy
- EMT’s then completed a Field Training Evaluation
- A graduation was held for the new Saint Francis EMS Dover Division EMT’s

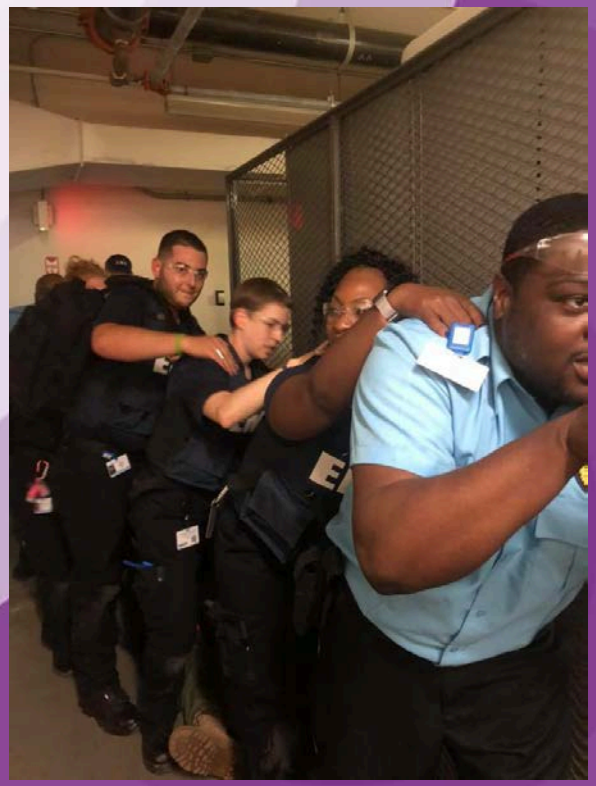


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Dover EMS Academy

Candidates received an additional 180 hours (base EMT course is 120 hours) in instruction by the Education Division which consists of Paramedics and Senior FTO's. They also receive NAEMT Certifications in EMS Safety, Prehospital Trauma Life Support and Tactical Combat Causality Care.





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Above and Beyond

RFP #19-0001CM (amended) requested two (2) 24/7 BLS units, seven (7) days a week. St. Francis Healthcare EMS has provided two (2) 24/7 BLS units as well as a 12 hour "power unit" from the hours of 9:00 am to 9:00 pm. This increase in manpower has greatly reduced the dependency on outside agencies to cover run volume. This means the citizens of Dover are getting faster service in their time of need.



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Run Data

Time Frame	Total Call for service	Outside Agency Dispatches	Outside Agency Transports
Apr 2018 - Sep 2018	4,236	986	599
Apr 2019 - Sep 2019	5,244	310	145
Same six month time period saw in increase of 8% total run volume			
Outside Agency Dispatches went from 23.2% to 5.9%. A reduction of 17.3%			
Outside Transports went from 14.2% to 2.7%. A reduction of 11.7%			

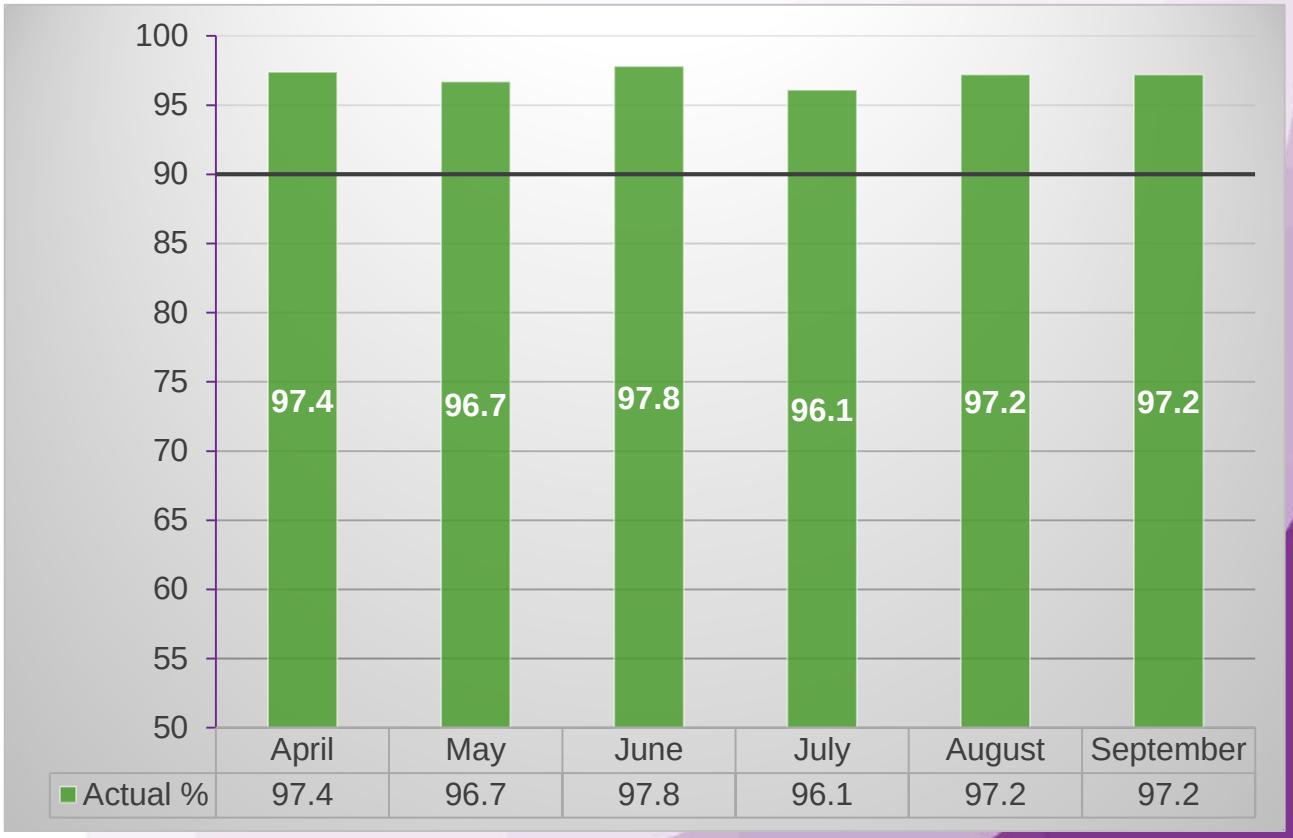
D63 (spare BLS truck) was stood up by Administrative Staff on 69 occasions over the last six months, thus reducing the dependency on outside agencies.



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Delaware General Assembly Response Time Compliance

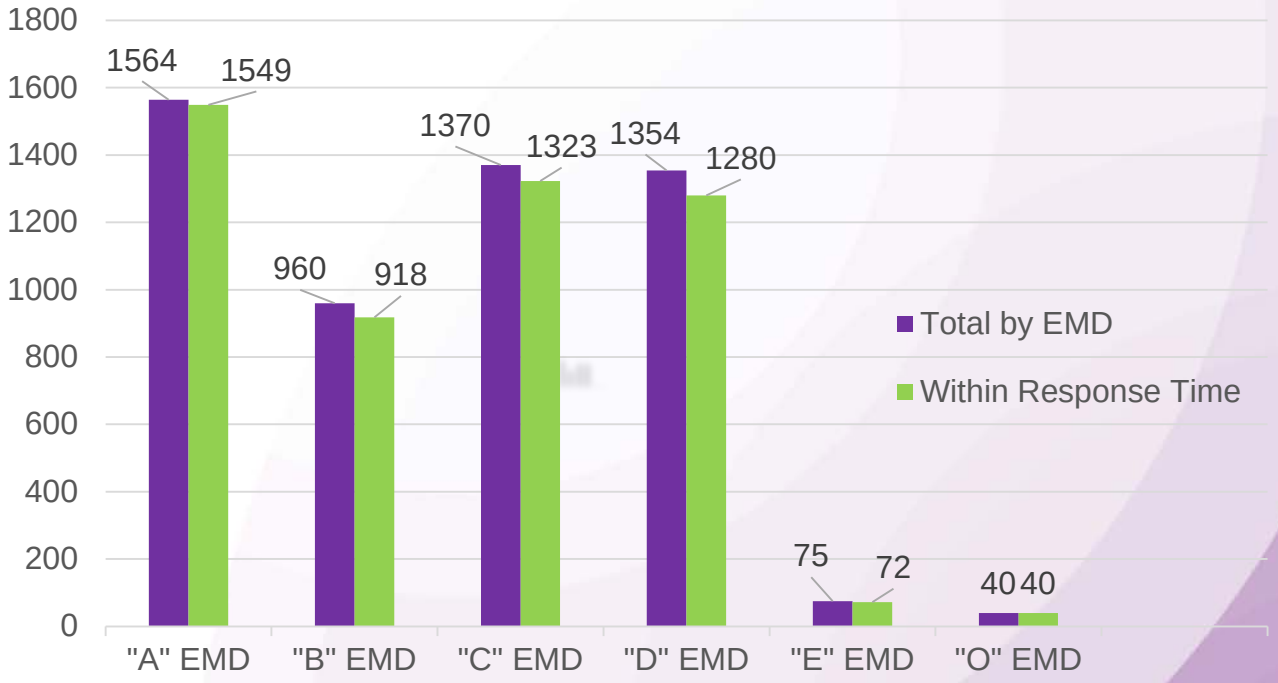
(Baseline is meeting 90% compliance)



The data set numbers noted above represent the average percentage of calls dispatched to this unit where the responding unit arrived on scene within the allotted response time limits. This is an average of all EMD Acuity Levels.

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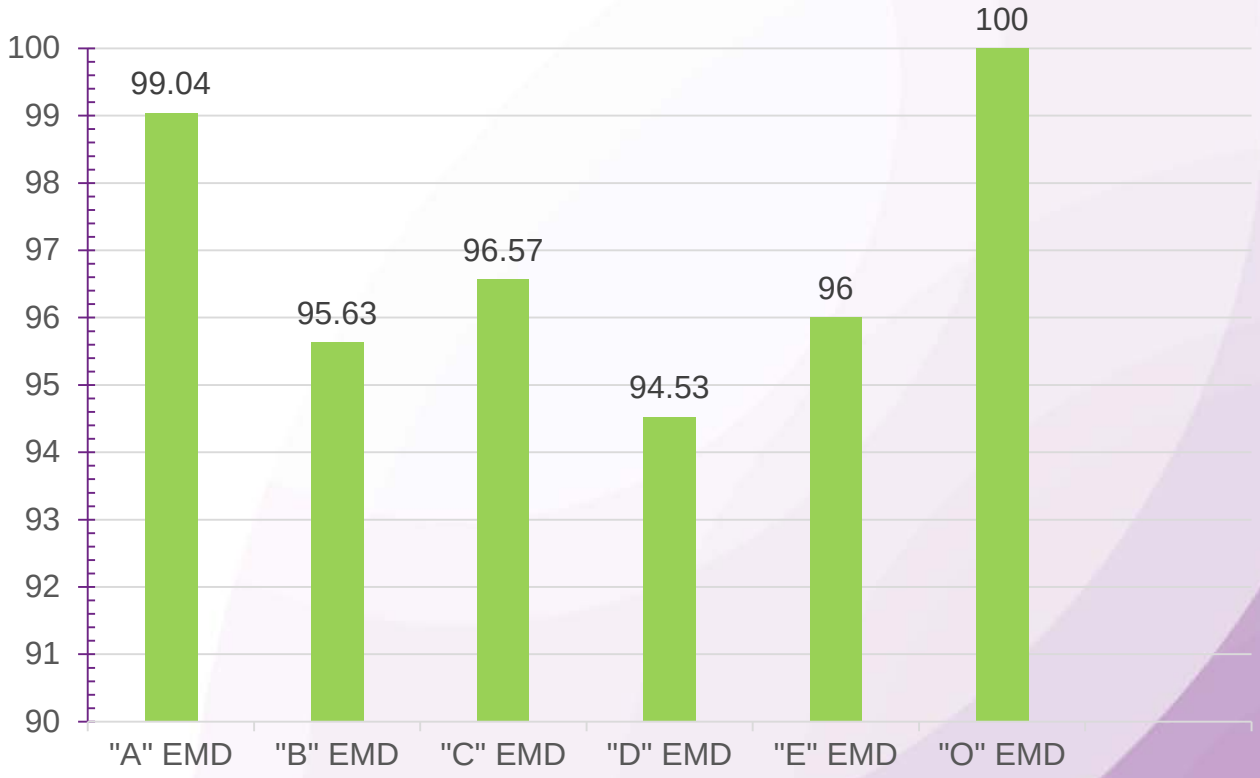
Run Time Compliance Breakdown by EMD



Response Time Criteria	
Alpha	Within 18 Minutes 90% of the Time
Bravo	Within 12 Minutes 90% of the Time
Charlie	Within 12 Minutes 90% of the Time
Delta	Within 10 Minutes 90% of the Time
Echo	Within 10 Minutes 90% of the Time
Omega	Within 18 Minutes 90% of the Time

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Run Time Compliance Breakdown by EMD



Response Time Criteria	
Alpha	Within 18 Minutes 90% of the Time
Bravo	Within 12 Minutes 90% of the Time
Charlie	Within 12 Minutes 90% of the Time
Delta	Within 10 Minutes 90% of the Time
Echo	Within 10 Minutes 90% of the Time
Omega	Within 18 Minutes 90% of the Time

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Agency Assistance

- Smyrna American Legion Ambulance – Covered for them after an infant CPR
- Dover Police – Active Shooter Training
- Dover Police – Volunteered units to assist in search for missing child



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Government Interaction



Federal, State and Local



EMS on the Hill

4th of July Fireworks



Nat'l Night Out

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Education Division



STB Instruction for State Legislators

PHTLS at State EMS Conference



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Community Outreach



National Night Out Display

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Community Outreach at National Night Out





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Community Outreach at Dover High School Block Party





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Community Outreach

EMS Standby at the Mayor's Silver Lake Canoe Regatta



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Community Outreach





Fourth of July Fireworks EMS Standby

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NASCAR EMS Standby





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Dover Air Force Base
Thunder Over Dover





EMS Standby

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Comicon Event



EMS Standby

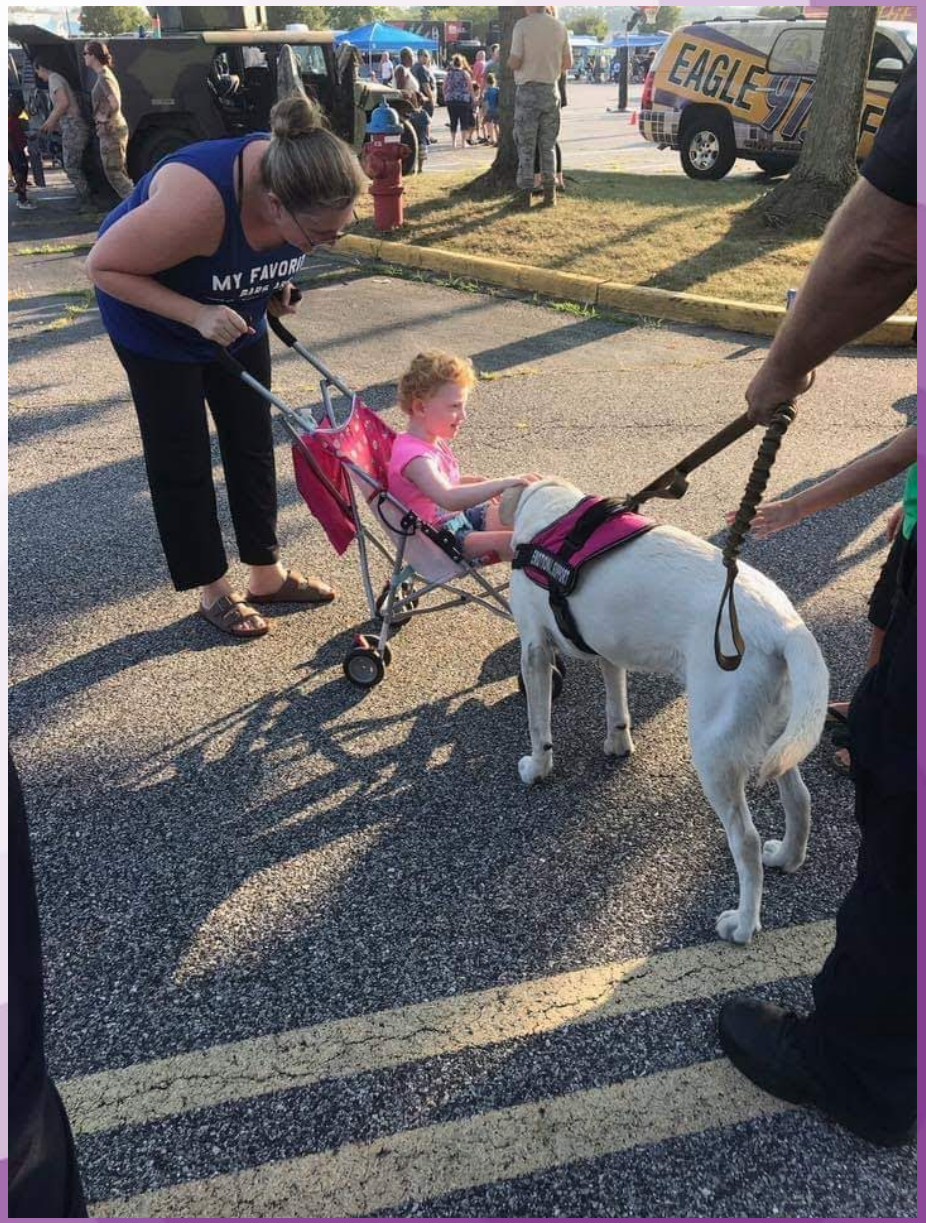
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Introducing

WILLOW

Willow is a specialty trained Emotional Support dog who can sense stress, sadness, depression and fear in people.

Willow is part of our Critical Incident Stress Management Team.



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Always On the Job



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Agency Assistance

- Dover Fire Department EMS Training
- Fire Scene Rehabilitation





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Community Compassion

Chief Bundek responded to a call at the Burlington Coat Factory for a seizure.

The 4 year old daughter was very upset and did not want to leave her mother.

Chief Bundek assured the little girl that she could ride in the ambulance with her mother. The upset little girl told Chief Bundek that her mother was bringing her there to get a toy. Chief Bundek took the little girl by the hand and bought her a toy before they left.



The Saint Francis Way

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We look forward in partnership in keeping our community safe.



Trinity Health Mid-Atlantic | Saint Francis Healthcare

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