LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

A G E N D A

February 25, 2008 - 6:00 P.M. - Council Chambers - City Hall - City of Dover

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

AGENDA ADDITIONS/DELETIONS

1. Independent Accountant Report by Haggarty & Haggarty

2. Amendment to Robbins Hose Company Annual Contribution in the CIP ***(Tabled by Committee Pending Haggarty & Haggarty Report on February 11, 2008)*** *(Due to time constraints, this item has been placed on the Council agenda for the meeting being held later in the evening)*

3. Status of Incentives for Downtown ***(Deferred by Committee on February 11, 2008 Due to Lack of Time)***

4. Contract with IAAO for Technical Assistance - Review, Analysis, and Evaluation of City Assessor's Office

5. Disposition of City Owned Land – Property Located at 101 Jefferson Court

6. Adjournment by 7:00 P.M.

/tm
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THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE ADDITION OR THE DELETION OF ITEMS, INCLUDING EXECUTIVE SESSIONS.

HAGGERTY & HAGGERTY, P.A.
CERTIFIED PUBLIC ACCOUNTANTS
& MANAGEMENT CONSULTANTS

James R. Zdimal, CPA†
Vincent S. Barbone, CPA, CFE*†

American Institute of CPA
Pennsylvania Institute of CPA*
Delaware Society of CPA†
Private Companies Practice Section

Independent Accountant's Report on Applying Agreed-Upon Procedures

To the City of Dover
and Dover Fire Department
Dover, Delaware

We have performed the procedures enumerated below, which were agreed to by the City of Dover (the "City") and the Dover Fire Department (the "DFD"), solely to assist the specified parties with respect to the accounting records [addressed below] pertaining to DFD for the period commencing July 1, 2003 to June 30, 2007. DFD's management is responsible for the specified accounting records. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of these procedures is solely the responsibility of the parties specified in the report. Consequently, we make no representation regarding the sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

Our procedures and results are as follows:

- **Procedure:** Determine that annual City appropriations for "building and equipment loans" were used to pay the principal and interest of the respective loans based on the City budget and "Memorandum of Agreement" dated December 27, 2001.

  Results: The annual City appropriations for "building and equipment loans" were used by the DFD to pay the loan principal and interest.

- **Procedure:** Validate balances for the bank accounts [established for loan accountability], and outstanding loan principal.

  Results: Three separate bank accounts were established by the DFD to maintain accountability for the annual City allocations for loan payments. During our procedures the following exceptions were noted:
  - Wilmington Trust Account No. 1294-4071:
    - May of 2006 withdrawal of $17,949.75, $7,153.75 did not contain any supporting documentation to determine whether the withdrawal made by the DFD was appropriate.
  - Wilmington Trust Account No. 1305-3669:
    - August of 2005 deposit of $30,000, no documentation was available to support the source of the funding [verbal statement provided by DFD officials: "proceeds are from the sale of Ladder No. 4"].
    - November of 2005 withdrawal of $43,016.89 did not contain supporting documentation to determine whether the withdrawal made by the DFD was appropriate.
    - March of 2006 withdrawal of $182,498.58 did not contain supporting documentation to determine whether the withdrawal made by the DFD was appropriate. It was ascertained [by other means] that $88,000 of the $182,498.58 was for the "2003 Pierce Pumper Fire Truck" loan payment to Wilmington Trust.

- **Procedure:** Determine that City appropriations greater than the loan payments were applied to the loan principal, or held in separate bank accounts for early loan payoff.

  Results: City appropriations greater than the loan payments are maintained in the above noted bank accounts.

510 Philadelphia Pike • Wilmington, DE 19809 • DE (302) 762-6380 • PA (610) 436-8630 • FAX (302) 762-2081

- **Procedure:** Validate Station 2 balances provided to City Council on January 8, 2007 for the bank balances, and outstanding loan balances.

  Results: The following is a comparison of the bank and loan balances:

Description	At 01/08/07 As Reported	At 01/08/07 Actual	Over (Under) Reported
Bank account balance	$ 165,000.00	$ 125,056.23	$ 39,943.77
Outstanding loan balance	$ 167,000.00	$ 227,485.74	$ (60,485.74)

- **Procedure:** Review Station 2 refinancing documents of May 2001 and determine that the refinancing transaction was properly communicated to the City.

  Results: We noted no evidence that the DFD notified the City of the Station 2 refinancing. However, the City did not pay more than its commitment based on the analysis of the loan transactions incurred after the refinancing. The mortgage note was repaid in full on September 17, 2007, therefore the City's allocation of $60,000 is no longer warranted.

- **Procedure:** Determine whether the $60,000 annual appropriation after the refinancing of May 2001 was still warranted.

  Results: The annual appropriation of $60,000 was still warranted after the refinancing in May of 2001. Our conclusion is based on the analysis of the loan transactions performed for the period commencing July 1, 2003 and ending November 29, 2007 [for this transaction only].

- **Procedure:** Review annual vendor payments of $5,000 or greater, and determine compliance with the City's "Financial Policies". Report any noncompliance with said policies.

  Results: Our procedures revealed that the DFD circumvented the City's "Purchase Policy" at least in five separate occasions. These violations were also confirmed during the interview process of DFD personnel.

- **Procedure:** Based on the City Code of Conduct, Chapter 30, determine whether any conflicts of interest exist.

  Results: Based on our inquiries, we noted that certain vendors with whom the DFD conducts business employ previous members of the DFD. This situation [on face value] could appear to be a "conflict of interest" even though one may not exist. To avoid such perception by the public we recommend that all purchases made with City funds be made through the City's Purchasing Department thereby minimizing such perceptions.

- **Procedure:** Make recommendations for policy or procedure improvements.

  Results: Based on the performance of the agreed-upon procedures of the City funding of the DFD's finances we present the following recommendations:

  Option 1

  The City makes an annual operating and capital allocation payable in equal monthly installments to the DFD. Once the funds are allocated, as authorized by the City annual budget, it becomes the DFD's responsibility to administer these funds as it sees fit to carry on its duties to the City's citizens. This practice is a common practice among other governments within Delaware and other states.

  Option 2

  The City continues to assert administrative control. If it chooses to do so, we recommend the City consider the following revisions to its current policies and procedures relating to the DFD:
  - Close out all reserve bank accounts [WT#1294-4071, WT#1294-4128, and WT#1305-3669] and secondly, determine whether these funds should revert back to the City or be set aside for future capital purchases by the DFD.

Option 2 (continued)

- The City Purchasing Department be involved in the purchasing of all fire equipment when the City is funding the equipment, since the City has a responsibility to prudently spend the funds entrusted to it by its citizens. Also, consideration should be given as to the ownership of the vehicles purchased and any liability associated with ownership thereof.
- City portion of the DFD Budget should be controlled by the Finance Department and not the DFD, since this portion of the Budget is City funds, and as such should be subject to the same policies and procedures. The administrative assistant currently accounting for these activities should report to the Finance Department and not DFD officials, since the Finance Department accounts for the finances of the City. However, should the City not desire to centralize its fiscal control over the DFD, the City should consider the following at a minimum:
  - Request monthly reporting as to the status of the bank and loan account balances along with documentation supporting all deposits, withdrawals, and payments made.
  - The DFD should provide details to purchases of fire equipment and receive City approval prior to entering into an agreement with vendors.
- The City should make all loan payments, since our procedures revealed that late payments were assessed for not timely paying the loans.

We were not engaged to, and did not, conduct an audit, the objective of which would be the expression of an opinion, on the accounting records of the Dover Fire Department. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of the City of Dover and the Dover Fire Department and is not intended to be and should not be used by anyone other than those specified parties.

Haggerty & Haggerty
Certified Public Accountants

November 29, 2007
Wilmington, Delaware

ACTION FORM

PROCEEDING: Legislative, Finance & Administration	**AGENDA ITEM NO.:** 02/25/2008
DEPARTMENT OF ORIGIN: FIRE	**DATE SUBMITTED**: 01/11/2008
PREPARED BY: Chief David Carey, City Manager	
SUBJECT: Amendment to Robbins Hose Company Annual Contribution in the CIP to Reflect New Cost of Engine 5 Replacement	
REFERENCE:	
RELATED PROJECT:	
APPROVALS: Finance Director, City Manager	
EXHIBITS: Modified CIP sheet	
EXPENDITURE REQUIRED FY08/09 – FY11/12: $180,300 or $195,300 annually as explained below **AMOUNT BUDGETED IN CIP**: $450,000 ($150,000 annually in FY 08/09, FY09/10 FY10/11). **FUNDING SOURCE (Dept./Page in CIP & Budget)**: Fire CIP Page: Page 171	
TIMETABLE: Upon modification of the CIP, equipment will be ordered; order and down payment of $5,000 must be in by February 27, 2008 to secure current prices. Estimated delivery would be the late 2008.	
RECOMMENDED ACTION: Approval of amendment to Robbins Hose Company CIP sheet of the City 07/08 Budget, down payment of $5,000 and ordering of replacement Engine #5.	

BACKGROUND AND ANALYSIS

In accordance with the CIP for next fiscal year the Dover Fire Department sent out a specification for a replacement piece of fire apparatus to replace the current Engine 5 which is a 1989 Mack/Pierce. There is a long delivery time for fire engines which require the order to be placed well in advance of the fiscal year.

Engine 5 is 19 years old and we currently have a 15 year replacement program. The current engine lacks dependability which could jeopardize firefighter safety. The specification was sent out to four vendors, American LaFrance, KME, Seagrave, and Pierce. Pierce was the only vendor to submit a proposal.

The proposal for the specification came in at a cost of $588,614. They also bid an optional cab which would lower the cost to $539,299. The engine committee chose to go with the optional cab and also deleted several safety items to bring the truck close to the City's projected budget (CIP). That price is $512,764, inflating for a 3% maximum change order limit the price is $528,146. To finance this option over three years (using current market rates) would translate into a loan payment of $180,300 for a total financed cost of $540,900.

The Fire Chief wants Council to be aware of the following crash safety options : Advanced ABS System, Tire Pressure Management System, Seat Belt Alarms, Side Roll Protection, Additional LED Warning Lights on Cab Doors (exit), Insta Chains, and Frontal Impact. These would bring the cost to $555,478 including the 3% maximum change order limit. To finance this option over three years (using current market rates) would translate into a loan payment of $195,300 for a total financed cost of $585,900.

Research was completed to determine if the City paid for the truck being replaced. The files are not complete; however we were able to determine $120,000 of City monies were used to pay for the 1989 Mack.

* The payments are subject to change based on prevailing interest rates at time of financing.

City of Dover Annual Contribution to Robbins Hose Company



FISCAL YEAR: 2008 - 2012

PROJECT NO: n/a

CATEGORY: General

DEPARTMENT: Fire

DEPT. RANKING: 2

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

NEED, JUSTIFICATION, BENEFIT: The annual mortgage payment is based on an earlier agreement that the City has with the Robbins Hose Company. The Major Fire Apparatus Replacement Plan ensures loan payments for replacement according to a schedule which guarantees equipment will not be outdated and unserviceable. This plan is based on replacing one of the Company's five engines and one rescue vehicle every three years which would put the average replacement age at 18 years. The two ladder trucks would be replaced every 15 years depending on condition and current needs. This schedule would reduce overall maintenance costs because fire apparatus would be replaced before major problems occur. By providing the Robbins Hose Company with the needed payments for the Major Fire Apparatus Replacement Plan, the Robbins Hose Company will be enabled to pay for a $5.5 million door rehabilitation of the Company Headquarters on Governors Avenue. This renovation is designed to handle 25 years of growth of the company and would preclude any need for an additional fire station in Dover. The Robbins Hose Company will also cover costs associated with miscellaneous apparatus and equipment such as command units, utility vehicles, and large hose replacement.

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

THIS PROJECT IS RELATED TO THE FOLLOWING: n/a

EXPLANATION OF IMPACT ON OPERATING BUDGET: n/a

TIME-LINE/CURRENT STATUS:

Fiscal Year	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	TOTALS
Mtge Stat. #2	35,000						$ 35,000
Ladder 1 (2001)	70,000						$ 70,000
Ladder 2 (1993)	92,910	92,910	92,910	92,910	92,910	92,910	$ 557,460
Engine 4 (1989)							$ -
Engine 5 (1989)		180,300	180,300	180,300			$ 540,900
Engine 7 (1997)					160,000	160,000	$ 320,000
Totals	**$ 197,910**	**$ 273,210**	**$ 273,210**	**$ 273,210**	**$ 252,910**	**$ 252,910**	**$ 1,523,360**

COMMENTS: None

FIVE-YEAR COST BREAKDOWN SCHEDULE:

	Prior to 2008	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Planning and Design							
Land							
Construction							
Miscellaneous Equipment	197,910	273,210	273,210	273,210	252,910	252,910	**1,523,360**
Other							
TOTAL	**197,910**	273,210	273,210	273,210	252,910	252,910	**1,523,360**

FINANCING:

	Prior to 2008	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
General Fund	197,910	273,210	273,210	273,210	252,910	252,910	**1,523,360**
TOTAL	197,910	273,210	273,210	273,210	252,910	252,910	**1,523,360**

IMPACT ON OPERATING BUDGET:

Description	Prior to 2008	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL

From: DePrima, Tony
Sent: Wednesday, February 20, 2008 3:52 PM
To: McDowell, Traci
Subject: Evaluation of Engine #5 Bid by Peter Gregg
The following is Pete Gregg's evaluation of the Fire Truck bid. Please include this in the LFA packet for next meeting thanks.

Tony,

I have reviewed the Pierce submission for the Pumper. I have also contacted the vendors who did not submit a bid. Please keep in mind that I am not a functional expert on Fire Trucks.

All documents were submitted by Singer Associates as required by the bid instructions. The bid submitted the Pierce truck met, almost exactly, all the requirements of the vehicle specifications. Therefore the Pierce should be considered as a responsive and responsible bidder. When only one bid is received, my advise to all Department Heads is paraphrased from Delaware Code, Title 29 which states if only one response is received, an award may be made to the single bidder if the Department determines that the price received is fair and reasonable and other prospective bidders had a reasonable opportunity to respond, or, there is not adequate time for re-solicitation. If the bid is rejected, they may solicit new bids or cancel the proposed procurement.

I received and email from Rick Strauss, Vice President of DPC Emergency Equipment, Sales representative for American La France. I will forward it to you for your review. I also spoke to Rob Mortka from Emergency Products Inc, representative of Seagrave, and Skip Stringer from James B. Hunt MFG Co, representative of KME. They all stated that they did not bid because the specification was proprietary and only a Pierce truck could meet all of the requirements. I can not verify this claim. Only someone knowledgeable about the details of this type of vehicle would know. It is the responsibility of the specification author to ensure that the specification is not restrictive.

If this specification had been bid through me, following the City of Dover Purchasing Policy, I believe that we would have had the same result. I will forward any emails I receive on this subject as I get them.

Please let me know if you need anything else from me on this matter. I want to state that Chief David Carey was extremely cooperative and provided answers to all my questions. It was a pleasure working with him on this review.

Pete

Peter K. Gregg
Contract and Procurement Manager
City of Dover
(302) 736-7795

Anthony (Tony) J. DePrima, AICP
Dover City Manager
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Check out our website www.cityofdover.com

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Gomes, Linda

To: Mitchell, Donna

Subject: RE: Dover Fire Department Bid

Mitchell, Donna

From: Rob Mortka [mailto:rob@emergencyproductsinc.com]
Sent: Friday, February 22, 2008 11:20 AM
To: Mitchell, Donna
Subject: Fw: Dover Fire Department Bid

----- Original Message -----
From: Rob Mortka
To: Gregg, Peter
Sent: Wednesday, February 20, 2008 7:12 PM
Subject: Re: Dover Fire Department Bid

Pete,

Thanks for the opportunity, and I hope this will assist in your Endeavour.

It is fact, by virtue of the postage date on the envelope, that it was mailed on the 11th of December, certified. I believe our offices received it no later than the 14th, you should be able to validate that with the certification of receipt. However, I am comfortable stating that it was on my desk by that date.

The cover letter inside is dated the 10th of December, additionally, it states that the bids were due back no later than the 31st (Noon). If I had begun to work on it immediately, that would give me 16 days for a turnaround. However, what needs to be taken into account is that we have six (6) days off the bat, that are either Saturdays or Sundays, days traditionally not worked, so now we are down to 10. Out of those 10, two of the days were holiday, the 24th and 25th, now we are at 8. Say what you want, but when the calendar falls the way it does, the whole nation takes advantage of the four day holiday, especially Christmas.

Eight days. Hardly not enough time, even if you have the inside track. I am sure you are aware of the time it takes just to turn a bond around! I (Reality is seven, cant work the day it is due!)

On page 2 of the specifications, there is a requirement for the unit to be delivered by the 31st of October. An approximate 10 month turnaround. Penalty would ensue for everyday there after. The statement is very bold with no consideration for the details of a contract to be worked out and some pre-approvals that are customary in our business. My guess is that Pierce Mfg. having the lead, would have all of these details already worked out, so they could commit to the timeline. The remaining boilerplate pages up to page 7, are indicative of items that I have seen in the past in an effort to exclude as many builders as possible.

The technical portion, specific to the apparatus itself, there are items in there that are proprietary. Examples are;

Page 8, "Front Non Drive Axle", calls for a suspension to be a "TAK-4" with a registered trade mark. This is indicative of a product that only Pierce provides. True there are other independent suspensions out there, but it is specific.

Page 19, eight paragraph, states for the cab access steps to be automatic, drop down when the door opens and to stow when the door is closed. An option only available by Pierce with their "Quantum" cab version.

Page 29, "Frontal Impact Protection", even though I cannot argue when it comes to safety, but as of the distribution, Pierce was the only one to offer this.

Page 63, "Pump", the configuration calls for a mounting system to be located under the crew cab, a design that Pierce just recently introduced in April of ' 07 with their "Husky" foam system.

I tried to focus on the items that are truly proprietary, there are more, but I hope this gives you and idea.

In summary, I could not meet the intent in seven days and turn around a bonafide proposal.

I close with this. If your intent is to buy a Ford, then you surely do not go to the Chevy dealer and furnish him with a list of options that you know he cannot comply with. There are ethical and savvy ways to get what you want and prove the worthiness as to why more money should be spent vs. accepting the lowest bid. One of the problems that plagues us today is that the fire service, hero's that they are, have come to expect too much and do not want to place the effort in justifying their need.

Respectfully,

Rob Mortka
President EPI

> ----- Original Message -----
> **From:** Gregg, Peter
> **To:** rob@emergencyproductsinc.com
> **Sent:** Wednesday, February 20, 2008 9:18 AM
> **Subject:** Dover Fire Department Bid
>
> Rob,
>
> I have been tasked with a review of the recent Dover Fire Department Bid for a Multipurpose Emergency Response Vehicle that was sent to Emergency Products Inc on December 11, 2008. Please respond to this email and let me know why your company, representing Seagrave, elected not to bid.
>
> Thanks you
>
> Peter K. Gregg
> Contract and Procurement Manager
> City of Dover
> (302) 736-7795
> Fax (302) 736-7178
> pgregg@dover.de.us
> www.cityofdover.com

Gomes, Linda

To: Mitchell, Donna
Subject: RE: Truck Purchase

Mitchell, Donna

From: Rick Strauss [mailto:rickstrauss@dpcemergency.com]
Sent: Wednesday, February 20, 2008 3:48 PM
To: Mitchell, Donna
Subject: FW: Truck Purchase

fyi..read below

Rick Strauss

Vice President

DPC Emergency Equipment

302-492-1245 phone

302-492-1340 fax

302-242-1693 cell

From: Rick Strauss [mailto:rickstrauss@dpcemergency.com]
Sent: Tuesday, February 19, 2008 4:31 PM
To: 'pgregg@dover.de.us'
Cc: 'adamjarrell@dpcemergency.com'
Subject: Truck Purchase

Pete,

Dover FD sent us a proprietary spec back in December asking us for a price. We were never given any chance at demo, meet with truck committee, etc. We were also only given a little over 2 weeks when 1 month is pretty much standard. We were simply given a spec and asked to bid. After looking at the spec and realizing that no exceptions were allowed, we determined it was not in our interest to bid. Given the amount of work involved with a truck bid, when a department will not even meet with you to discuss the bid, it is over 98% guaranteed to be a losing effort.

Dover FD never once contacted us asking if we had plans to bid and honestly, we didn't make much effort given the bid environment. We were never asked why we didn't bid, nor did we offer. We would be more than willing to sit with you and go over the bid spec pointing out what is proprietary. I actually enjoy reviewing trucks specs for that purpose much more than for bid purposes. As an owner of DPC, I am more concerned about a fair process than I am about whether or not we are awarded the bid. Our business is solely based on integrity and I hope to never lose that focus. Customers should take the time to educate themselves as to what they are buying and how to bid fairly and effectively. Most simply do not appreciate the time and resources it takes to put a proper truck bid together. Most truck dealers attempt to get their spec as the only acceptable spec to guarantee themselves a

sale. We prefer open bids where the bidder who best meets the spec for the price is successful. Price is not always the deciding factor, but should play a major role in that decision. Service should also play a major role.

We switched brands to Rosenbauer America on Jan 19, 2008. ALF had been having internal issues (not product issues) for over a year with no end in sight. We decided to explore other options and had actively been looking at several manufacturers since last Nov. We continued our operations as usual in all bid cases and left ALF 1 week before they filed.

The ALF bankruptcy took us by surprise on Jan 28, 2008...long after the bid closing date

There are many other variables which ultimately lead to us choosing to bid Dover or other accounts and I will gladly explain if interested. We have some pretty extensive exposure to municipal purchasing at several other departments - PG County MD, Baltimore County MD, Fairfax County VA, etc.

Please feel free to call.

FYI...We will have a Rosenbauer demo here this Friday, Fed 22 for about 1 month and would be more than willing to show the truck.

Rick Strauss

Vice President

DPC Emergency Equipment

302-492-1245 phone

302-492-1340 fax

302-242-1693 cell

ACTION FORM

PROCEEDING: Legislative, Finance & Administration Committee **AGENDA ITEM NO.:**
DEPARTMENT OF ORIGIN: Planning & Inspections **DATE SUBMITTED**: February 6, 2008
PREPARED BY: Ann Marie Townshend, AICP
SUBJECT: Status of Proposed Downtown Incentives
REFERENCE: N/A
RELATED PROJECT: N/A
APPROVALS: N/A
EXHIBITS: Status Sheet of Proposed Downtown Incentives
EXPENDITURE REQUIRED: N/A **AMOUNT BUDGETED**: N/A **FUNDING SOURCE (Dept./Page in CIP & Budget)**: N/A
TIMETABLE: Dates Identified in attachment
RECOMMENDED ACTION: Provide feedback on progress of proposed incentives

BACKGROUND AND ANALYSIS

The attachment details the status of a number of proposed (and existing) incentives to encourage redevelopment of downtown Dover.

The following proposed incentives have been discussed by the Downtown Dover Development Corporation and presented to City Council during their special focus meeting on economic development on November 5, 2007. Some of these incentives can be handled administratively, while others require action by City Council or the State General Assembly. This is intended to serve as an update to the Legislative, Finance and Administration Committee on the status of the various proposed incentives as well as to gain guidance from Council, through the Committee on prioritization of the proposed incentives going forward. Items in red are items that staff is actively working on in some fashion. These items include milestone dates when they will be complete or additional information will be brought forward.

Planning Office	Needs Guidance from City Council	Needs Action from State or Other Outside Entity
Create a fast-track approval process for all development issues in the downtown target area. *Staff Update: One of the challenges with this is balancing fast-tracking approvals with the added requirements of Historic District review. Whenever possible, staff conducts administrative review of architectural review certificates to eliminate burden on the applicants; however some applications, particularly those which include demolition, significant exterior renovation or new construction, must be reviewed by the Historic District Commission. In some cases, we have allowed overlap with the applications between Historic District Commission and Planning Commission. Staff will review whether or not a one-step application process could be utilized for projects that must go to the Historic District Commission and Planning Commission.*	**Case manager for new business issues.** A new economic development position should be established in the city, with responsibilities for coordinating the myriad approvals necessary for a new business start-up. *Staff Update: This is an issue that should be addressed through the merging of numerous organizations into the Downtown Dover Partnership. Significant progress has been made at the staff level in this regard and will be presented to City Council in March 2008. It is anticipated that the current Executive Director of Main Street Dover will fill the role as a case manager, and additional staffing needs are being evaluated that would allow this person to function more in this capacity.*	**Historic preservation tax credits.** The state should ear-mark a set amount of historic preservation tax credits for use in the downtown BID. *Staff Update: This would require action by the General Assembly. The City Council may want to approach the local delegation to bring this idea forward.*

Add surface parking immediately. The proposed surface parking lot on Governor's Avenue should be constructed immediately and made available. *Staff Update: This site plan has been approved by the Planning Commission and the consultant is working to finalize the site plan and secure all agency approvals. As soon as final plans are approved by all regulatory agencies, the project will be put out to bid and constructed.*	**Eliminate the BID tax in downtown Dover.** The Business Improvement District (BID) should be retooled in order to attract new businesses, and retain existing businesses. Currently, property owners in the BID district pay an additional BID tax in addition to property taxes, in some cases as much as 25% additional tax on property. This is viewed by many as a disincentive to business. *Staff Update: Currently, there has not been action on this proposed incentive. The following issues need to be discussed in reference to this proposal: How would the City make up the funds lost through elimination of the BID tax? Would the tax be phased out or eliminated all at once? This Committee should consider making a recommendation on this specific incentive, at which time staff would work on drafting an ordinance to bring forward.*	**Renter's deduction on personal income tax** should be explored for the downtown target area. *Staff Update: This is an incentive that would require State legislation. The Planning Office is not in a position to move this forward.*
Create a downtown target area, align all downtown jurisdictions, and create incentives in the downtown target area. Currently, there are numerous "districts" in the downtown area, including three parts of the Business Improvement District, the downtown historic district, and the downtown incentives district. These jurisdictions are not aligned and cause confusion for existing property owners and potential developers. *Staff Update: Staff will bring forward an ordinance to amend the description of the BID*	**Reduce property taxes in the target area.** Property owners with mixed use (i.e., residential and commercial) in the target area should receive a reduction in property taxes. *Staff Update: This is an issue that would need clear direction from City Council. It is beyond the expertise of the Planning Office to develop such an incentive and would need support from the Assessment Office to move forward.*	**Façade grants.** Main Street Dover should continue its Façade Improvement Grants, and should request additional funding from the General Assembly for the program. *Staff Update: This funding would need to be sought through the General Assembly, as the current pot of funds is very small.*

to align with the Target Area identified in Appendix C of Dover Code. It is not practical to align the Historic Overlay Zone boundary with this area, as it has a different function and a regulatory component to it. Completion date: September 2008.		
Real estate tax abatement in downtown. **City historic preservation tax abatement/credit.** *Staff Update: This issue is a matter of better promotion of these and other incentives. The 10-year tax abatement is currently available throughout the "Target Area" identified in Appendix C of Dover Code. The City's tax credit program is open to historic properties within the City's historic district or listed on the National Register of Historic Places. Planning staff is working with the City's Public Affairs Coordinator to develop a strategy to better market the incentives currently offered in the downtown area. Completion date: September 2008.*	**Provide incentives for existing employers to invest in the downtown.** Large employers in the area may have a need for housing for their work force. If the development of mixed-use mid-rises in the downtown proceeds, these larger employers may want to provide a limited investment in securing housing. In return for an investment in such a mid-rise in the downtown, the City may want to consider a reduction in property taxes on other holdings. *Staff Update: This is another issue that could be better addressed under the Downtown Dover Partnership if the City hires an economic development professional to assist with this effort and city-wide economic development.*	
Impact Fee waiver in the downtown. The impact fee waiver should be expanded to the entire downtown BID. *Staff Update:* ***This is complete.*** *Council adopted this ordinance on January 28, 2008.*	**Create "ambassadors" in the downtown target area, similar to the Seattle Metropolitan Improvement District ambassadors.**	

Tax Increment Financing should be explored for the downtown Business Improvement District. *Staff Update: The Planning Office has gathered information on Tax Increment Financing and is continuing to look for application of the concept on a scale comparable to downtown Dover. This will also need to be reviewed light of the tax abatement offered in downtown Dover. Staff is concerned that the effectiveness of such a program may be negated by the size of the Dover downtown as well as the tax abatement incentive offered in the downtown area. Staff would like to give a presentation or workshop on the concept of tax increment financing to City Council and the Downtown Dover Development Corporation during fall 2008 to better explain the concept.*		

ACTION FORM

PROCEEDING: Legislative, Finance & Administration Committee **AGENDA ITEM NO.:** 02/25/2008
DEPARTMENT OF ORIGIN: City Manager **DATE SUBMITTED**: 02/19/2008
PREPARED BY: City Manager
SUBJECT: Contract with IAAO for Technical Assistance – Review, Analysis, and Evaluation of City Assessor's Office
REFERENCE:
RELATED PROJECT: N/A
APPROVALS: City Manager
EXHIBITS: Proposal Attached
EXPENDITURE REQUIRED: $30,500 **AMOUNT BUDGETED**: See Below **FUNDING SOURCE (Dept./Page in CIP & Budget)**: See Below
TIMETABLE: Start March 2008, Completion in June 2008
RECOMMENDED ACTION: Motion that the City Manager contract with IAAO to perform a Review, Analysis, and Evaluation of City Assessor's Office in the amount of $30,500, waiving the purchasing policy requiring a Request for Proposals.

BACKGROUND AND ANALYSIS

The International Association of Assessing Officers (IAAO) is the leading professional organization for tax assessors. The IAAO has a technical assistance program where retired or employed professional assessors who are available provide technical assistance and evaluation services for local governments in need.

The City Manager feels that there is a strong need for a complete review of the City Assessor's Office. This is based on management observations, the fact that the office has had three different assessors over the past eight years, and a lack of standards for a number of its routine procedures. It is hoped this evaluation will produce a number of recommendations that when implemented will allow us to become an IAAO certified city.

Attached is a detailed Scope of Work which includes information on the IAAO and its services. The IAAO is proposing to assign Frederick Chmura and Wayne Trout. Their qualifications are also included.

The contract amount is $30,500. The funding for this will come from the money budgeted for the City Assessor's salary. In addition to these funds, a "commercial appraiser" position was budgeted for this year. This position will not be filled until the Assessor position is filled. The expense is being included in the mid-year budget review.

Due to the immediate need for these services and the IAAO's unique position as a non-profit professional organization, a Request for Proposals as called for in the purchasing policy is not recommended at this time.

TECHNICAL ASSISTANCE PROJECT
CITY OF DOVER, DELAWARE

Proposal

Review of the City Assessor's Office

Prepared by the

International Association of Assessing Officers

February 11, 2008

International Association of Assessing Officers
314 W 10th Street • Kansas City, Missouri 64105-1616
Tel: 816.701.8100 • Fax: 816.701.8149
www.iaao.org

CITY OF DOVER, DELAWARE

REVIEW, ANALYSIS AND EVALUATION OF THE CITY ASSESSOR'S OFFICE PROJECT

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International Association of Assessing Officers
314 W 10th Street · Kansas City, Missouri 64105-1616 · U.S.A
Phone: 816.701-8100 · Fax: 816.701-8149
CAE · AAS · CMS · RES · PPS Professional Designations

February 11, 2008

Anthony DePrima, City Manager
P.O. Box 475
15 East Loockerman Street
Dover, DE 19903-0475

RE: Review of Assessor's Office

Dear Mr. DePrima:

The International Association of Assessing Officers, Inc. (IAAO) is pleased to submit the attached proposal to provide a review of the administration and processes of the City Assessor's Office.

Our flat fee bid on the proposed undertaking is THIRTY THOUSAND FIVE HUNDRED DOLLARS **($30,500.00).** That sum will cover the review and analysis of adequacy of the personnel staffing and current staff workloads; job descriptions and qualifications; employee compensation; resource allocation and funding; the CAMA system and use of technology; the office space allocation; the management practices relative to internal controls, internal communications and public relations; relevant City Code and City Charter provisions; and the existing appeals system and documents related thereto via accepted standard performance recommendations related to sound assessment practice, as requested by the City of Dover.

The IAAO project principals will be Frederick Chmura, AAS, CCMA from Woodstock, Connecticut, Project Manager. Assisting him will be Wayne N. Trout, ASA from Norfolk, Virginia. Other professionals in the property assessment and tax administration fields may be used as needed to complete the project. IAAO staff will perform all general administrative and clerical tasks for this project.

Our standard payment terms are 25% of the engagement fee due at the time the project is accepted by both parties and the balance payable with the completion and submission of the final project report, with no discount for early payment. These terms are negotiable in the event the jurisdiction has a different payment schedule for professional services.

The details of our proposal are attached, along with a summary of our qualifications. Please feel free to contact me for any clarification or elaboration you may desire at 816.701.8100 or e-mail at daniels@iaao.org.

Sincerely,

Lisa Daniels
IAAO Executive Director

REVIEW, ANALYSIS, AND EVALUATION OF THE CITY ASSESSOR'S OFFICE PROJECT
CITY OF DOVER, DELAWARE

Statement of the Proposal

The City Assessor's Office, City of Dover, Delaware ("City Assessor's Office"), has requested a review and analysis of the administration, processes, staffing and facilities of the City Assessor's Office and review of the assessment appeals process. The proposed study is being undertaken to provide an independent evaluation of these activities as performed by the City.

The City desires to examine the processes, procedures, methods, and techniques employed by the City Assessor's Office and others in assessment administration, management practices, appeals and the procedures for transfer tax collection, auditing process and reporting in order to receive recommendations as appropriate for the improvement of processes and operations to insure compliance with the Standards of the International Association of Assessing Officers (IAAO), and the Uniform Standards of Professional Appraisal Practice (USPAP)

The International Association of Assessing Officers, Inc. (IAAO) after conducting its review, study, and evaluation will report objective conclusions about the assessment administration practices and methodologies of the City Assessor's Office and the appeals process. In so doing, the IAAO will make appropriate recommendations and advise the City on their compliance with commonly accepted appraisal practices and standards within the industry.

To conduct an objective study, IAAO employs individuals who have achieved the highest levels of education, training, and experience in the assessment field. All are familiar with policy and procedural issues, as well as the technical measurements required of this study. Members of the study team will conduct an on-site visit and an inspection of appropriate length to ensure comprehensive coverage of all issues and problems.

IAAO's leadership in the assessment profession covers education, certification, consultation, and the creation of standards for assessment performance quality. Its members must subscribe to IAAO's Code of Ethics and Standards of Professional Conduct and the *Uniform Standards of Professional Appraisal Practice* (USPAP). Due to the importance of the review and study to City of Dover, Delaware, and to the assessment profession, IAAO will combine its thorough and professional understanding of the details of the project with an intense high level of effort and conscientiousness.

Project Overview

IAAO is pleased to receive your request to review the City of Dover Assessor's Office Project. Specifically, the IAAO will examine the operations of the assessment process, including performing the review, analysis, and evaluation of the following tasks:

- Real property valuation practices, methods, and techniques used in determining assessed values for the jurisdiction. Management and administrative practices utilized by the City Assessor's Office

- Organization structure, communication, and planning;

- Appeals program in its relationship with the assessment process;
- Effectiveness of the public relations and customer services programs;
- Current mass appraisal processes and systems, to determine if they are adequate to meet the needs of the City of Dover and are being utilized effectively and efficiently;

- Review the collection, auditing process and reporting of the transfer tax
- Other applicable or pertinent issues that result from the review project for the City of Dover and;
- Provide recommendations as appropriate for the improvement of the assessment process and operations.

At the conclusion of the project we will provide a final written report and a verbal report before the City Manager, with recommendations based upon Delaware State Law and the standards for the mass appraisal industry.

Other professional appraisers, consultants, and specialists may be used as needed throughout the project. IAAO staff will complete all general administrative and clerical tasks for this project. IAAO would like to reserve the right to use additional experts as needed. Any and all additional experts' names and qualifications will be submitted for prior approval before any involvement in the project. No subcontractors are proposed to be used in the project.

Statement of Qualifications of IAAO

The International Association of Assessing Officers (IAAO) is a nonprofit professional membership organization of government officials and others interested in the administration of property tax. It was founded in 1934 and currently has a membership base in excess of 7,500 with an annual budget of about $4 million. In addition to the usual conference, publication, and membership activities of professional associations, IAAO engages in a full program of research, library services, and technical assistance projects (consultation).

The education program and our professional designation program were developed to fill gaps in both university-level and vocational-level training in the United States for individuals interested in pursuing a career in property tax and assessment administration.

Our education program comprises more than thirty-two (32) courses and workshops in a defined curriculum with validated examinations at the end of each, and a choice of subject areas in which students may choose to specialize as they progress through the curriculum. In addition there are sixteen (16) One Day Forums covering various topical subjects in the areas of appraisal and

assessment administration and five (5) self-study or programmed instruction courses. The education programs are regularly presented in many states and are incorporated into the state assessor-certification programs administered by a number of state property tax oversight agencies. Each year more than 7,500 course completions are recorded in our student records; approximately 90,000 students have taken at least one of our courses in the past fifteen years.

Recognizing that assessment administration is a specialty within public service, and that assessment personnel are relatively mobile, we offer our own professional designation program. Our designation program certifies the competence of individuals and attests to their professionalism across state, county, municipal, provincial, and international boundaries.

Several routes are available to designations, all of which involve some independent projects, such as a demonstration appraisal or a mass appraisal case study, in addition to the successful completion of one of the prescribed curricula. A designation recognizing professionalism and competency in a wide range of matters covering property valuation for tax purposes, property tax administration, and property tax policy: Certified Assessment Evaluator (CAE) and four specialist designations: Residential Evaluation Specialist (RES), Cadastral Mapping Specialist (CMS), Personal Property Specialist (PPS), and Assessment Administration Specialist (AAS) are available.

For more than seventy years, the association has been active both in establishing voluntary objective standards for the advancement of professional assessment officials and in conducting a research and technical services program to help define such standards and to help jurisdictions attain them.

Most germane to the proposed engagement are: *Standard on Facilities, Computers, Equipment, and Supplies for Assessment Agencies* (2002); *Guide to Assessment Administration Standards* (1990); *Standard on Assessment Appeal* (2001) and the IAAO publication *Assessment Practices Self- Evaluation Guide* (2003). In addition, all members of the Association subscribe to The Appraisal Foundations' *Uniform Standards of Professional Appraisal Practice (USPAP).*

IAAO offers technical assistance services to taxing jurisdictions and regular members to assist in interpreting and implementing our standards, evaluating current procedures and practices against best practices in the industry and assisting with process improvements

Technical assistance services or consulting services are offered in a number of areas and by means of a variety of arrangements. Our most common engagement is to perform an evaluation of assessment practices within a specific jurisdiction and suggest process and practice improvements. These services are often used by jurisdictions with very high levels of practices, to further refine their processes, as well jurisdictions that either feel there are systemic problems in their practices and/or have a public perception that there may be systemic problems. Our services are provided on either a time-and-materials or fixed-price basis, as the client may prefer, and are rendered by team experts assembled for the purpose.

Typically the team is comprised of a member project manager, as well as one or more individuals known to be expert practitioners, often persons in governmental employment, who without the association's infrastructure and team synergy, would neither be able to share their expertise with other agencies nor have the opportunity to engage in consulting activities of the magnitude

typically required by our engagements. Given the ad hoc nature of the requests for assistance and the needs being addressed, no two teams are ever exactly the same, but the general pattern of providing assistance in this way has enjoyed a remarkable success for more than three decades.

IAAO is an independent association not affiliated with any vendor or firm in the private sector or any other association not in the assessment field. IAAO is a founding and sponsoring member of The Appraisal Foundation. IAAO does not undertake technical assistance projects or perform appraisals for individual properties or for taxpayers or any other individual or group in the private sector. IAAO does not set values for ad valorem purposes. IAAO contracts with government agencies and represents their interests.

Performance Standards (IAAO)

The IAAO publishes standards for the mass appraisal industry and specifically for governmental assessment jurisdictions around the world. These standards are utilized as guidelines for industry valuation and assessment practices. As a leader in developing best practices, the IAAO will utilize many of the standards below in the appraisal and assessment administration study project.

The performance standards that will be used as guidelines in making suggestions and recommendations are noted below.

Standard on Mass Appraisal of Real Property (2002)
Standard on Assessment Appeal (2001)
Standard on Public Relations (2001)
Standard on Professional Development (2000)
Standard on Ratio Studies (2007)
Standard on Property Tax Policy (2004)
Standard on Facilities, Computers, Equipment, and Supplies (2003)
Standard on Valuation of Personal Property (2005)
Standard on Administration of Monitoring and Compliance Responsibilities (2003)
Standard on Manual Cadastral Maps and Parcel Identifiers (2004)
Standard on Digital Cadastral Maps and Parcel Identifiers (2003)
Standard on Automated Valuation Models (AVMs) (2003)

Qualifications of IAAO

IAAO has performed many technical assistance projects for local assessor's offices. Listed are some jurisdictions where IAAO has completed projects:

- City of Suffolk, Virginia
- City of Auburn, Maine
- City of Hampton, Virginia
- York County, Virginia
- City of Newport News, Virginia
- City of Suffolk, Virginia
- Luzerne County, Pennsylvania
- Providence, Rhode Island
- Kennebunk, Maine
- Bexar County, Texas
- City of Richmond, Virginia
- Jackson County, Missouri
- Jasper County, Texas
- Jefferson County, Texas
- Orange County, Texas
- City of Midland, Michigan
- City of Anchorage, Alaska
- Mecklenburg County, North Carolina (Personal Property Only)
- Johnson County, Kansas
- City of Philadelphia, Pennsylvania
- City of Ludington, Michigan
- Cascade Township, Michigan
- Brevard County, Florida
- Orange County, Florida
- Sedgwick County, Kansas
- Nassau County, New York
- Wyandotte County, Kansas
- City of Winnipeg, Manitoba, Canada
- Cook County, Illinois
- Dona Ana County, New Mexico

Similar reviews and projects for state agencies or national governments include:

- State of Missouri
- Iceland
- State of Illinois
- State of Indiana
- State of Delaware
- Czech Republic
- Indonesia
- Poland
- State of Oklahoma
- State of Wyoming
- State of Kansas
- United Kingdom (Northern Ireland)
- United Kingdom (England)
- State of Nebraska

Technical Assistance Personnel

IAAO technical assistance teams are drawn exclusively from its membership. See Addendum B for the proposed Project Team.

Affirmative Action

IAAO is a membership organization open to everyone with an interest in property tax and property tax administration. IAAO welcomes members of any sex, race, color, nationality, ethnic origin, and religious preference. It does not discriminate on the basis of sex, race, color, nationality, ethnic origin, or religious preference in the administration of any of its policies or programs, nor does it enter any information of this kind in its membership records.

Americans With Disabilities Act

IAAO complies with the Americans with Disabilities Act.

Anti-Discrimination

IAAO complies with the Federal Civil Rights Act of 1964, as amended and agrees to comply with the Virginia Fair Employment Act of 1975, as amended and Section 2.2-4311 of the Virginia Procurement Act.

Immigration Reform and Control Act

IAAO complies with the Federal Immigration Reform and Control Act of 1986, as amended.

Drug-Free Work Place

IAAO provides a drug-free work place for all its employees.

Review of Reassessment and Review of the Assessment Office

Project Work Plan

After the initial meeting with City of Dover officials to discuss the planning and to determine the final scope of the project a more definitive work plan will be agreed upon at that time. However, under normal circumstances, the first phase will be on-site data collection by Messrs. Chmura, and Trout. Interviews and a review of procedures used by the appraiser's staff will also be conducted. Interviews with other City of Dover officials such as the City Assessor, Tax Appeal Committee and others who have a direct working relationship with the City of Dover Assessor's Office and Tax Appeal Committee will be conducted.

The IAAO will utilize the *Assessment Practices Self-Evaluation Guide, Edition Two,* an IAAO publication, as one of the primary tools for evaluating best practices used in assessment administration and providing guidelines and standards. This IAAO publication has been utilized by assessment jurisdictions around the world in establishing typical guidelines and practices in assessment administration. The IAAO has published a comprehensive revision and update to this publication in 2004, and this new material will be used to ensure the latest changes in guidelines for the industry are followed in the City of Dover.

See Addendum A for a proposed work plan.

This proposal is designed to provide the City of Dover with a comprehensive report on the administration and activities of the City Assessor's Office and the appeals process. The City of Dover will reserve all rights and ownership of the report. Should the City desire additional presentations or oral reports, the City and the IAAO will negotiate those services for an additional fee.

City's Responsibilities

The main focus of this project will be to review the administration, processes and resources of the City of Dover Assessor's Office. To ensure accurate, consistent, and sufficient data for IAAO to review and monitor the status of the Assessor's Office, it is essential that all appropriate data and information from the Assessor's Office be accessible for review by the IAAO team. **It is also required that the City Assessor's Office make available to IAAO, as much information as**

possible in electronic format. City shall forward to IAAO Project Team members, in a timely manner, all the documents listed in sections #2, #3 and #4 of the Proposed Work Plan and any other relevant documents and/or information. Also, the City shall be responsible for making available the pertinent personnel and taxpayers for interviews by the IAAO team during the first on-site visit.

Proposed Deliverables

The IAAO proposes to provide the following deliverables regarding the proposed review, monitoring, and performance evaluation. Those deliverables include:

Work Plan
Although a description of the approach to the project has been discussed and included in Addendum A, the final details of the work plan will be agreed upon and submitted following the initial meeting for planning and discussion of the project with the City.

Preliminary Report
A preliminary report will be presented for review prior to the submission of the final report. This report will detail, in draft form, the areas of review and findings of the team. Determination will be made at this time if all areas of the project have been covered.

Final Report
This report will summarize in completed form the activities conducted by the IAAO while reviewing, and evaluating the project. It will also include specific findings that were noted as a result of conducting the analysis and review. The final report will be done using the reverent USPAP and IAAO Standards.

Proposed Costs

The IAAO proposes a fixed price contract of Thirty Thousand Five Hundred Dollars ($30,500.00) to the City of Dover for the Review, Analysis, and Consulting Evaluation of the Assessor's Office. The IAAO's cost includes all professional fees, travel and twelve (12) copies of the final report.

The proposal provided is a flat fixed fee for the entire project as outlined in this document. However, the IAAO proposal is subject to change and modifications dependent upon the specific needs of the City of Dover. If necessary, certain deliverables and/or processes are negotiable in this proposal as long as the overall independence and integrity of the project is not compromised.

Addendum A

Proposed Work Plan for

City of

Dover, Delaware

City of Dover Proposed Work Plan

A detailed work plan cannot be constructed until the entire scope of work is known. What are presented below are steps and processes that IAAO will use in conducting the Organization and Procedure Review using the relevant USPAP and IAAO Standards.

Tasks to be Reviewed
This is the preliminary list, not in order of importance or priority, and will be modified in the final proposal after further discussion with the City.

March 2008

1. Completion and execution of a signed agreement for the project
2. Receive from the Assessor's Office completed forms supplied by IAAO outlining Business Processes conducted in the Assessor's Office
3. Receive from the City and review Delaware Statutes, Administrative Code, relevant City Code and City Charter provisions
4. Review Documents received from the City.
    a. City Assessor's Office Organization Chart
    b. City Organization Chart
    c. Assessor's Office Budget (Prior three years)
    d. Valuation work plan
    e. Website
    f. Public relations documents
    g. Appraisal manuals
    h. Employee handbooks, job descriptions, salary ladder
    i. Software manuals, work plans, flow charts and benchmarks
    j. Tax Appeal Policy Statements and related forms
    k. Transfer Tax collection, auditing process and reporting forms

March 2008

5. First on-site visit
    a. Affirm scope of project
    b. Interview Assessor
        i. Leadership
        ii. Planning
        iii. Communication
        iv. Management philosophy
        v. Efficiency practices
        vi. Customer service
        vii. Management reports
    c. Interview staff, same list as above
    d. Review personnel education and training records

e. Interview members of Tax Appeal Committee
    i. Evaluate processes using relevant IAAO standards
    ii. Review a sample of appeal cases and analyze the number of appeals
    iii. Sample actual appeals
f. Interview not more than five (5) taxpayers that have appealed their valuations before the Tax Appeals Committee
g. Software-identify software and version, analyze data storage and retrieval and test operating system for functionality
h. Facilities, compare to IAAO Standards
i. Valuation System
    i. Approaches
    ii. Administrative system
    iii. Data collected
    iv. Data collection system
j. Analyze results of first visit and draft a rough findings report

May 2008

6. Complete first draft
    a. Review the draft with the City Assessor, City Manager and Tax Appeals Committee

May 2008

7. Finalize report

Date to be Determined

8. Third visit
    a. Present findings and final report to the City Council

Addendum B

Qualifications of Project Personnel

FREDERICK M. CHMURA

25 Crooked Trail
Woodstock, CT 06281-2601
Phone – (860) 974-1354
E-mail – Fred.Chmura@charter.net
www.teamconsulting.cc

SUMMARY OF QUALIFICATIONS

Thirty-two years of real estate, property appraisal, personal property appraisal, mass appraisal, geographic information systems, and property tax administration experience in consulting, managerial, supervision, and administrative positions. Twenty-eight years record of analyzing problems, developing, and implementing solutions for assessment policy and administration with the State of Connecticut in its assessment policy and oversight agency.

PROFESSIONAL EXPERIENCE

2004 to Present **TEAM Consulting**
Principal Consultant
Providing a wide range of assessment administration and related technical consultation services to state and local governments. Those services include, Development of reassessment project RFP for the Board of Assessors, Town of Somers, Connecticut (2004); Performance audit and office procedural review and recommendations for the City of Hampton, Virginia (2005 - 2006); Performance audit of residential properties for the City of Auburn, Maine (2006); Business Process review and development of Procedural Manuals for the Real Property Tax Administration for the District of Columbia, Washington DC (2006), Performance audit and office procedural review and recommendations for the City of Suffolk, Virginia (2007 - 2008).

1994 – 2003 **State of Connecticut Office of Policy and Management, Intergovernmental Policy Division**
Director of Data Collection and Equalization
Management and supervision of the Tax Relief Unit, the Sales/Assessment Ratio Unit, and various grant programs to municipalities and individuals. Responsible for property tax exemption reimbursement to municipalities for the tax relief programs for the elderly, disabled, veterans, and renters. Responsible for grants to municipalities for the College and Hospital Payment-in-Lieu-of-Taxes (PILOT), State-Owned Property PILOT, and the Local Capitol Improvement Program (LoCIP). Oversaw a program budget of approximately one hundred million dollars annually. Plan and direct meetings, seminars and workshops with public officials and the general public on a regular and special basis. Responsible for finalizing the annual sales/assessment ratio and Equalized Net Grand List for the 169 Connecticut municipalities. Present testimony in court for the State of Connecticut and as an expert witness in assessment and sales/assessment ratio issues. Serve as the hearing officer for the Secretary in appeals to the Office of Policy and Management brought by municipalities and taxpayers. Responsible for the supervision of twelve professional and ten clerical employees.

1981 – 1994 **State of Connecticut Office of Policy and Management, Intergovernmental Policy Division**
Manager of Equalization and Tax Relief
Management and supervision of the Tax Relief Unit and the Sales/Assessment Ratio Unit. Responsible for reimbursement to municipalities for the tax relief programs for the elderly,

disabled, veterans, and renters. Oversee a program budget of fifty million dollars annually. Plan and direct meetings, seminars and workshops with public officials and the general public on a regular and special basis. Responsible for finalizing the annual sales/assessment ratio and Equalized Net Grand List for the 169 Connecticut municipalities. Present testimony in court for the State of Connecticut and as an expert witness in assessment and sales/assessment ratio issues. Distinguished Employee Service Award 1985

1975 – 1981 **State of Connecticut, Department of Revenue Services,**
Assessment Advisor
Advised and provided technical assistance to municipal assessors in valuation, appraisal and assessment practices, procedures and administration. Co-author of the State of Connecticut Land Use Values for Farm and Forest Land and the Recommended Revaluation Contract. Developed and implemented all phases of the Connecticut Sales/Assessment Ratio Program. The Sales/Assessment Ratio Program analyzes all real estate property transfers in the State and determines the relationship between market value and assessment values in each of the 169 municipalities.

1973 – 1975 **Town of Putnam, Connecticut,**
Assessor
Duties and Responsibilities: Assessor for the municipality performing all duties related to the assessment of real and personal property.

1971 – 1973 **United Appraisal Company,**
Real Estate Appraiser
Duties and Responsibilities: Field appraising for mass appraisal purposes in Connecticut, New York, and Massachusetts. Supervised the assessment data conversion program in the Town of Orangetown, New York.

EDUCATION

1966 – 1970 **University of Connecticut, Bachelor of Art**
Major: Psychology

1972 - Present **American Institute of Real Estate Appraisers:**
Course 1-A & 1-B Introduction to Appraisal and Income Appraisal; Various Workshops

1972 – Present **International Association of Assessing Officers**
Course 1 - Fundamentals of Real Property Appraisal
Course 2 - Income Approach to Valuation
Various Workshops

1971 - 1973 **Connecticut Certified Assessor Courses**
Course I - Introduction to Assessment Administration
Course II - Real Estate Appraisal
Course III - Introduction to the Income Approach

1982- 1984 **Connecticut Certified Tax Collector Courses**
Course I - Introduction to Tax Collection Administration and Law
Course II - Municipal Finance Administration and Management
Course III - Connecticut Governmental, Supervision and Public Relations

PROFESSIONAL DESIGNATIONS

State of Connecticut - Certified Connecticut Municipal Assessor – Level II (CCMA)
IAAO - Assessment Administration Specialist (AAS)

PROFESSIONAL ORGANIZATIONS

1973 – Present **International Association of Assessing Officers**
President, 2003-2004, Executive Committee, 2002-2005, Executive Board, 1990-1991, Clifford B. Allen Most Valuable Member Award, Chair of Professional Development Committee, Chair of the Planning and Operations Committee National Instructor, Infrastructure Review Committee member, Chair of Ad Hoc Designation Review Committee, Chair of Budget Committee, Technical Editor and Chairman of Assessment Administration sub-committee for new IAAO Textbook *"Property Appraisal and Assessment Administration",* Course Development Consultant for Course 4 "Assessment Administration"

1972 - Present **Connecticut Association of Assessing Officers**
Distinguished Service Award 2004

1992 - Present **Connecticut Chapter International Association of Assessing Officers**

2002 – Present **Massachusetts Chapter International Association of Assessing Officers**

2000 – 2005 **Member of the Board of Regents of the Centre for Advanced Property Economics,**

1993 – 2003 **Certified Connecticut Municipal Assessor Committee**

CIVIC INTERESTS

1974 to 1982 **Zoning Commission of the City of Willimantic, Connecticut**

1979 to 1985 **Willimantic Community Redevelopment Commission**
Chairman 1982 to 1984.

1989 – 1995 **Northeast Connecticut Community Development Corp.**
Vice-President

1989 – 1996 **Rural Homes Limited, Inc.**
(Non-Profit Housing Development Corporations)

2000 – Present **Day Kimball Hospital – Incorporator**

1991 – Present **Witches Woods Tax District**
Assistant Treasurer

Wayne N. Trout, ASA

342 Dorwin Drive
Norfolk, VA 23502
Phone – (W) 757-459-2775
E-mail – trout51@verizon.net

SUMMARY OF QUALIFICATIONS

Over thirty-two years in the property assessment field with the City of Norfolk, Office of the Real Estate Assessor, hired April 1, 1974 as a Field Appraiser and subsequently promoted to increasing levels of responsibility, ultimately to the position of Real Estate Assessor.

As Real Estate Assessor, successfully equalized assessed values citywide that had been widely disproportionate while raising the overall assessment levels from the 82% to 95% of market value without creating high levels of appeals to the board of equalization. Refined and improved an existing "open door" customer service policy to include multiple mailing of reassessment notices and site visits for valuation appeals thereby allowing for greater taxpayer greater taxpayer understanding of the assessment process. Initiated and implemented the first full computerization of the City's real estate assessment function in 1989. Oversaw the purchase and implementation of the ProVal automated appraisal software in 1999. Involved in the on-going development of a citywide geographic information system (GIS). Served in a consulting capacity to the City of Richmond, on behalf of the City of Norfolk, assisting them with the reassessment process and in the search for a new Real Estate Assessor. Participated as speaker at state, national and international conferences as well as authoring columns and articles for various assessment publications.

PROFESSIONAL EXPERIENCE

1989-2006

Real Estate Assessor

Held this position from February 1989 until retirement in April 2006. Appointed by the City Council, the Assessor is responsible for maintaining the real estate assessments for approximately 75,000 real estate parcels with a taxable value of $15 billion. In this position, exercised oversight of 21 person staff with an annual budget of $1.3 million. Meet with property owners to discuss valuation questions and issues.

EDUCATION

1969 – 1973 Virginia Polytechnic Institute**,** Blacksburg, Virginia
Bachelor of Science

Professional

Since 1974, over 500 hours of intensive course study in classes offered by major appraisal/assessment organizations dealing with assessment theory and property valuation, computer assisted mass appraisal, assessment management, and administration. Including IAAO Courses 1, 2, 3, 4, 101, 202, 301, 302, 303, 312, 402, and workshops on Narrative Report Writing and Contemporary Capitalization Techniques.

Senior Executive Institute

1991 graduate of the management/leadership program sponsored by the University of Virginia.

PROFESSIONAL MEMBERSHIPS

1981 – Present **International Association of Assessing Officers**
President 2005-2006
President Elect 2004-2005
Vice President 2003-2004
Executive Board 2001-2003
Chair for various committees 1997-2001
Performed IAAO headquarters staffing study (2001)

1986- Present **American Society of Appraisers (A.S.A***)*
Past president of the Hampton Roads Chapter, 1987-1989.

1974 – Present **Virginia Association of Assessing Officers (VAAO)**
President 2000-2001
Board of Directors
Chaired numerous committees

CERTIFICATIONS

Accredited Senior Appraiser (ASA) – American Society of Appraisers
Certified General Real Estate Appraiser Licensed by the Commonwealth of Virginia #4001001367.

CIVIC INTERESTS

Member and Past-President of the Norfolk Sports Club, a 500 plus member organization that provides scholarship aid for deserving high school athletes and recognizes their athletic achievements.
Member and Elder of the Virginia Beach Community Chapel

RECOGNITIONS

IAAO Certificate of Service Recognition (1998)
IAAO Presidential Citations (2000, 2001)
Special Presidential Recognition for Service to IAAO (2004)
VAAO Distinguished Service Award (1995)
VAAO Outstanding Member Award (2003).

ACTION FORM

PROCEEDING: Legislation, Finance & Administration Committee	**AGENDA DATE**: 02/25/2008
DEPARTMENT OF ORIGIN: City Manager	**DATE SUBMITTED**: 02/19/2008
PREPARED BY: City Manager	

SUBJECT: Disposition of City Owned Land – Property Located at 101 Jefferson Court

REFERENCE: N/A	**RELATED PROJECT**: N/A	**APPROVALS**: N/A	**EXHIBITS**:
EXPENDITURE REQUIRED: N/A		**AMOUNT BUDGETED**: N/A	
FUNDING SOURCE (Dept./Page in CIP & Budget): N/A			
TIMETABLE: NA			

RECOMMENDED ACTION: (1) Determine property is excess real estate; (2) authorize City Manager to sell the property by sealed bid at a minimum acceptable price of $75,000 after advertising in a local paper once a week for two weeks.

BACKGROUND AND ANALYSIS

The property being considered for disposal (Tax ID# ED-05-076.07-01-140.000-000) is an end unit townhouse located the Presidential Courts Town Home Development in West Dover.

In accordance with the City of Dover Procedure for Sale and Disposition of Real Property, I have evaluated the property and determined that no City departments have a need for the parcel. I have also determined that the current zoning is RG-3 (Townhouse), and that changing the zoning would not enhance the value of the lot. The property was acquired by the City through a condemnation. The interior of the property was completed demolished and cleaned as a part of the condemnation effort. In accordance with the Real Property Disposal procedure I am recommending that we sell the property through a sealed bid with a minimum value equal to the cost of the demolition and clean up of the property.