

20 | Annual 22 | Report

Values in Motion

Delaware Municipal Electric Corporation

ABOUT DEMEC



Incorporated in 1979, the Delaware Municipal Electric Corporation, Inc. (DEMEC) is headquartered in Smyrna, DE, with 14 employees between its headquarters and generating facility.

DEMEC is the not-for-profit wholesale power supplier and services provider for eight (8) members, representing the communities of New Castle, Newark, Middletown, Smyrna, Clayton, Milford, Seaford, and Lewes. Each of these members owns and operates a local municipal electric distribution system. Collectively, these member utilities serve approximately 99,000 people to power their homes and businesses.

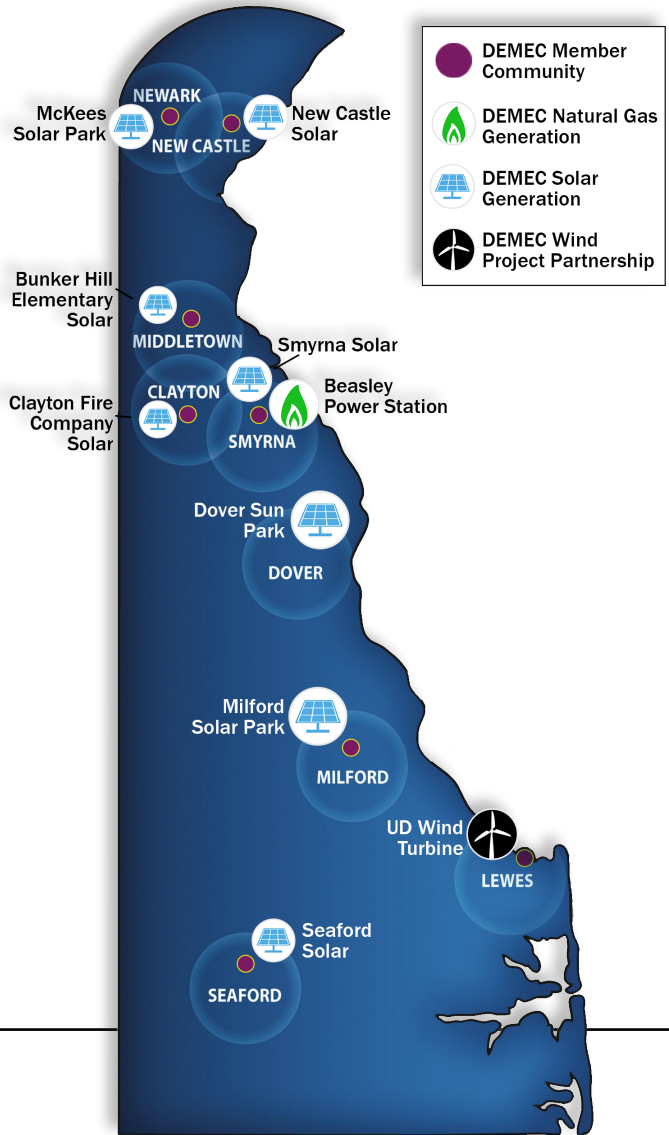
When DEMEC was formed 43 years ago, our member communities joined together under the belief that municipally-owned utilities would have greater opportunities to secure reliable and low-cost power supply for their customers if they worked together. Through joint action legislation, the Delaware General Assembly approved the formation of DEMEC as a political subdivision of the State. In partnership with DEMEC, our members secured generation assets and aggregated power supply sufficient to meet the needs of eight member utilities to help their communities thrive and prosper.

Together, we expanded service offerings to include additional services while still providing reliable and sustainable power supply to our member customers. Together, we advocate for legislation and regulations in protection and support of public power and municipal utilities. We work together to invest and plan for the future.

At the end of 2022, over half of DEMEC's member communities held American Public Power Association's (APPA) Reliable Public Power Provider (RP3) designation. In addition, member communities were subscribed to the eReliability Tracker program, earned APPA's excellence in safety and reliability awards, and provided their customers with enhanced service through investing in members' AMI programs.

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MESSAGE TO OUR Members



Kimberly Schlichting
President & CEO, DEMEC



Morris Deputy
Chair of the DEMEC Board

By any measure, 2022 was an extraordinarily dynamic year for Delaware Municipal Electric Corporation (DEMEC) and its members:

- The Russian invasion of Ukraine caused **natural gas prices to double overnight**, with reverberations that were felt from New Castle, Delaware, to Newcastle, England, and everywhere in between.
- The Federal Energy Regulatory Commission (FERC) handed down an **unfavorable cost allocation from the notice of closure by Indian River Power**, saddling DEMEC members and the rest of Delaware with costs that could total **half a billion dollars** over 4.5 years.
- Supply-chain headaches got worse for our members and for utilities across the U.S., who faced **skyrocketing costs and extended wait times** for distribution transformers and other essential equipment.
- At the end of the year, states throughout the Mid-Atlantic and Northeast were hard-hit by **Winter Storm Elliott**, threatening the stability of the electric grid and putting pressure on electric generators like DEMEC's Beasley Power Station to over-perform.

But DEMEC and its members worked closely through the year as we always have, by **acting as one, for the benefit of all**. Our shared sense of purpose was guided by the Board's adoption of four core values in 2021: "Member Focus, Operational Excellence, Organizational Culture, and Sustainability." We added "Education" to those values in 2022.

Our natural gas hedging policy, along with higher revenue from the Beasley Power Station, were critical last year in **managing wholesale power costs for the benefit of our members**. While all other Delaware electric utilities had to increase their rates due to natural gas prices, **DEMEC's rates remained unchanged**. If we hadn't been faced with additional costs mid-year due to the closure of Indian River Power, DEMEC's rates would not have increased.

Members eagerly took advantage of a greatly expanded range of professional development opportunities DEMEC offered in 2022. We're very pleased there was such high participation and satisfaction in both onsite and virtual learning last year. That trend looks to continue in 2023 as we construct the **DEMEC Joint Lineworker Training Yard** in Smyrna.

Market events stretched DEMEC and its members in 2022. To better respond to members' needs and the changing electric industry, we added staff, who are eagerly bringing their passions, skill sets, and fresh perspectives to their work here at DEMEC.

We titled this annual report "**Values in Action**" because we believe values are only words on a piece of paper until they become changed behaviors. Action is where the rubber hits the road. In this report, we asked city, town, and general managers from all eight of our member communities how these values were being put into action to create increased value for them and their customers.

Delivering competitive, reliable, and sustainable power while supporting our member communities' success and relevance is the core of our mission. That's the foundational principle of public power and joint action agencies.

A handwritten signature in blue ink, appearing to read "Kimberly Schlichting".

A handwritten signature in blue ink, appearing to read "Morris Deputy".

DEMEC BOARD OF DIRECTORS & Management

DEMEC is governed by an eight-member Board of Directors, with one Director from each member municipality. The responsibility for day-to-day operations of the agency resides with the President, appointed by the Board. The President directs the efforts of staff members and various contractual relationships in place to meet the service requirements and policies of the Board, and sits on the Board as an ex-officio member.

Morris Deputy

Chair
Town of Middletown

Charles Anderson

Treasurer
City of Seaford

Austin Calaman

Director
Lewes BPW

Tom Coleman

Vice Chair
City of Newark

Mark Whitfield

Director
City of Milford

Scott Blomquist

Director
MSC of the City of New Castle

Mary DeBenedictis

Secretary
Town of Clayton

Sheldon Hudson

Director
Town of Smyrna

Kimberly Schlichting

President & CEO
DEMEC

Executive Management

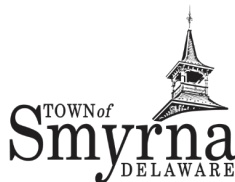
Kimberly Schlichting

President & CEO

Finance Management

Stephanie Dove

Vice President & CFO



CORE VALUE: Organizational Culture

When technologies change and external markets shift, organizations need to adapt by changing the way they do business.

During 2022, Kimberly Schlichting's first full year as president and CEO, she guided many changes to the way DEMEC does business so it could better serve its members and operate more effectively in a dynamic market. The organization entered 2023 stronger and reinvigorated, with a clearer sense of purpose, guided by its Vision, Mission, and Core Values adopted by the Board.

DEMEC's Mission, or its reason to exist, is to support our members' success and relevance. We do that by delivering excellence in competitive, reliable, sustainable power supply and innovative services, which advance our community-owned member utilities.

We were better able to deliver on our Mission and Vision because our actions were guided by our Core Values. These values shaped our thinking and changed the way DEMEC did business in 2022, and they will continue guiding the organization in 2023 and beyond.

But **not all member needs are alike**. Throughout 2022, DEMEC staff had an increased and improved level of interaction with the staff of its members. We learned more about their unique needs and goals, and we stood side by side with them to explore market opportunities, sustainability programs, electric vehicles, AMI, and battery storage.

An organization's culture must be actively managed. Left untended, it will drift. During 2022, we **reshaped DEMEC's culture to deliver more value to our members** while better preparing us to navigate the increasingly choppy waters of the electric industry.

Morris Deputy, DEMEC Board Chair and Middletown's town manager, said this about organizational culture: "It's a climate, the way work gets done, the values and expectations that guide behavior. It permeates everything an organization does."

He has high praise for the way Kimberly has reshaped and managed DEMEC's culture: "She has been highly involved in **creating a positive organizational culture**. Kimberly practices collaboration, good listening skills and mutual respect. She treats all employees well, and holds them accountable."

He continued: "Kimberly has applied DEMEC's expertise to meet members' needs in a win-win, team-based approach. Her approach to building and managing DEMEC's organizational culture has really helped the organization be **more responsive to the needs of members**. Also, it has helped the company become better positioned in today's more dynamic electricity business."

Culture often shows itself in the little things, Morris continued: "As Chair, I receive a draft agenda before each Board meeting. Board meetings now have more two-way conversation and debate, with members being asked for their input. **Staff is empowered** and there has been a dramatic expansion of professional development for staff, Board members, and the staff of members."

Our Vision is aspirational and self-renewing:

Be a leading joint-action agency providing competitive, reliable, and sustainable power supply while pursuing opportunities that increase the overall value to DEMEC's membership.

We dramatically increased the amount of training provided to DEMEC and members' staff to 209 hours in 2022, a **118% increase over 2021**.

Kimberly agreed that 2022 was an exciting year: "It stretched me and the organization. We laid the foundations for future growth by investing in our staff so they could better meet the needs of our members. It wasn't always easy, but in the end, it was a very rewarding year because we became **better aligned to meet the market's challenges**."

She continued: "I strongly believe that a house divided cannot stand. Last year we took important steps in learning to collaborate and build common goals. **Together, we are stronger** — a fundamental principle of community-owned utilities and joint-action agencies."

She highlighted the specific elements of DEMEC's organizational culture core value that were central to these changes:

- Operate in a transparent environment, with honesty and integrity
- Treat others with mutual respect and value their contributions
- Promote a diverse and inclusive workforce.



Main Street, Middletown, Delaware

CORE VALUE: Operational Excellence

Scott Blomquist, general manager of the Municipal Services Commission (MSC) of the City of New Castle, has first-hand experience with operational excellence. For years, he made his living climbing utility poles as an lineworker for the MSC. For him, operational excellence means having the right equipment and tools at the right time so he can do the job right.

“**Their hard work saved our customers a bundle last year when gas prices, and electricity prices, went haywire.**

Scott Blomquist, General Manager, MSC of New Castle

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“I’m glad that DEMEC adopted operational excellence as a core value,” he said. “It’s one of those things that was mostly expected, but rarely stated explicitly. Now, all of us are better off knowing **operational excellence is part of the organization’s DNA .**”

To Scott, organizations that are operationally excellent are timely and forward-thinking. “DEMEC certainly practices what it preaches when it comes to power contracting and gas hedging,” he said. **“Their hard work saved our customers a bundle last year when gas prices, and electricity prices, went haywire .”**

The MSC, along with other DEMEC members, worked hard in 2022 to prepare for the installation of advanced metering infrastructure (AMI).

AMI is a critical step in the pursuit of operational excellence. Advanced meters and next-generation infrastructure that supports those meters will enable the MSC’s customer service representatives to provide fast and detailed information to customers who have questions about their electric usage.

Advanced meters could also provide more accurate price signals, pinpoint power outages, and support customers with electric vehicles.

Scott also sees operational excellence in the **new and varied training DEMEC provides** its members. He has taken courses on managing key accounts, operating an electrical distribution network, designing electric rates, and interacting with the public in a customer-facing position, just to name a few.

He’s particularly fond of DEMEC’s *“Tool & Truck Expo”* held each Fall in support of Public Power Week. “I love to get my hands on new tools and hear new information about safety. There are always new and improved ways to do something, and our employees really like to know how they can get better.”

Ultimately, the MSC’s customers benefit in many ways from DEMEC’s focus on operational excellence: **shorter outages, increased efficiency, and better customer service.**

Austin Calaman’s background in supply chain management makes him particularly well-suited to see



New Castle, Delaware



2nd Street, Lewes, Delaware

the value of operational excellence. The general manager of the Lewes Board of Public Works (BPW) believes operational excellence means the continued ability to grow, learn, and shift as your market changes.

“Our business rapidly is becoming a data business, and DEMEC is standing right alongside us. **We’re walking into the future together.**”

“The Federal Energy Regulatory Commission’s decision on Indian River Power in early 2022 really caught everyone off-guard, but **DEMEC quickly provided us with material that helped explain the issue to our customers.** It helped us tremendously.”

Austin is particularly complimentary of DEMEC’s assistance to the Lewes BPW and other members as they assess battery energy storage systems (BESS) and AMI.

“Our original BESS ambitions were between 10 megawatts (MW) and 20 MW of capacity, but the rapidly changing supply chain constraints and rising material costs for a project of that size and at that time made us take a step back. DEMEC staff worked with us and our contractor to develop a RFP and assess bids. A battery project is on the back burner right now, but we may revisit, potentially in conjunction with other DEMEC members, in the future.”

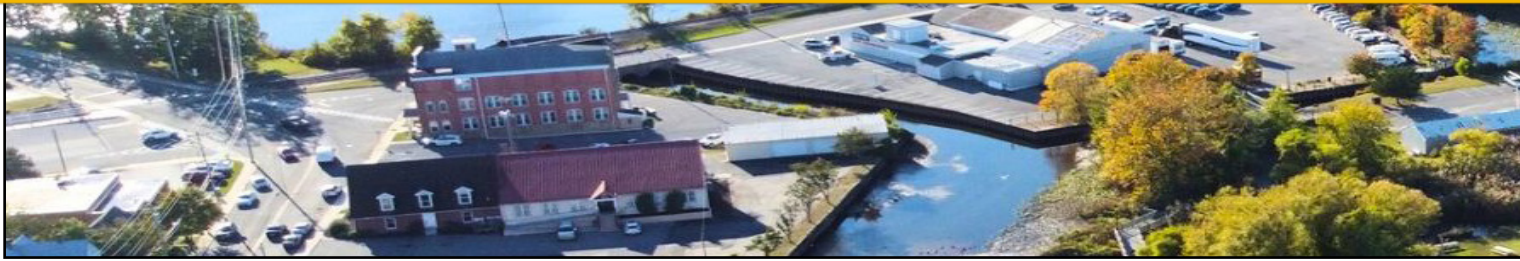
DEMEC staff’s help in investigating AMI, “surfaced insights into the customer experience we never would have considered, such as billing and payment options,” Austin enthused.

The Lewes BPW has only 20 employees, but Austin, a self-described sports enthusiast, said DEMEC extends their capabilities in the same way that boisterous football fans provide an advantage to the home team. “They’re like the 12th man at football stadiums – they give us a competitive edge .”

“**They’re like the 12th man at football stadiums
– they give us a competitive edge.**

Austin Calaman, General Manager, Lewes BPW

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CORE VALUE: Member Focus

Two years ago, for a variety of reasons, the City of Milford lost nearly all its lineworkers, which threatened to reduce electric reliability and lengthen customer outages, according to City Manager Mark Whitfield. DEMEC supported Milford, and its other members, by offering onsite classroom training for aspiring lineworkers and arranging for those junior lineworkers to receive expedited, advanced training out-of-state to accelerate their professional progression.

“That’s member focus,” Mark said. “It takes a tremendous amount of training to become a full-fledged journeyman lineworker, and DEMEC did everything it could to expedite the training of our new lineworkers.”

“**They spend more time asking us about our needs**, and I am delighted for that, too.”

Mark said DEMEC’s increased focus on the needs of its eight members’ community-owned electric utilities is also shown in other ways. “We serve a local healthcare facility that was very concerned – and vocal – about its electric bills. We were able to offer that customer a walk-through energy assessment of its facilities, and we found a lot of ways energy was being wasted. At a time when the main building was vacant, pumps in the basement were working around the clock for no good purpose. The noise was deafening!”

“Our investment in DEMEC has been returned 10-fold.”

Mark Whitfield, City Manager, City of Milford

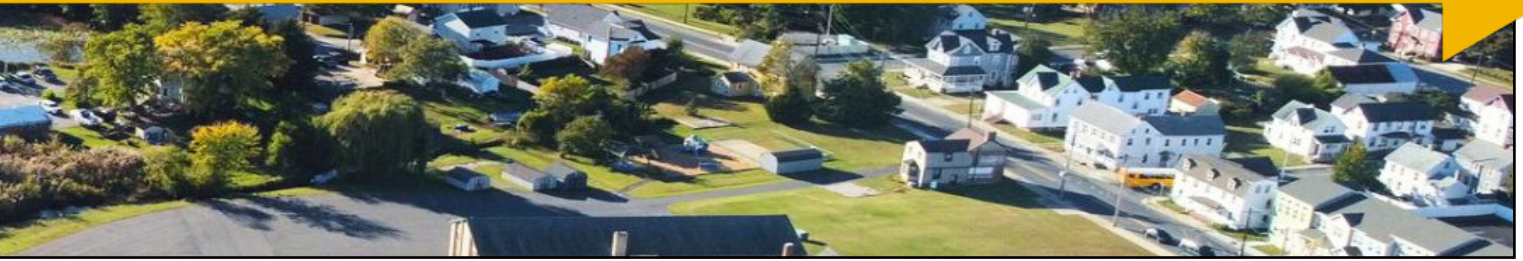
After DEMEC provided the customer with this no-cost, energy walk-through using its *Efficiency Smart* program, customized recommendations were provided so the **customer could reduce its unnecessary electric use and lower its bill**. Suddenly, an irate customer became one of Milford’s biggest boosters.

The *Efficiency Smart* energy assessment is available to residential customers, too. Mark recalled that a disaffected residential customer soon became a big advocate after using the energy-efficiency program. In 2022, DEMEC and its members were able to **save customers \$560,234, for lifetime savings of \$7.6 million, and reduce energy use by 4,661 megawatt-hours (MWh), equal to 643 homes’ electric use for one year**, through its *Efficiency Smart* program.

“Once upon a time, DEMEC was focused exclusively on procuring the lowest-cost power for its members,” recalled Mark, who has served on the DEMEC Board for about four years. “Back



Main Street, Smyrna, Delaware



Aerial View of Milford, Delaware

then, low-cost power was all we thought our customers wanted. But as their expectations changed, we had to change, and **DEMEC has flexed right alongside us.**

Sometimes that means providing customers with energy services. Other times, it means **working with members' customers to achieve their corporate climate-change goals.**

Milford's low electricity prices are helping to draw new residents and industrial customers to the community. With those new customers, new needs will emerge. But Mark isn't concerned. "Our investment in DEMEC has been returned 10-fold," he said. "The organization has helped us deliver superior value to our customers. It's a virtuous cycle."

Sheldon Hudson, town manager of Smyrna, agreed 100% with Mark's view. "I only joined the DEMEC Board in late 2022, but I was made to **feel welcome from day one.**"

From the on-boarding he received as a director to his interactions with DEMEC staff, Sheldon said he was impressed, "from the front door to the boardroom." He added that "electricity is a new thing for me, and Kimberly and the staff really **go the extra mile to listen to members' concerns and provide localized answers.**"

On a percentage basis, Smyrna is one of the fastest-growing municipalities in Delaware. Sheldon said the DEMEC staff has worked with Smyrna staff to ensure that the utility has enough transformers, poles, lines, and other equipment to meet the needs of a growing community.

Sheldon, who has a passion for Native American culture, is particularly excited that Smyrna and DEMEC have **participated in "Light Up Navajo" to bring electricity to families** in the Navajo Nation located in New Mexico, Arizona, and Utah.

"Helping each other is what Public Power is all about. I'm really proud to be a part of Smyrna and DEMEC."

Sheldon Hudson, City Manager, Town of Smyrna

That DEMEC and Smyrna would send lineworkers 2,000 miles away to bring basic electric service to an area with limited amenities tells Sheldon all he needs to know about DEMEC's empathy, kindness, and service. "People would be shocked to learn that most residents of the Navajo Nation don't have basic electric, water, or phone service. **Helping each other is what public power is all about.** I'm really proud to be a part of Smyrna and DEMEC."

DEMEC

BY THE **NUMBERS**

8

Number of
DEMEC
Members



Number of trainings offered
by DEMEC.



45

14



Number of
DEMEC Employees

47

Thousands
of customers
served by
DEMEC
members.



71

MW of wind
energy in which
DEMEC has invested
since 2012.



Number of years
DEMEC has
been incorporated.

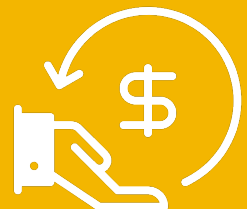
Percent of DEMEC's power
supply that is low to no
emissions.

90



4.9

Millions of dollars of
customer incentives awarded by DEMEC's
demand response program since 2018.



We had a year to remember in 2022. Here are **key facts** about DEMEC and its members.



308

MW of non-coincident peak for DEMEC Members.

8



Millions of dollars distributed to DEMEC members communities.



1,407

Gigawatt hours (GWh) delivered to DEMEC members.

28.7



MW of solar owned or supported by DEMEC and its members.

20



Consecutive years that DEMEC's bonds have received an "A" rating or better.

153



Millions of dollars in revenue from member sales and generation.

- **S&P Global Ratings** affirmed DEMEC's A rating due to the, "stable nature of the project's operations," and, "predictable cash flow."
- **Moody's Investors Services** reaffirmed DEMEC's A1 rating as a reflection of, "Beasley's demonstrated strong financial performance," and anticipation for, "continued healthy operations and financial performance of both DEMEC and Beasley."

CORE VALUE: Sustainability

“Sustainability” means different things to different people. To some, sustainability means building wind or solar generation. To others, it means helping customers use energy more wisely, which reduces emissions.

DEMEC and its members have been at the forefront of sustainability in Delaware: We have invested in approximately 100 megawatts (MW) of renewable energy through wind and solar generation since 2010. Renewable energy accounts for over 25% of our power supply portfolio, a number that will keep growing to meet Delaware’s Renewable Energy Standards of 40% renewable by 2035. On behalf of our members, we own 56% of the generation in our power supply, with the remaining amount purchased from the PJM market through various staggered contracts.

Currently, **90% of DEMEC’s power supply consists of low-to-no emissions.**

In our small state, the biggest carbon savings come from energy efficiency and small-scale renewable generation, such as community solar. Since 2018, DEMEC’s energy efficiency program has resulted in lifetime customer savings of \$18.4 million and energy savings of 160,870MWh, equal to **eliminating 126,137,014 pounds of coal burned.**

Since 2005, **DEMEC has reduced its carbon footprint over 50%** through a commitment to sustainable energy resources and energy reduction programs.

Our members are taking diverse approaches to becoming more sustainable, and we support them as they pursue their individual paths. Many are emphasizing energy efficiency rebates. Some are investigating battery energy storage systems. Others, like the City of Newark, are pursuing an aggressive zero-carbon goal.

Newark adopted a sustainability plan a few years back that aims to have renewables account for at least 30% of all electricity by 2025, 65% by 2035 and 100% as soon as possible, but by 2045 at the latest.

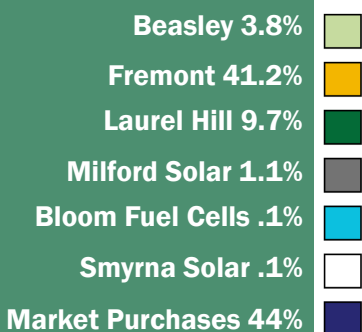
City Manager and DEMEC Board Vice Chair, Tom Coleman, noted that **DEMEC has supported Newark’s sustainability journey** by arranging for the purchase of renewable energy credits (RECs). Some years ago, the organization also arranged for the financing and construction of the McKees Solar Park at a city brownfield.

Having McKees built gave the city a lot of detailed insight into solar generation. Coleman shared that in 2022 the city expand the McKees Solar Park and added about 1MW of rooftop solar on municipal buildings.

Coleman said Newark is working with DEMEC to investigate various other sustainability initiatives to **facilitate wise energy use** and greater electric vehicle adoption. Battery energy storage and microgrids may also figure into the city’s sustainable future.

Newark is also working with DEMEC to finance a second distribution substation that would better

2022 Power Supply Mix



“ **DEMEC has always been a good partner.** ”

Tom Coleman, City Manager, City of Newark

serve power-sensitive manufacturing customers located in the University of Delaware’s STAR (Science, Technology, and Advanced Research) Campus.

“**DEMEC will be a critical partner** in helping these and other sustainability projects in Newark get done,” Coleman said. “DEMEC has always been a good partner, and if we have a special need, they help us out. It’s great that the board adopted sustainability as a core value because different members have different needs when it comes to sustainability, but no matter how they pursue it, **they know they can count on DEMEC.**”

In the same way that DEMEC’s members are pursuing sustainability, President & CEO Kimberly is working to build organizational resilience to make sure the organization will continue to thrive as the energy transition unfolds. “It all comes down to being around for the long haul,” she said.

“Whether it’s the lineworker classroom training we provided in 2022, or the Joint Lineworker Training Yard we plan to build in 2023, the energy transition will require a highly skilled workforce. **We aim to provide our members with the training they need to provide excellent value to their customers – however the customer defines excellent value.**”

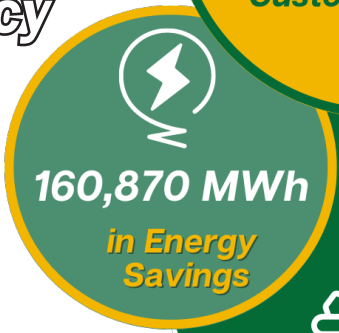


Newark Reservoir, Newark, Delaware

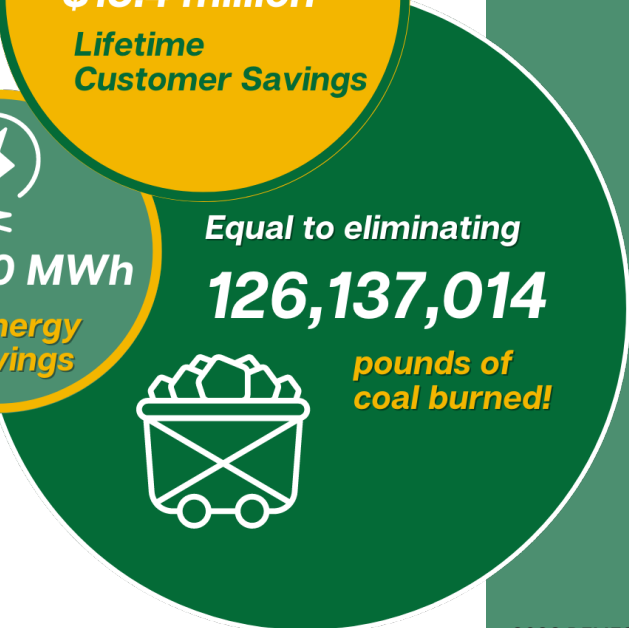
DEMEC’s
Energy Efficiency
Program
has resulted in



\$18.4 million
Lifetime
Customer Savings



160,870 MWh
in Energy
Savings



Equal to eliminating
126,137,014
pounds of
coal burned!

CORE VALUE: Education

As a core value, education is not a static concept with a defined result, such as attaining a degree or certification. Rather, it's more a willingness to acquire new skills and perspectives.

Charles Anderson, city manager of Seaford, is delighted that the organization adopted education as a core value. "These days, success depends on becoming a learning organization. That means **continuous professional and personal development**. The organization has really stepped up its game on that."

Charles said there are many ways that DEMEC is putting its educational core value into action, such as the dramatic **expansion of classroom training and plans to build a Joint Lineworker Training Yard** in 2023. In 2022, DEMEC partnered with TVPPA on an official apprentice and journeyman lineworker training program, holding its first three (3) trainings.

"Having our lineworkers take classes at **DEMEC saves us thousands of dollars per year** because we don't have to send our lineworkers out of state to receive classroom training. Those **savings will only get larger** when the lineworker yard is up and running in 2023. Again, our lineworkers can train locally and sleep in their own beds at night."

As a core value, education extends beyond the members to include customers.

Charles recalled that DEMEC put lineworkers' pictures on billboards in high-traffic areas in Seaford for the past six (6) years as a way to educate customers about their community-owned utility. "**Customers became more connected than ever to the concept of local ownership and joint action**, and the lineworkers loved it, too."

"When you see that it's your neighbor who's out in the dead of night repairing an outage, you feel differently about your utility."

DEMEC also helps its members have a better understanding of their customers, who are increasingly interested in energy

efficiency, demand response, and electric vehicles.

When it comes to adapting to new realities, DEMEC's emphasis on education as a core value resonated with Rob Cote, Clayton's town manager, who spent 22 years in the Air Force, specializing in training and aircraft maintenance.

"I truly believe that **education is the foundation of any successful organization**, whether it's a military service branch, Corporate America, municipal government, or federal government," Rob continued. "Training and education ensure our people are qualified to do the job, proficient in doing the job, and operating safely while on the job. It all starts with training and education."

Encouraged by DEMEC's emphasis on education, Rob said the Town of Clayton's strategic plan has increased its emphasis on employee continual learning. "**We were only able to do that because of our relationship with DEMEC**," he said. "It was a slam dunk."

DEMEC also serves and represents our members in state and federal legislative and regulatory proceedings. In 2022, **DEMEC staff represented members on 17 various energy related legislative and regulatory committees** to educate decision-makers on the unique characteristics of community-owned, public power utilities.

It was a very active year, with three (3) pieces of state legislation introduced related to net-metering, climate change, and the Governor's Energy Advisory Council. **All of DEMEC's member concerns were addressed, keeping local decision-making protected**. DEMEC stayed in contact with Delaware's federal delegation, as well, on federal issues of importance such as direct pay incentives, supply chain issues, and PAYGO funding.

We also represented our members before the regional transmission operator, PJM, and the Federal Energy Regulatory Commission (FERC) to fight against unjust and unreasonable costs being passed down to our members and their customers.

“**DEMEC saves us thousands of dollars per year.**”

Charles Anderson, City Manager, City of Seaford



Looking Forward

Each year organically builds on its predecessor while also laying the foundation for the future. Our performance as an organization in 2022 was only possible because of the changes we implemented throughout the organization's history. In 2023, we expect to make further progress.

In a dynamic business environment, it is not possible to perfectly predict what changes might come, but by standing firm on our core values, we are better able to meet whatever challenges come our way in 2023 and beyond.

General Information

Financial Statements

Financial statements, past annual reports and more are available on our website at: PublicPowerDE.com

Forward-Looking Statements

This document may include certain forward-looking statements. These statements are based on management's current expectations and are subject to uncertainty and changes in circumstances that may have a material effect on actual results.

DEMEC

Delaware Municipal Electric Corporation



***Powering Communities
Together.***

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