LEGISLATIVE, FINANCE AND ADMINISTRATION COMMITTEE

The Legislative, Finance, and Administration Committee meeting was held on August 10, 2015, at 6:00 p.m. with Chairman Hare presiding. Members present were Mr. Cole, Mr. Sudler (arrived at 6:08 p.m.), and Mr. Shevock. Ms. Maucher was absent. Members of Council present were Mr. Anderson, Mr. Hosfelt, Mr. Hutchison, and Mr. Slavin. Mayor Christiansen absent.

AGENDA ADDITIONS/DELETIONS

Mr. Shevock moved for approval of the agenda, seconded by Mr. Cole and unanimously carried.

African American Business and Workforce Inclusion Report (Economic Inclusion Study) by Delaware State University Center for Economic Development and Trade (Dr. Michael Casson)

During their Regular Meeting of November 25, 2013, City Council considered a request from Mr. Clayton Hammond II, Delmarva Black Chamber of Commerce Chairman, for funding for the Delaware State University Center for Economic Development and Trade to conduct an economic inclusion study for the City of Dover. City Council approved the request to fund the Economic Inclusion Study in the amount of $6,000, as recommended by the Legislative, Finance, and Administration Committee.

Dr. Michael Casson, Director, University Center for Economic Development and Trade (UCEDIT), reviewed a presentation of the African American Business and Workforce Inclusion Report for the City of Dover, Delaware ***(Attachment #1)***.

Dr. Casson thanked leadership for commissioning the study. He explained that Mr. Bill Neaton, Economic Development Manager, and the City's Economic Development Office staff were instrumental in moving this process forward and showing leadership pertaining to the engagement of the African-American population in the City of Dover.

In terms of the importance of an inclusion study, Dr. Casson stated that at this time last year a need was laid out to address the African-American community so that this community could be seen to grow economically, socially, and professionally. He stated that the intent was not to exclude any other populations within the City, but to look particularly at potential areas of growth in business and workforce development in the African-American community. Dr. Casson noted that when all populations progress at their optimal level, there is economic growth, cities become more competitive, and there can be movement forward as a city.

Dr. Casson explained that the basis for the study was a questionnaire that was presented to the City's Economic Development Office, and he reviewed some of the questions included. He indicated that the questionnaire looked at resources pertaining not only to African-Americans but to the total population, noting that the African-American population is a part of the total population. Dr. Casson stated his understanding that no exclusionary practices were happening; however, he expressed the desire to see what mechanisms may trigger more participation among the African-American community as opposed to other populations.

Dr. Casson reviewed statistics reflected under Dover's African American Population at a Glance.

Dr. Casson stated that Data Driven Decision Making (DDDM) should be used as a basis to ensure effectiveness across programs, services, and resources. He noted the importance of collecting sound data and utilizing that data to make informed decisions. Dr. Casson stated that it was important to make sure that the initiatives, practices, and actions put forth are optimizing resources and funds when there are budget constraints.

Dr. Casson reviewed the steps of the DDDM "Cycle of Inquiry," emphasizing that this was a dynamic process and adjustments would be made based on the information collected during that process. He indicated that starting to think about how to effectively collect this data for the African-American community would be the number one (1) priority.

Dr. Casson stated that commissioning the economic inclusion study was a very important first step in this process, and the next important step would be an inclusion plan. This plan would take some of the points from the inclusion study, bring together the stakeholders, and begin to create strategies around engaging the African-American community.

In reviewing the recommendations from the study, Dr. Casson indicated that the chief recommendation was the need for a comprehensive inclusion plan. This would entail pulling together a steering committee of stakeholders to delve deeper into the African-American small business community and the workforce community, determine what the needs are, and begin to devise action items around those needs. He emphasized the need to employ DDDM to ensure that the strategic plan and the action items that come forth from the inclusion plan actually reach the target population.

In response to Mr. Anderson, Dr. Casson explained that the unemployment statistics included in the report were Bureau of Labor Statistics (BLS) projections, indicating that they were five (5) year projections based on the 2000 census. He stated his belief that the information was from the American Community Survey.

Mr. Anderson noted the 16% unemployment rate for African Americans as a percentage of the total labor force and stated that the Hispanic population had approximately doubled in the last five (5) years.

Dr. Casson stated that the Hispanic population had grown by 9%. He indicated that the African American population had increased by approximately 3% to 4%, and the white population had decreased by 11%.

Responding to Mr. Anderson, Dr. Casson confirmed that these were not absolute numbers but a percentage of City population.

Mr. Anderson noted that African American businesses accounted for approximately 8.7% of the businesses in the State. He stated that African Americans represented approximately 40% of the City's population but only 12.7% of the businesses. Noting that he would have expected the business figure to be around 20% as a percentage of population, Mr. Anderson inquired what Dr. Casson would attribute this disparity to.

Responding, Dr. Casson stated his belief that this was due to the processes and protocols in place for African-American small businesses to engage resources and services for development. He felt that this might be an area for growth, noting that if these resources and services were present and were not being utilized for some reason, perhaps the proper communication channel was not being used. Dr. Casson noted that the City was above the State average in African American businesses, but there was still a disparity based on population. Noting that there was a propensity or taste among the African-American population for entrepreneurship, Dr. Casson stated the question was how to determine what processes were in place to ensure this. For example, Dr. Casson questioned how the City's Economic Development Office could oversee data collection or track movement as it pertains to African Americans who are interested in the development of small businesses. If this movement could be tracked, these potential business persons could be directed toward more optimal paths. Dr. Casson indicated that sometimes a path may be followed that leads to stagnation, and from there a business never grows or develops.

Mr. Anderson questioned if being more focused in getting the message out would help the general population as well. He noted that the purpose was not to direct government money to any particular group, but to make sure that the whole population is served and that Dover is growing as a City.

In response, Dr. Casson confirmed that it was important to ask what was being done for the general population as a whole. He indicated that if this question were answered, it would be possible to understand if there was information flow, if services were available, and if these services were reaching the general population, and then to find out why the African-American population was not getting this information. Dr. Casson stated, from a general perspective and through DDDM, it could be said, for example, that there was a program for business technical assistance and the African-American population did not attend. Questions could then be asked about the reasons why, such as whether it was due to the marketing or a lack of knowledge or information as it pertains to a business. He felt that by starting there, efforts could then be made to begin to dissect not just the participation of the African-American community but all populations in the City of Dover, noting that the Hispanic population was growing. Dr. Casson stated the need to look at the broader area and then begin to pinpoint why certain populations were not getting the services that they need.

Noting that there are budgetary constraints, Dr. Casson stated the importance of getting strategies and action items in place that would give the highest yield. This would be done through DDDM, through development of an inclusion plan, and by drilling deeper into the questions being asked. Dr. Casson reiterated that the question was what the current process was for engaging the public and the African-American community.

Mr. Anderson noted that strategic planning would be discussed by the Parks, Recreation, and Community Enhancement Committee.

Mr. Hutchison stated that he was impressed with the information that had been gathered and asked if the number of students graduating versus those dropping out of high school was being looked at from an economic development and workforce perspective. Responding, Dr. Casson stated that this would go directly to the point of DDDM. He questioned where those students who were dropping out were going and what workforce needs in the City could be filled and addressed.

Mr. Hutchison expressed his opinion that this information could be helpful in the future.

Mr. Sudler questioned what one (1) of the major issues was that was identified by the African-American business owners in the downtown area in regard to conducting business in the City of Dover, or an issue related to engaging, encouraging, or advocating for individuals of African-American, Hispanic, or minority descent. In response, Dr. Casson advised members that this study was actually focused on the services and programs that were coming out of the City.

Mr. Sudler questioned if a survey could be conducted or if questions could be asked to get current feedback from African-American business owners and minority owners as a whole. Dr. Casson stated that this request went directly to the recommendations of the study in terms of the inclusion plan. He indicated that this would bring the stakeholders to the table to talk about the strategic plan and the focus for addressing some of the needs pertaining to African-American business and workforce development.

Dr. Casson encouraged members to consider the economic inclusion plan, which would include the type of surveys that Mr. Sudler mentioned to gather information and find out why African Americans were or were not being engaged.

Mr. Hare moved to recommend acceptance of the report as presented, seconded by Mr. Sudler and unanimously carried.

Request to Waive Demolition Liens - 27 North New Street and 45, 67, and 101 South Queen Street

Mr. Scott Koenig, City Manager, advised members that the City had been working in the Downtown Development District (DDD) to improve a number of different components in this area and a number of structures had been demolished there over the last few years. Central Delaware Habitat for Humanity, Inc. had offered to purchase four (4) properties from Dr. Joe Burden, Jr. Under the proposal, the liens would be transferred from Dr. Burden to Habitat, and Habitat would then pay the City of Dover $7,500 for each of the four lots (4), for a total of $30,000. The subject properties were 27 North New Street and 45, 67, and 101 South Queen Street. Each of the properties had been encumbered by a demolition lien due to prior dangerous building declarations. A summary of the offer and associated write-off amounts was as follows:

Address	Offer Price	Total City Lien Amount	Write-Off Amount	City's 2015 Assessed Land Value
27 N. New Street	$ 7,500	$ 22,274.97	$ 14,774.97	$ 13,100
45 S. Queen Street	$ 7,500	$ 13,862.18	$ 6,362.18	$ 11,900
67 S. Queen Street	$ 7,500	$ 14,348.46	$ 6,848.46	$ 13,800
101 S. Queen Street	$ 7,500	$ 15,684.02	$ 8,184.02	$ 13,400
Totals	$ 30,000	$ 66,169.63	$ 36,169.63	

Mr. Koenig advised members that, while the write-off would be substantial, the long term benefit of the proposal outweighed the financial impact of this write-off. Mr. Koenig stated that it was staff's strong belief, from an administrative standpoint, that transferring this property would be a good thing for the City of Dover. He noted that the City had preached home ownership in this area and Habitat would virtually guarantee long-term home ownership.

Staff recommended authorizing the properties to be transferred from Dr. Joe Burden, Jr. to Central Delaware Habitat for Humanity without collecting the City's liens against the properties in exchange for a payment of $30,000 from Central Delaware Habitat for Humanity ($7,500 per parcel).

In response to Mr. Shevock regarding whether Dr. Burden owned any other properties in the City, Mr. Koenig stated that Dr. Burden owned a substantial amount of property within the City.

Responding to Mr. Shevock as to whether either the write-off or the total lien amount could be transferred to Dr. Burden's other properties and attached for payment, Mr. Koenig stated his belief that this could not be done. He expressed his opinion, in the larger context of dealing with distressed properties, that this would not be a good precedent to start and was unsure if the City could legally do this. Mr. Koenig stated that staff had talked to Mr. William Pepper, Deputy City Solicitor, about this particular transaction and there was no legal reason that the City could not transfer a lien from one (1) property owner to another and then forgive the lien.

Mr. Koenig advised members that Dr. Burden had been working with staff and had paid all of his FY 15 taxes. He stated his belief that Dr. Burden had paid FY 16 taxes on all but the subject properties; therefore, progress had been made in a number of areas. Mr. Koenig indicated staff's belief that this land transfer would clear the water in some cases and provide a fast forward to home ownership on these four (4) lots. He stated that if the City continued to pursue the liens and forced a tax sale, there would be no guarantee that those purchasing the properties would occupy them, as they could be rentals. Mr. Koenig reiterated, under the proposal, that the City would be virtually guaranteed home ownership.

Mr. Sudler stated that he was glad that Dr. Burden and the City of Dover had reached an understanding and agreement and were working together.

Mr. Sudler moved to recommend approval of Staff's recommendation to authorize the properties to be transferred from Dr. Joe Burden, Jr. to Central Delaware Habitat for Humanity without collecting the City's liens against the properties in exchange for a payment of $30,000 from Central Delaware Habitat for Humanity ($7,500 per parcel). The motion was seconded by Mr. Cole and unanimously carried.

Disposition of City Owned Land – Property Located at 710 and 715 Slaughter Street

Members were informed that the City of Dover acquired properties located at 710 and 715 Slaughter Street at a monition sale due to liens for taxes and demolition expenses. Mr. Scott Koenig, City Manager, stated that these were excess properties, as the City had no use for them and would be better served by the properties being redeveloped and restored as taxable properties.

Members reviewed the details regarding these properties as follows:

Address	Land Area	City Expenses and Other Charges	City's 2015 Assessed Land Value
710 Slaughter Street	0.1722 Acres (7,500 sq ft)	$12,462.50	$39,400
715 Slaughter Street	0.1079 Acres (4,700 sq ft)	$8,653.75	$38,700

Mr. Koenig stated that the City had been in an active demolition phase for some time and was prepared to start releasing some properties for redevelopment. He advised members that these two (2) properties lie outside the City's Downtown Development District, and the Central Delaware Habitat for Humanity, Inc. had not placed a high priority on them. Mr. Koenig stated that it was Staff's belief that a higher market value could be recovered using the "Standard Method of Disposition" to dispose of the properties, either through sealed bid or auction, in hopes of recovering in excess of the demolition liens associated with them.

Staff recommended the following: 1) determining that the subject properties are excess properties; and 2) authorizing the City Manager to dispose of the subject properties using the "Standard Method of Disposition" of the Procedure for Sale and Disposition of Real Property.

Mr. Sudler moved to recommend approval of staff's recommendation, seconded by Mr. Cole and unanimously carried.

Proposed Ordinance #2015-13 Amending Appendix B - Zoning, Article 3 - District Regulations, Section 2 - General Residence Zones (RG-1 and RG-2); Article 4 - Zoning Bulk and Parking Regulations, Section 4.2 - RG-1 (General Residence Zones); and Article 5 - Supplementary Regulations, Section 1 - Supplementary Regulations Applying to Residence Zones

Mrs. Ann Marie Townshend, Director of Planning and Community Development, explained that proposed Ordinance #2015-13 was one (1) of the implementation measures for the City's Downtown Development District program and the Restoring Central Dover plan. One (1) of the measures called for in the Restoring Central Dover plan, as well as a number of other planning documents that preceded it, was to allow flexibility of housing styles within the downtown area. Mrs. Townshend advised members that the downtown neighborhoods were largely zoned RG-1 (General Residence Zone). The proposed ordinance would allow townhouses and duplex dwellings as a conditional use. She indicated that several restrictions were included to make sure that these dwellings would be on individual lots. The ordinance also stated that no more than four (4) dwelling units would be allowed in a group of townhomes and there would be separation between groups of townhomes. Shared access or access from the alley would be encouraged when appropriate.

Referring to Lines #101-104 of the proposed ordinance, Mrs. Townshend stated that the language was changed so that multiple dwellings, which is another term for apartments, would be permitted only in the RG-2 (General Residence Zone) district, not in the RG-1 district. She noted that this addressed one (1) of the challenges that Staff had been dealing with for a number of years. As of 2006, the conversion of homes to apartments was no longer allowed, but the ordinance amendment would make it clear that apartments would not be a permitted use in the RG-1 zone, and any such use there would be legal nonconforming.

Mrs. Townshend advised members that additional administrative waivers were included in the ordinance. One (1) would allow minor lot line adjustments among a finite piece of land as an administrative process as long as it meets the bulk requirement, the minimum lot size, and the minimum lot width. Mrs. Townshend noted that many lots in the downtown area do not meet the requirements; therefore, there was a need to go to the Board of Adjustment just to reapportion existing land. She explained that Section 2.6 (b), beginning on Line #152 of the ordinance, would allow administrative discretion to make these adjustments if the number of lots was not being increased. Mrs. Townshend explained, for example, that there may be three (3) lots that are together and that have widths of 20 feet, 30 feet, and 25 feet. This provision would allow these lots to be distributed more evenly without having to go to the Board of Adjustment.

Mrs. Townshend advised members that the waiver recommendation in Section 2.6 (c) on Line #158 would allow parking surfaces other than hard-paved, dust-free surfaces, as long as those parking areas were located in the rear yard. She explained that there were many areas downtown where people were parking on the grass or dirt. It was being suggested that staff be granted administrative discretion to allow stone in the rear yard if these areas were off an alley. Mrs. Townshend stated that staff was looking at the bulk standards, which are the lot area and lot width, and bulk standards were proposed that would be more compatible with what was in the area rather than being more suburban in nature.

In reference to Line #194, Mrs. Townshend explained that an infill lot is a vacant lot in a developed area. She stated that supplementary regulations would be amended to develop infill standards that would make it clear that on an infill lot, sidewalks, some degree of landscaping, and a primary façade that fronts on the street would be required.

Mr. Townshend stated that, as an amendment to the Zoning Ordinance, the proposed ordinance would go to City Council for First Reading, to the Planning Commission for a public hearing, and then would return to City Council with a recommendation from the Planning Commission for a public hearing and final action. She noted that there may be minor amendments during that process, but she did not expect significant changes.

In response to Mr. Sudler, Mrs. Townshend stated that recycled asphalt that is tamped and packed would be sufficient for alternative rear parking under the ordinance amendment.

Responding to Mr. Hutchison regarding how many people can live in a townhouse, Mrs. Townshend stated that the City does not regulate this number. She explained that no more than five (5) unrelated people can live in any type of single-family dwelling, whether attached, detached, or semi-attached.

She noted that staff planned to review all residential zones and some of the definitions that go with them in the next year or so. Mrs. Townshend indicated that the provision regarding five (5) unrelated people can, at times, create problems and Staff planned to look at how other jurisdictions had treated this.

Mr. Hutchison stated that he supported the concept; however, he cautioned that Staff should be very careful moving forward in this regard, noting that five (5) people can mean five (5) cars.

In regard to Lines #172-#173 referencing lot width (ft.) per dwelling unit, Mr. Anderson questioned if this referred to the total lot width. In response, Mrs. Townshend stated this referred to the width of the house plus the land that goes with that house. For example, noting that each house in a duplex has a side yard, she stated that the lot width would include the side yard plus the house area. Mrs. Townshend stated that townhouses do not have side yards, so the lot could not be narrower than a 20-foot townhouse.

Responding to Mr. Sudler, Mrs. Townshend stated that a 20-foot wide townhouse would not need 40 feet of parking but would need one (1) off-street parking place. She indicated that the proposed ordinance would encourage access off the alley and preserve the on-street parking. In this way, the rhythm of the downtown neighborhoods would not be so intersected with driveways. Mrs. Townshend noted that staff would have to deal with the definition of family when reviewing the residential zones.

In response to Mr. Sudler, Mrs. Townshend stated that the size of the average parking space for one (1) individual would be 9 feet by 18 feet.

Mr. Sudler moved to recommend adoption of proposed Ordinance #2015-13, as recommended by Staff. The motion was seconded by Mr. Cole and unanimously carried.

Semi-Annual Review - Statistics Regarding Jobs and Businesses Gained and Lost in the City of Dover Since January 2015

Mr. Sudler moved to defer this item until the next meeting, seconded by Cole and unanimously carried.

By unanimous consent, the meeting adjourned at 6:56 p.m.

William F. Hare
Chairman

WFH/TM/js/dd
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Attachments
Attachment #1 - African American Business and Workforce Inclusion Report for the City of Dover, Delaware

University Center for Economic Development & International Trade

UCEDIT

Dr. Michael H. Casson Jr.

Director, University Center for Economic Development & International Trade (UCEDIT)
Director, Economic Development and Leadership Institute (EDLI)
Associate Professor of Economics

Delaware State University

University Center for Economic Development & International Trade

UCEDIT

African American Business and Workforce Inclusion Report



City of Dover, Delaware

Importance of an Inclusion Study

- The less segregated and divided a City, the stronger the economy
- Cities gain a competitive edge by investing in educated, creative, and healthy businesses and workers who can add value to products and deliver services across the region.
- Equity and inclusion are directly tied to a region's economic health
- Studies indicate that rising incomes and falling levels of poverty improve metropolitan economic performance.
  - income gains in central cities between 1970 and 1990 had a positive impact on suburban incomes, population growth, and home values.

Importance of an Inclusion Study

- Positive relationship between the reduction of poverty in core cities and overall metropolitan growth

- In a recent analysis of 118 metropolitan areas, researchers concluded that racial inclusion and income equality are associated with strong regional economic growth.

City Of Dover Questionnaire

1. Discuss your current and past (5 years prior) resources and programs for businesses that support capacity building and entrepreneurship for African Americans.
2. Discuss your current and past (5 years prior) resources and programs for businesses that support capacity building and entrepreneurship for all populations.
3. Discuss your current and past (5 years prior) resources and programs for African American workforce development.
4. Discuss your current and past (5 years prior) resources and programs for workforce development amongst all population.
5. Discuss your current and past marketing strategies for your business resources and programs for the African American population. Discuss your strategies for the general public. Recall your response to questions 1 and 2.
6. Discuss your current and past marketing strategies for your workforce resources and programs for the African American population. Discuss your strategies for the general public. Recall your responses to questions 3 and 4.

City Of Dover Questionnaire *(cont.)*

7. Discuss the protocol for businesses and workforce participants to access resources and programs offered by the City and State. Recall your responses to questions 1 through 4.
8. Please discuss your current efforts to strengthen coordination among existing programs such as:
   - Higher Education and K-12
   - Workforce development and transportation assistance and childcare provisions
   - Development of cross-firm career ladders
   - Efforts to help make business case for investment in workforce training
   - Industry partnership programs between employers, unions, and other workforce representations with targeted recruitment efforts in African American community
   - Prisoner and ex-offender educational programs as part of workforce development
   - Investment in youth training and intern programs
   - Partnership with regulation institutions to develop supplier diversity programs that increase spending with locally-owned minority businesses
   - New development near African American neighborhoods with specific funding and programming for local first-source hiring, workforce training, educational youth services and support services for disadvantaged job seekers
   - Indentify model corporate and institutional policies that increase diversity in the workforce
   - Promote local hiring

City Of Dover Questionnaire *(cont.)*

8. Discuss your processes/protocol for assessing resource and program relevancy/effectiveness to workforce and business development? In African American population?
9. Has there been a resource needs assessment conducted for African American businesses (within the past 5 years)? All businesses? Please discuss.
10. Has there been a resource needs assessment conducted for the African American workforce (within the past 5 years)? Total workforce? Please discuss.

Dover's African Americans Population at a Glance

- Percentage of Population: 40.3% (3% increase from 2000)
- Areas of Occupation
  - Management, business science & art fields of work: 32%
  - Service: 27%
  - Sales & Office: 24%
  - Production, transportation, & material moving: 14%
  - Natural resources, construction & maintenance: 7%
- Unemployment
  - As percentage of total labor force: 16%
  - As percentage of total population: 47%
- Median PCI: $16,538
  - Compared to $29,139 for white counterparts

Dover's African Americans Population at a Glance

- Educational Attainment (min. GED equiv.): 86%
- African American Businesses: 12.7% (above 8.7% State avg.)

Resources and Programs for African American Businesses

- City of Dover Initiatives:
  - Downtown Dover Partnership (DDP) Minority Owned Vendor Preference Program (2% goal)
  - General small business development technical assistance & counseling
    - Business Start-ups
    - Concept Feasibility
    - Business Plan development
    - Market Analysis Strategic Planning
    - Demographic Research
  - Referral Programs
    - Minority Business Certification of Delaware
    - Office of Supplier Diversity & Government Procurement
    - State of Delaware Public Health Department
    - Small Business Development Network Partners
    - State of Delaware Department of Agriculture

Resources and Programs for African American Businesses

- City of Dover Initiatives *(cont.)*:
  - Partnerships
    - Kent County Open for Business (Kent Economic Partnership)
    - Kent Economic Summit (Delaware Technical Community College)

Resources and Programs for African American Businesses

Areas of Opportunity & Growth

- Strategic Planning for African American Businesses

- Business Retention & Expansion Strategies:
  - To demonstrate to existing African American businesses that the community appreciates their contribution to the local economy
  - To encourage African American business expansion that leads to sustainable job growth
  - To help African American businesses solve their problems and challenges
  - To assist local businesses in gaining awareness of available resources

Resources and Programs for African American Businesses

Areas of Opportunity & Growth

- Business Retention & Expansion Strategies *(cont.)*:
  - To develop collaborative relationships within the African American business community for participation in comprehensive long-range retention and expansion activities
  - To build the African American business community's capacity and cooperation to sustain growth and development activities
  - To provide better information and understanding for all local leaders regarding the strengths and weaknesses of the African American business climate.

Resources and Programs for African American Businesses

Areas of Opportunity & Growth

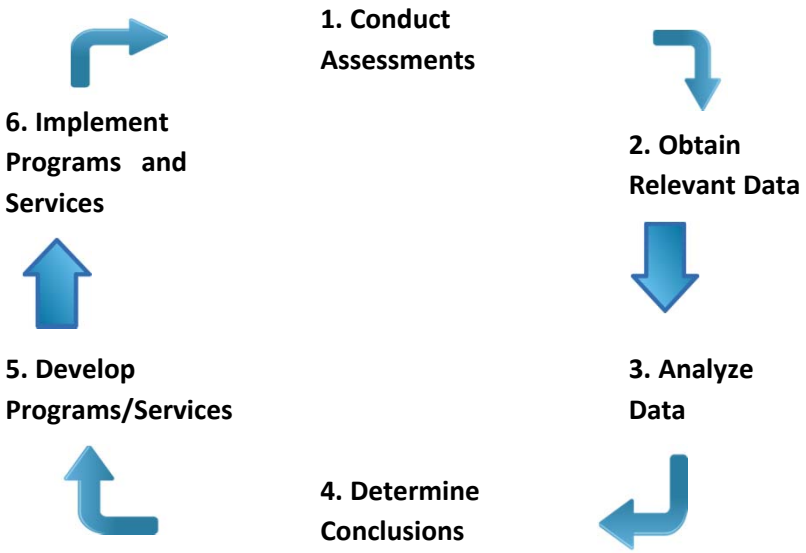
- Minority (African American) Owned Vendor Preference Program Strategies:
  - Monitor African American businesses' share of prime contract bids by size of contract and use share of bids as one measure of program and organizational effectiveness
  - Identify African American businesses that are qualified for prime contracts and help interested firms to submit competitive bids
  - Ensure that local government policies and practices do not diminish access to information about prime contract opportunities for qualified and interested African American firms
  - Do not rely on bidders lists as the primary basis for determining African American businesses availability, since many qualified and interested African American businesses do not bid because of perceived barriers in local government.

Data Driven Decision Making (DDDM)

- Data Driven Decision Making Concept
  - A data driven decision making (DDDM) focus would provide the City with African American business assessment data and relevant background information, to inform decisions related to planning and implementing African American business development strategies in the City.

  - *Research shows that if plans at the city and community levels are based on assessment information relevant to the desired outcomes for the target group, the probability is increased that the target group will attain the desired outcomes.*

Data Driven Decision Making
"Cycle of Inquiry"



Principles of Effective
Data Driven Decision Making

- Tenets of Effective Data Driven Decision Making
  - Establish City Level Commitment to DDDM: City should adopt policies and strategies to ensure that all necessary resources and support services for African American businesses are funded and implemented to guide planning and related implementation through the use of objective and relevant African American small business assessment information.

  - Use Local Assessments and Related Data to Plan for African American Business Needs: Once a city assessment has helped to pinpoint the needs of African American businesses it can be used to provide sufficient detail enabling city and economic development officials to develop specific inclusion/strategic plans once DDDM is adopted, to address the deficiencies identified by the City's assessments.

Principles of Effective
Data Driven Decision Making

- Tenets of Effective Data Driven Decision Making *(cont.)*
  - Considering information about the Demographic, Program and Technical Assistance variables that impact African American Small Business Development as determined from the assessment components of DDDM.

  - Developing Inclusion and Strategic Plans based on DDDM: In order for data to influence the City's action items, the city must institute a process whereby economic developers continuously monitor assessment data and other information relevant to African American business performance, and translate that information into the delivery of services and programs.

  - Making relevant assessment data available to economic developers for planning: The State/City must be committed to using DDDM as a pre-requisite to the effective and sustained use of data to inform program and technical assistance planning for African Americans at the local level.

Principles of Effective
Data Driven Decision Making

- Tenets of Effective Data Driven Decision Making *(cont.)*
  - Providing Professional Development and ongoing support for city and economic development officials in using assessment information to inform program and technical assistance planning at the local levels.

Resources and Programs for African American Workforce Development

The economic prosperity of Dover and its business community is inseparably tied to the City's ability to efficiently and effectively provide comprehensive workforce training opportunities to its African American population. A diverse and inclusive workforce is necessary to drive innovation and foster creativity.

- Benefits of Diverse Workplace
  - Improved marketing and customer service through better understanding and accommodation of diverse customer groups and their needs
  - Improved ability to attract and recruit top talent
  - Eligibility for government contracts for which minority or gender-balanced businesses are given preference
  - Improved corporate image
  - Improved employee creativity, problem-solving and decision-making through effective management of diverse perspectives

Resources and Programs for African American Workforce Development

- Past & Current City of Dover Initiatives
  - $42k Community Development Block Grant for Youth Employment. 18 African American youth participants (2010)
  - Ongoing series of workforce development workshops in public library

Resources and Programs for African American Workforce Development

Areas of Opportunity & Growth

- Development of comprehensive strategies that effectively targets African American workforce development

- Establish Coordination and/or Provide Leadership among existing programs and proposed initiatives such as:
  - Higher Education and K-12
  - Workforce development and transportation assistance and childcare provisions
  - Development of cross-firm career ladders
  - Efforts to help make business case for investment in workforce training
  - Industry partnership programs between employers, unions, and other workforce representations with targeted recruitment efforts in the African American community
  - Prisoner and ex-offender educational programs as part of workforce development

Resources and Programs for African American Workforce Development
Areas of Opportunity & Growth

- Establish Coordination and/or Provide Leadership among existing programs and proposed initiatives such as *(cont.)*:
  - Partnership with regulation institutions to develop supplier diversity programs that increase spending with locally-owned minority businesses
  - New development near African American neighborhoods with specific funding and programming for local first-source hiring, workforce training, educational youth services and support services for disadvantaged job seekers
  - Identify model corporate and institutional policies that increase diversity in the workforce
  - Promote local hiring

The aforementioned activities must undergo a "cycle of inquiry" to ensure that programming and services offerings are efficiently and effectively meeting the objectives set for by local leadership and as prescribed in a city-wide inclusion plan.

Marketing strategies for African American Business and Workforce Resources and Programs

- Current City Initiatives
  - Social Media
  - Local Newspaper & Newsletters
  - Network Partners
  - Community Vendors

- Areas of Opportunity & Growth
  - *Implement DDDM* to ensure that the aforementioned strategic efforts to connect with the African American population are effective and meeting their target goals

  - *Employ 3 Basic Elements*
  - Providing critical information needed by the African American workforce community to survive and thrive.
  - Developing and cultivating an infrastructure that goes beyond the physical infrastructure and includes quality of place, a culture that embraces growth and change, and access to intellectual resources, including qualified and talented employees.
  - Developing connections between businesses and the people and organizations that can help take them to the next level – business associations, universities, roundtable groups, service providers, etc.

Protocol for African American Businesses and Workforce participants to Access Resources and Programs

The City must leverage its relationship with key media outlets to develop a clear and comprehensive protocol for African American businesses to effectively access and utilize the resources and programs available to them.

It is critical that these businesses are kept up to date via media outlets that are both current in the information and timely in their delivery to ensure maximum penetration and effectiveness.

Recommendations

- Development of Comprehensive Inclusion Plan focusing on:
  1. Providing critical information needed by businesses and the African American workforce community to survive and thrive
  2. Developing and cultivating an infrastructure that goes beyond the physical infrastructure and includes quality of place, a culture that embraces growth and change, and access to intellectual resources, including qualified and talented employees.
  3. Developing connections between businesses and the people and organizations that can help take them to the next level – business associations, universities, roundtable groups, service providers, etc.
  4. Provide leadership and strengthening coordination among existing programs such as:
     a. Higher Education and K-12
     b. Workforce development and transportation assistance and childcare provisions
     c. Development of cross-firm career ladders
     d. Efforts to help make business case for investment in workforce training
     e. Industry partnership programs between employers, unions, and other workforce representations with targeted recruitment efforts in African American community
     f. Prisoner and ex-offender educational programs as part of workforce development

Recommendations

- Development of Comprehensive Inclusion Plan focusing on *(cont.)*:
  4. Provide leadership and strengthening coordination among existing programs such as *(cont.)*:
     g. Investment in youth training and intern
     h. Partnership with regulation institutions to develop supplier diversity programs that increase spending with locally-owned minority businesses
     i. New development near African American neighborhoods with specific funding and programming for local first-source hiring, workforce training, educational youth services and support services for disadvantaged job seekers
     j. Identify model corporate and institutional policies that increase diversity in the workforce
     k. Promote local hiring

- Commitment to implementing *Data Driven Decision Making* to provide informed decisions related to planning and implementing business development and workforce strategies for African Americans.

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Thank You

Questions?