COUNCIL COMMITTEE OF THE WHOLE
AGENDA

MARCH 28, 2017 - 6:00 P.M.

CITY HALL COUNCIL CHAMBERS
15 LOOCKERMAN PLAZA - DOVER, DELAWARE

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 CITYCLERK@DOVER.DE.US) SHOULD YOU WISH TO BE RECOGNIZED.

UTILITY COMMITTEE

AGENDA ADDITIONS/DELETIONS

1. **PRESENTATION BY CENTRAL DELAWARE CHAMBER OF COMMERCE - VISION 2020 FOR DOVER - ITEM #7**

2. **PROPOSED STUDIES FOR THE ELECTRIC UTILITY**
   (STAFF RECOMMENDS AUTHORIZING THE ACTING CITY MANAGER TO SOLICIT INTEREST FOR UTILITY PROFESSIONAL SERVICES)

3. **REQUEST FOR ALLEY ABANDONMENT (UNIMPROVED/PAPER) - BETWEEN 29 NORTH KIRKWOOD STREET AND 434, 440, 442, 444, AND 452 FULTON STREET**
   (STAFF RECOMMENDS THE FOLLOWING ACTIONS, SHOULD THE COMMITTEE BE IN FAVOR:
   (1) ABANDONMENT OF THE SUBJECT RIGHT-OF-WAY WITH CONVEYANCE OF THE SOUTHERLY FIVE FEET (5') OF SAID RIGHT-OF-WAY ADJACENT TO 29 NORTH KIRKWOOD STREET.
   (2) DUE TO MAINTENANCE CONCERNS, THE NORTHERN FIVE FEET (5') SHOULD NOT BE ABANDONED UNTIL ALL PROPERTY OWNERS AGREE TO ACCEPT THE LAND.
   (3) ADOPTION OF A RESOLUTION BY COUNCIL SETTING A PUBLIC HEARING REGARDING THE PROPOSED ABANDONMENT FOR APRIL 24, 2017.)

4. **AMENDMENT TO CONTRACT USER AGREEMENT WITH KENT COUNTY**
   (STAFF RECOMMENDS AUTHORIZING THE ACTING CITY MANAGER TO EXECUTE THE AMENDMENT TO THE CONTRACT USER AGREEMENT WITH KENT COUNTY)

5. **ADJOURNMENT OF UTILITY COMMITTEE MEETING**

SPECIAL PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE

AGENDA ADDITIONS/DELETIONS

1. **REQUEST FOR BENCHES - CONTINENTAL PARK**

SPECIAL PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE (CONTINUED)

2. **COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) APPLICATION REVIEW**
   - **A. HOMEOWNERSHIP ASSISTANCE PROGRAM**
   - **B. PROGRAM ADMINISTRATION**
   - **C. DOVER INTERFAITH MISSION FOR HOUSING**
   - **D. CONNECTIONS COMMUNITY SUPPORT PROGRAM**
   - **E. MILFORD HOUSING DEVELOPMENT CORPORATION (EMERGENCY HOME REPAIRS)**
   - **F. MILFORD HOUSING DEVELOPMENT CORPORATION (HOMEOWNER REHABILITATION)**
   - **G. CENTRAL DELAWARE HABITAT FOR HUMANITY**

3. **ADJOURNMENT OF SPECIAL PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE MEETING**

SAFETY ADVISORY AND TRANSPORTATION COMMITTEE

AGENDA ADDITIONS/DELETIONS

1. **QUARTERLY UPDATE - BICYCLE/PEDESTRIAN SUBCOMMITTEE**
   (COMMITTEE ACTION NOT REQUIRED)

2. **ADJOURNMENT OF SAFETY ADVISORY AND TRANSPORTATION COMMITTEE MEETING**

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE

AGENDA ADDITIONS/DELETIONS

1. **REQUEST FOR INCENTIVES - NAIL SPA BY TR**
   (DURING THEIR MEETING OF MARCH 1, 2017, THE ECONOMIC DEVELOPMENT COMMITTEE RECOMMENDED FORWARDING THIS MATTER TO COUNCIL AND TO PRESENT A PROPOSED AMENDMENT TO THE ORDINANCE TO THE LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE, ALONG WITH A RETROACTIVE DATE AND THE NUMBER OF OTHER PERMITS AND PROPERTIES THE AMENDMENT WOULD APPLY TO, SO THAT THERE WOULD BE A SENSE OF WHAT THE AMENDMENT WOULD DO TO THE REVENUE THAT HAD ALREADY BEEN COLLECTED. CITY COUNCIL APPROVED THIS RECOMMENDATION DURING THEIR REGULAR MEETING OF MARCH 13, 2017.)

2. **SEARCH TO FILL VACANT POSITIONS**
   - **A. CITY MANAGER**
   - **B. CITY PLANNER**

3. **ADJOURNMENT OF LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE MEETING**

ADJOURNMENT OF COUNCIL COMMITTEE OF THE WHOLE MEETING

/TM
S:\AGENDAS-MINUTES-PACKETS-PRESENTATIONS-ATT&EXH\COMMITTEE-AGENDAS\2017\03-28-2017 CCW AGENDA.WPD

THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. PURSUANT TO 29 DEL. C. §10004(E)(2), THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE ADDITION OR THE DELETION OF ITEMS, INCLUDING EXECUTIVE SESSIONS, WHICH ARISE AT THE TIME OF THE MEETING.

CENTRAL DELAWARE CHAMBER OF COMMERCE

Vision 2020 for Dover -

AS OF: 6 JAN 2017

1. Establish an ongoing Strategic Planning Process for the City of Dover. Create a working group or committee to do this Strategic Plan; Council Members, City Committee Members (maybe 1 per committee) and some local business leaders. In this plan you would update the City's Vision, Mission, and Critical Goal Categories. Determine by whom and when these objectives are to be completed. This process will provide the City with a way of truly measuring their effectiveness.

2. Create an Express Development Program - Streamline the License, Permit, Inspection (LP&I) process (a visual roadmap for applicants) for current licensed and new applicant businesses in the City. Create an "Ombudsman" or "Navigator" for any person or business that has issues or questions with the License, Permits and/or Inspection process in Dover. For example, if the owner of a property seeks a demolition permit - make that process as inexpensive and quick as possible, including those properties that may be within the historical and development districts, assuming no true historical relevance of the structure.

3. Complete a review of the City's tax code seeking to reduce, cut or create incentives for the growth of businesses. Once this review is done they City can then create a program that will increase tax credits and other incentives (within reason) that supports the development of new businesses in the City of Dover. Example: a reduction in property taxes for the first 3 years of operations if in the City; this can be tied to employment or size of construction/renovation values. Additionally, create property tax reductions or reductions in impact fees for businesses that exceed current zoning requirements. Example: IF the project requires a certain amount of plantings or removal of impervious surface - the owner goes above those minimum requirements - it counts as a reduction in impact fees or some other tax/fee.

4. Reduce the impacts of zoning and review for any businesses seeking to expand or purchase or lease property in the Downtown Development District – this would reduce the amount of time for initial review and any subsequent reviews. (This may be part of the Express Development Program.)

5. Empower the economic development office in the City with the necessary ordinances or regulations to effectively advocate and support growth.

6. Identify the real core services of the City of Dover and those services the City cannot provide. Determine what they need to be and what services should be developed in conjunction with partners - snow removal, trash pick-up, etc.

7. Develop a plan that moves the City toward eventually selling the City's electrical service (both generation and distribution system). As the sale is explored - create a Trust or Foundation with the proceeds that will be into which operates outside of the Council. This insures those monies are not "raided" by some future Council. The trust can be placed with the Delaware Community Foundation as an example.

8. Implement a new "sponsorship" program for the City's open spaces and small parks for maintenance and support by local businesses. In exchange for a minimum sponsor package the business gets to place a sign on the property advertising their support of the City. For larger parks or spaces - businesses or persons have their names on the City's website and linked to their own website. This will reduce the cost for the City and will create partnerships with area businesses.

9. Continue with the CDCC's Committee to review the City's zoning codes to help support and create new business opportunities and to modernize our planning process. Also, maintain the CDCC Budget Working Group to assist the City with ideas and Best Practices being used by businesses to reduce their overall costs.

10. Create an ongoing plan to sell all assets such as buildings, trucks, land, and equipment on a routine. Advertise these sales to the residents and businesses in the community. Make it part of some ongoing tradition or event - maybe the 4th of July celebration.

ACTION FORM

PROCEEDING: Council Committee of the Whole – Utility Committee
DEPARTMENT OF ORIGIN: City Manager's Office **DATE SUBMITTED**: 03-21-17
PREPARED BY: Donna Mitchell, Acting City Manager
SUBJECT: Proposed Studies for the Electric Utility
REFERENCE:
RELATED PROJECT: Integrated Resource Plan – Approved 6/13/16
APPROVALS: City Manager, Controller
EXPENDITURE REQUIRED: Est. $100,000 **BUDGET REMAINING**:
FUNDING SOURCE (Dept./Page in CIP & Budget): FY18 Proposed Budget
TIME TABLE: Six months from start date.
RECOMMENDED ACTION: Authorize the Acting City Manager to solicit interest for Utility Professional Services.

BACKGROUND AND ANALYSIS

City staff is proposing the following pro-active plan to assist the City Council in future deliberations with community organizations and public discourse regarding the Electric Utility.

- The completion of an Organizational Analysis and Benchmarking Study by an independent consultant to include best practices and possible areas for improvement.
- An updated full Cost of Service study to include rate design and street lighting with recommendations on changes to the current components of our electric rates.

The purchasing policy allows for open market purchases of Public Works & Utility Professional Services if the cost is less than $50,000, if over $50,000 an RFP will be required. I believe the rate design can be accomplished for less than $50,000. If it is determined the estimated cost for the Organizational Analysis and Benchmarking study will exceed this amount a RFP will be developed and advertised. The funding for this proposal will be included in the FY18 Budget. In the meantime, we will formulate the specifications for each study.

The 2016 Integrated Resource Plan (IRP), currently being completed by The Energy Authority will be considered along with the two above proposals in order to provide for a holistic view of all assets and operations. The resolutions included in the IRP Task Order 1 are as follows:

Whereas, Dover desires to obtain the professional services of TEA for the purpose of evaluating the City's existing generation resources and power supply contracts, demographics, consumption patterns, and significant regulations impacting electric utilities in order to prepare a comprehensive economic assessment in the form of an Integrated Resource Plan ("IRP"); and

Whereas, Dover desires for TEA to prepare and present the IRP to assist the City in providing reliable, competitively priced supply of electricity to its customers, as well as provide economic benefits to the City; and

Whereas, TEA has the experience, knowledge, skill and capability to provide such professional services to Dover, as more particularly described in this Task Order.

We would request the Utility Committee's concurrence with these pro-active measures.

Benefits of Public Power

Public power utilities are community-owned, locally controlled and operated on a not-for-profit basis. Each utility is a little different, depending on population, geography, structure, and the community's values and goals. This ability to tailor operations and services to the local community is the foundation of public power's success.

A public power utility provides long-term value to its community and citizens. The benefits are manifold, including (to name a few) rate stability, support for jobs, policies that are in line with community priorities, and financial support for local government functions. To examine these benefits, it is helpful to consider them in broad categories: local control, reliable customer service, affordable rates, and economic development.

Local Control

Public power is distinctly different from the investor-owned utility sector and even rural electric cooperatives because it is fully accountable to its customers. Public power is about serving the local community. Local control affords public power communities five distinct advantages: accountability and transparency in governance; financial support for the local government; more efficient municipal operations; the ability to tailor utility policies, programs and practices to serve the priorities of the local community; and the value of ownership.

Accountability and Transparency

Public power utilities are governed and regulated by the city council or county commissioners, or an independent utility board whose members may be elected or appointed by local officials. This means customers have more say in the policies and practices of the electric utility.

Citizens participate in the governance of the utility at the ballot box, and through participating in city council and utility board meetings, public hearings, citizen advisory committees, and other public forums. Utility business is conducted in the open, subject to open meetings, public records laws, and local scrutiny. Citizens have access to planning alternatives, cost estimates, performance and other reports. Customers know how and why decisions are made.

When citizens have concerns, they can call their elected officials; in many public power towns, customers can simply speak directly to the general manager of the utility. If a citizen disapproves of the way the utility is being run, he can vote the elected officials out of office–or she can run for office herself to take on a more direct role in the future of the utility.

In contrast, customers of a private utility have little, if any, influence over or access to the company's CEO or other top officers or board members. The typical investor-owned utility has a large service territory and will likely have its headquarters located far away; board meetings are conducted in private, and decisions are made behind closed doors. While the boards of rural electric cooperatives are elected by their member-owners, turnout for electric cooperative board elections is low (even compared to off-year and municipal elections), suggesting cooperative members may feel disengaged from their utility or do not understand their rights and responsibilities in its governance.

Public power utilities also face a special kind of accountability, unparalleled in almost any other business: their friends and neighbors. In an era of globalization, public power utilities stand out in that every employee is a member of the community. From the lineworkers to the

> "But it surely also helps that Norwich Public Utilities' general manager, 12 linemen and five commissioners live in the community, drive the local roads, see the overhanging branches and bump into their customers at the Norwichtown Mall. That's a rare kind of accountability."
>
> "The Troubling Connecticut Power Failure," *The New York Times*, November 3, 2011.

general manager, all utility employees take pride in their work because they know their customers are their family, friends and neighbors.

Supporting Local Government

Public power utilities provide a direct benefit to their communities in the form of payments and contributions to state and local government. The total value of the contributions made by the publicly owned utilities often comes in many forms and is not always easily recognized. In addition to payments that resemble property taxes, payments in lieu of taxes, and transfers to the general fund, many utilities make in-kind contributions in the form of free or reduced-cost services provided to states and cities.

The level of support and how these benefits are returned to the community is a local decision–another advantage of local control. For example, some public power utilities make transfers to the city's general fund in an amount equal to the property taxes that would have been paid by an investor-owned utility. Others set the amount as a percentage of electric revenue or as a charge per kilowatt-hour of electricity sold. Some cities take advantage of synergies between municipal departments and use electric employees to install temporary lighting, perform electrical repairs or tree trimming services for other departments, or provide technical expertise.

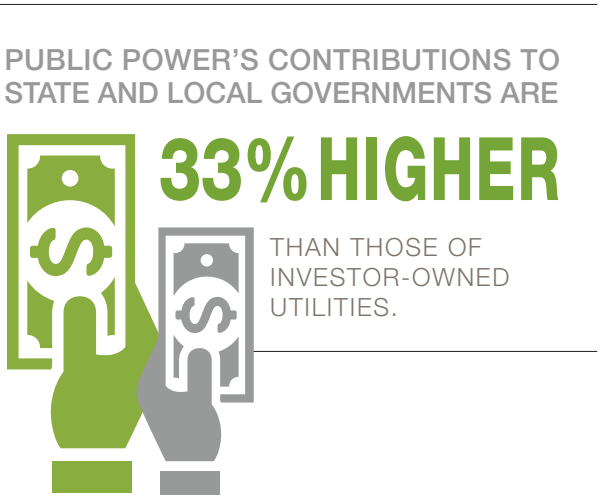
Quantifying Public Power's Financial Support

Public power utilities make greater financial contributions to state and local governments than investor-owned utilities.

The American Public Power Association regularly analyzes payments and contributions to state and local government based on surveys of public power utilities and data submitted by investor-owned utilities to the federal government. The results consistently show that, on average, the payments and contributions made by public power utilities are greater.

In the most recent year for which data are available, the median amount contributed by public power utilities was **5.6 percent of electric operating revenues.** Over the same period, investor-owned utilities paid a median of 4.2 percent of electric operating revenues in taxes and fees to state and local governments.

When all taxes, tax equivalents and other contributions to state and local government are considered, public power's contributions, as a percent of electric operating revenues, were **33 percent higher** than those of investor-owned utilities.[3]



[3] American Public Power Association, "Public Power Pays Back: Payments and Contributions by Public Power Utilities to State and Local Governments in 2014," March 2016.

"In the 1970s, when Massena residents sought to break away from Niagara Mohawk, the power company tossed out a trio of regular arguments against the plan. If the town stopped buying electricity from Niagara Mohawk, it would lose substantial tax revenues, electric rates would skyrocket and reliability would go "in the tank"…

None of that happened in the utility's first quarter-century of existence… The municipally owned electric utility makes annual payments in lieu of taxes and the town lost no revenue. Electric rates have gone down and reliability is up."

"New York Anniversaries," *Public Power* magazine, November-December 2006. The article describes Massena's 25-year anniversary as a public power utility.

In-Kind Contributions

Beyond direct financial contributions, public power utilities may support their local government and community in many ways. Here are a few ways public power utilities are helping out:

- Free or discounted electricity or other services to the local government, including streetlights, municipal buildings, water or sewer treatment facilities, and traffic signals
- Installing temporary lighting for special events
- Maintaining streetlights, traffic signals, or stadium lights
- Electric repair or maintenance for other city departments
- Rewiring municipal buildings
- Tree trimming for other departments
- Reading water meters
- Putting up city signs or banners
- Providing technical expertise (e.g., engineering studies)
- Providing free building space
- Hanging banners and holiday lights
- Sharing electric department vehicles and equipment with other municipal departments



What about franchise fees?

Private utilities may pay a franchise fees to the local government in exchange for the right to operate exclusively in the community. However, these franchise fees are almost always passed on directly to the customers:

"Many years ago investor-owned utilities began to add the annual franchise fee they were required to pay the city to the rates they charged their customers in the community. Instead of treating the franchise fee as a legitimate expense, a cost of doing business in the community, the investor-owned utility simply incorporated its franchise fee into its rates and passed the costs along to ratepayers. Consumers ended up paying the investor-owned utility's franchise fee instead of sharing in its profits. This practice of including the franchise fee in rates continues to this day in most communities."[4]

[4] "Renegotiating a Municipal Franchise," Paul Hughes, Environmental Services Inc., July 2002.

Efficient Operations

Public power utilities keep costs down through local scrutiny of operations. They use strategic partnerships and joint action with other public power agencies to obtain the advantages of size in wholesale supply matters without taking on the disadvantages of merging into larger, more bureaucratic institutions.

Electricity distribution, as opposed to large-scale generation and high-voltage transmission, is local, and public power utilities find that their smaller size can be an advantage in electricity distribution. A public power utility's headquarters and operations are located near the utility's customers. Distribution lineworkers are very familiar with the utility's service territory–and thus likely to be more responsive to outages. Utility managers and customer service representatives are fellow citizens. Oversight is provided by a local governing body, which keeps the utility focused on reliability, price and service.

Municipal utilities can also create new efficiencies in local government. Some utility operations may overlap with other services the municipality is already providing; when these can be combined, the result is a leaner, more efficient operation that benefits everyone. For example, a city providing multiple utility services (electric, water, wastewater, natural gas, and telecommunications services) may combine billing and metering operations and share a 24-hour emergency call center. Other examples of efficiencies that may be achieved include:

- Integration of municipal operations (e.g., shared office space for multiple city services)
- Shared personnel (e.g., human resources department that serves the city and utility)
- Lower per-person administrative costs for municipal employee benefits
- Town may avoid short-term borrowing costs due to cash flow from electric revenues

Local Priorities

When the community owns the utility, the community controls the utility's priorities. Decisions about pricing electricity, building power plants, purchasing wholesale power and service policies are made locally and reflect the values and choices of the community.

By participating in the utility governance process, citizens exercise their voice on big questions the utility may face, including:

- investments in local infrastructure–system maintenance and upgrades

- energy conservation and energy efficiency
- energy resources–renewable energy, coal, natural gas, or other sources
- environmental stewardship–pollution prevention, investing in cleaner technologies
- customer service policies–assistance to low-income customers, service extension policies
- system aesthetics and design–choosing whether to underground electric lines for community beautification or enhanced reliability
- utility finances–setting electric rates, level of financial support for the local government

Public power utilities emphasize long-term community goals and can direct utility resources accordingly, by implementing programs and timetables to achieve goals. Without local utility ownership, the community is disenfranchised, with no input on these decisions.



CASE STUDIES:
Public power in action

THESE CASE STUDIES SHOW HOW LOCAL CONTROL ENABLES PUBLIC POWER UTILITIES TO ACHIEVE DIVERSE LOCAL PRIORITIES.

Emerald People's Utility District, Oregon, (20,800 customers) began its life as a public power utility in 1983, after separating from a private utility that offered poor customer service and poor reliability. The new utility created payment assistance programs to help its customers, conservation and energy savings programs, and community outreach programs including participating in local festivals and outreach to schools. The utility has won local, state and national awards for its outstanding customer service and has been featured in two best-selling management books for excellence in customer service.

Greensburg, Kansas, (555 customers) experienced an EF-5 tornado in 2007 that destroyed 95 percent of the town. Residents decided to start over, remaking Greensburg as a sustainable, energy-efficient, "green" community. The town of 1,400 launched the "Green in Greensburg" campaign. Citizens rebuilt the community-owned electric utility and used it to achieve the town's goal of meeting all energy needs with renewable resources. Today, Greensburg relies on wind power, the very force of nature that once devastated the town–to power its future. It is also home to the most LEED (Leadership in Energy and Environmental Design) buildings per capita in the United States and was the first city in the nation to install all LED streetlights.



Waverly, Iowa, (5,000 customers) citizens vowed that when an accident caused 20 gallons of transformer oil to leak into the ground, it would make sure it never happened again. The utility researched and developed a brand-new, soy-based, biodegradable transformer oil. The new oil is environmentally friendly and is an effective replacement for mineral-based oil. After patenting the invention, Waverly sold it to Cargill, Inc. Today, the environmentally friendly transformer oil developed in a small Iowa town is marketed internationally.



Los Angeles, California, (1.4 million customers) needed new employees to support its renewable energy initiatives. The utility partnered with a local technical college, a job training center, and a local union to develop an intense, two- to four-year training program. The partners now offer more than 50 training courses open to all local residents, offering classroom, computer-based and on-the-job training. Program graduates enter a "green jobs" pipeline, getting a job at the utility, and advancement opportunities as they progress in their careers.



Seattle, Washington, (415,000 customers) recognized a growing number of its citizens were interested in electric vehicles, but knew people were not buying EVs due to a lack of infrastructure to support them. The utility is working with the city to install 80 charging stations on public property, and another 200 charging stations on private property.



Murfreesboro, Tennessee, (55,000 customers) wanted to revitalize its historic downtown, so the Murfreesboro Electric Department undertook a major initiative to move electric wiring underground. Beyond the aesthetic improvements, the project facilitated repair of broken and impassable sidewalks, and restoration of crosswalks, lamp posts, and storefronts, reestablishing the downtown as the charming heart of the community.



Chattanooga, Tennessee, (174,000 customers) wanted to improve reliability and laid fiber optic cables throughout the service territory to take advantage of emerging smart grid technology. When city officials realized they could also use the fiber to offer TV, telephone and internet service to their customers, it was like striking oil. Now the city operates one of the largest and most powerful fiber-to-the-home networks in the United States, offering the first gigabit internet speeds in the country.

Ownership

Public power communities receive another benefit: ownership itself. Ownership of the utility means local management and control over decisions involving investments, operations, maintenance, power supply choices and customer programs.

More than that, though, there are some options and choices available only to an owner—including asset leverage, equity borrowing, ratemaking authority, and control over future streams of income for the utility and the community.



"It has everything to do with the philosophy of whether the city wants to be sharecroppers or landowners. Do you want to own your home or rent?"

Ken Cotton, City Attorney, Wagner, South Dakota, "Wagner OKs Municipal Power," Press & Dakotan, December 5, 2007.

Reliable Customer Service

Public power utilities are highly responsive to customers' needs and concerns, typically getting high marks for customer satisfaction because their first and only purpose is to provide efficient, reliable service to the customers in their communities. Reliable customer service takes three forms for public power utilities: a focus on overall system reliability; quick restoration of power after an outage; and making excellent customer service a priority.

Reliability

Public power utilities have a strong record of focusing on core electric operations and delivering a reliable power supply. Because of their connection to customers, public power utilities are motivated to maintain the community's assets to keep their local electric system operating continuously and efficiently. Maintaining the highest caliber of electric service is one of the core facets of a public power utility's business model.

Reliability, from a systems engineering perspective, is the ability of an electric system to perform its functions under normal and extreme circumstances. In the United States, a typical customer expects to have power at all times. In reality, every utility experiences some power outages–not only due

to severe weather and major events, but also due to wildlife, vegetation, equipment failures, or even a car crashing into a utility pole. Realistically, a utility is able to make power available between 99.9 and 99.999 percent of the time.

There are many ways that electric utilities measure their reliability. One of the most common is the System Average Interruptible Duration Index (SAIDI), which measures the average length of time, in minutes, that each customer of a utility was without power during a year.

Recent data show that public power utilities demonstrate higher reliability than the national average.

SAIDI

Outage duration	Public Power[5]	National average[6]
Average	58.49 minutes	143.1 minutes
Median	40.40 minutes	125.6 minutes
Maximum	552.84 minutes	1,015.1 minutes

The data show that, without including "major events" (such as hurricanes or winter ice storms), the average electric customer in the United States is without power for just over 2 hours and 20 minutes each year. Public power customers, on average, experienced less than one hour without power.

PUBLIC POWER CUSTOMERS ON AVERAGE EXPERIENCE LESS THAN ONE HOUR WITHOUT POWER PER YEAR...



LESS THAN HALF OF THE NATIONAL AVERAGE.

Accountability promotes reliability

Public power utilities make business decisions every day that result in reliable electric service. The elected officials who oversee public power utilities are accountable to voters, who are also the utilities' ratepayers. In contrast, board members of an investor-owned utility are accountable to shareholders; they are judged not on their ability to provide low-cost, reliable power or excellent service, but on their ability to maximize profits for the investor-owned utility or its holding company and to pay a quarterly dividend to shareholders.

In pursuit of short-term profits, investor-owned utilities may implement cost-cutting measures that ultimately affect reliability. For example, extensive reductions in the number of employees, maintenance expenses, or tree-trimming programs can result in longer and more frequent outages. This issue was highlighted in 2011 when Connecticut Light & Power experienced extensive outages after two storms. In an article about the outages, The New York Times reported that the utility had cut its maintenance spending by 26 percent between 2008 and 2010.[7]

Outage Restoration

Many public power utilities have outage prevention programs, the most common of which are tree-trimming services. Other outage prevention programs include wildlife management (animal/squirrel guards); routine inspection and maintenance of distribution lines; other vegetation maintenance; thermographic circuit inspections; lightning arresters; reviewing poor-performing circuits; and converting overhead wires to underground.

When an outage occurs, public power utilities restore power quickly because they are located in the community. Repair crews live in the community and have a vested interest in getting service restored quickly. They are not only accountable to local officials, but to their friends, neighbors and families.

Living in the community also means they can get to the site of the outage faster; they do not have to drive long distances to start repairing damage.

[5] Public power numbers from 2012 calendar year. "Major events" are not excluded. Source: "Evaluation of Data Submitted in APPA's 2013 Distribution System Reliability & Operations Survey," American Public Power Association, March 2014.

[6] The "National average" includes the 13-year average for more than 100 electric utilities; the most recent data year included was 2012. This data does not include outages that would be considered "major events." The sample set included in the study comprised 145 investor-owned utilities (75% of all IOUs), 30 public power utilities (<1% of all public power), and 16 rural electric cooperatives (3% of all cooperatives). Source: "Assessing Changes in the Reliability of the U.S. Electric Power System," Lawrence Berkeley National Laboratory, August 2015.

[7] "The Troubling Connecticut Power Failure," Rob Cox, *The New York Times,* November 3, 2011.

Local crews are intimately familiar with the local electric distribution system, and can identify and correct problems quickly. If they know a storm is coming, they can step up preventative measures, such as removing overhanging or loose branches and checking known problem spots.

As an entity of the local government, public power utilities also benefit by coordinating responses with other local emergency services.



"One big bonus of a city-owned system, Knight said, is that it can focus all its resources – police, emergency teams, tree trimmers and line crews – on making repairs in the city without waiting for a big power company to coordinate all their repair efforts. 'It was like clockwork during the last hurricane.'"

Randy Knight, Assistant City Manager, Winter Park, Fla., discussing the drop in outages after the city formed its own electric utility. *Energy Central Professional,* December 2006.

Mutual aid

Just as firefighters, police officers, and other emergency responders combine forces to help rebuild cities devastated by natural disasters, lineworkers and other electric utility personnel come together in an emergency to turn the lights back on.

In the event of a major outage, public power utilities coordinate with each other for assistance through a broad network of mutual aid programs. Public power crews have responded to calls for assistance in response to all sorts of disasters: hurricanes, tornados, ice storms, severe thunderstorms and high winds.

Public power mutual aid examples include:

- In October 2012, Superstorm Sandy brought hurricane-force winds, heavy rains, snow and flooding that knocked out power in 21 states from North Carolina to Maine, and as far west as Illinois. After the storm, more than 160 public power utilities responded. More than 1,000 electric crews–with 3-4 helpers on each crew–came from as far away as California to help rebuild the electric system in the mid-Atlantic area. Utility workers from the Midwest and South drove to storm-ravaged areas in their bucket trucks, while those from the West flew by military transport aircraft and charter planes. Helpers from 20 states spent weeks working long hours—and often sleeping in their trucks—to help rebuild devastated communities.[8]
- Crews from Naperville, Peru, and Springfield, Illinois, helped the Winnetka public power utility after severe thunderstorms knocked down utility poles and trees in 2011. Winnetka's service was restored in 12 hours, while nearby communities went without power for as long as four days.[9]
- The Iowa Association of Municipal Utilities helped coordinate the response to the tornado destruction of electric and gas services in Mapleton, Iowa. By mid-day on the day after the tornado hit, nearly 30 electric and gas operators were helping out in Mapleton. Additional crews arrived the next day, and service was fully restored within 48 hours.[10]

The mutual aid network among public power utilities is strong. Public power's commitment to serving communities extends beyond its own community, and utilities take pride in helping one another.

"Sometimes I think [municipal utilities] are worried that because of their size, the investor-owned utilities will suck up all the lineworkers and munis will be in trouble, but we haven't found that to be the case," said Mike Hyland, senior vice president of engineering for the American Public Power Association. After Katrina, there were so many municipal utility crews volunteering to head down to Louisiana that some had to be turned away. "It's a really strong network, and I think there's loyalty there and a kind of brotherhood," he said.[11]

And, mutual aid is provided not only to fellow public power utilities. The Indiana Municipal Electric Association (IMEA) responded to a call for assistance from the investor-owned utility, Baltimore Gas & Electric (BG&E), after Hurricane Irene caused widespread outages in the utility's service territory. IMEA sent 31 crews from eight separate public power utilities to aid BG&E in its recovery efforts. The crews worked with BG&E to restore power for a full week.[12]

---

[8] Public power utilities prepare to handle outages as hurricane season approaches," Michael Hyland, *Public Power Chat,* May 28, 2014.

[9] "Power to the people: How Winnetka beat its neighbors to restore electricity," *Winnetka/Northfield TribLocal,* June 29, 2011."

[10] "Mapleton help: 'Great testament' to IAMU mutual aid" *Informer,* Iowa Association of Municipal Utilities, April 26, 2011.

[11] "Mutual Aid Before the Storm," *Public Power,* March-April 2007.

[12] Correspondence with Leona Draper, Executive Director, Indiana Municipal Electric Association.

"Wellesley and other towns in the electric power business were beacons of light during the outages that left thousands of homes across the western suburbs in the dark last week. While Natick, Sudbury, Framingham, and other communities struggled with power failures that dragged on through the week, all the lights were back on in a matter of hours in Wellesley, Belmont, and Concord. The three towns run their own municipal electrical utilities, complete with crews ready to make repairs at a moment's notice, in contrast to the majority of communities in the western suburbs, whose power is provided by the utility companies NStar and National Grid."

"Municipal utilities shine in storm," Boston Globe, on boston.com, September 4, 2011.

Customer Service

Since a public power utility's customers are its owners, there is no conflict between the needs of customers and the needs of shareholders. The utility's local accountability ensures it delivers excellent customer service, or unsatisfied customers can make their displeasure known at utility board or city council meetings.

Public power utilities receive high scores in residential and business customer satisfaction in the J.D. Power and Associates annual surveys for electric utilities. In 2015, Salt River Project in Phoenix, Arizona, ranked the highest in the large utility segment in its region for the 14th consecutive year, and Clark Public Utilities in Vancouver, Washington, ranked the highest in the midsize utility segment in its region for an eighth consecutive year. Other top finishers in their respective categories included the Sacramento Municipal Utility District, Colorado Springs Utilities, Seattle City Light, and Tacoma Power.[13]

Public power utilities also took home top honors for business customer satisfaction in four of the eight categories, with honors going to Omaha Public Power District in Nebraska, JEA in Jacksonville, Florida; Salt River Project and Sacramento Municipal Utility District.[14]

Customers in the driver's seat

In a public power community, customers drive customer service; the utility can tailor its programs and services to the needs and desires of its customers, instead of looking only to make a profit.

For example, most public power utilities have a customer service center located in town, where customers can pay their bills in person, discuss any questions, and learn about other utility programs. Many investor-owned utilities have eliminated their walk-in customer service centers as a strictly cost-saving measure, but when customer service, not making a profit, is the goal, service centers stay open.

Energy-efficiency programs are another example where public power's not-for-profit, customer-focused business model shines. A for-profit utility is the in the business of selling electricity to make money; spending utility money to run an energy efficiency program to help customers use less electricity does not make sense when you are answering to investors and stockholders. But because public power utilities share their community's values and are accountable to customers, the calculation looks different: why wouldn't you want to help your friends and neighbors save money on their monthly utility bill?

Poor service by profit-seeking companies is one of the primary drivers behind a community's decision to consider public power. Hermiston, Oregon, formed a municipal utility in 2001 following a four-year effort that began because the incumbent investor-owned utility closed its local customer service office and citizens recognized that the company's service levels were declining. The new public power utility, Hermiston Energy Services, offers lower rates and customers can now pay bills and address service concerns in person at the local office.

Quite simply, local control and public power's not-for-profit business model promote outstanding customer service. A public power utility and its governing body are part of the community and can easily maintain a close relationship with utility customers. As a result, the utility can tailor its services to meet the needs of its customers and the community.

---

[13] J.D. Power and Associates, 2015 Electric Utility Residential Customer Satisfaction Study, as described in J.D. Power and Associates press release, July 15, 2015.

[14] J.D. Power and Associates, 2016 Electric Utility Business Customer Satisfaction Study, as described in J.D. Power and Associates press release, January 13, 2016.

"Here at MED, we often talk about being your hometown power provider. We live here with you, and of course we want to provide the most reliable service possible because we benefit from that as much as anyone else.

But hometown power means more than that to us. It also means we are always actively working in our community to improve the lives of the people around us and contribute to the traditions that make Murfreesboro such a great place to live."

Steve Sax, general manager, Murfreesboro Electric Department,
"My Hometown Power" newsletter, November 2015.

Affordable Prices

Across the country, publicly owned electric utilities continue to lead the way in providing customers with low-cost energy for homes and businesses. The most recent data from the U.S. Department of Energy show that public power customers pay less, on average, than do customers of investor-owned utilities or electric cooperatives, as they have year after year since the federal government began keeping electricity rate statistics more than 70 years ago. Public power's historically lower rates are the result of the low-cost structure central to its business model, supported by its not-for-profit status, access to tax-exempt financing, higher credit ratings, and its ability to contract for low-cost power supplies.

Lower Rates

On a national basis, average electricity rates for all investor-owned utility customers in all customer classes are **6.9 percent higher** than average rates paid by public power customers. Average electricity rates for all cooperative utility customers are **3 percent higher** than those paid by public power customers.

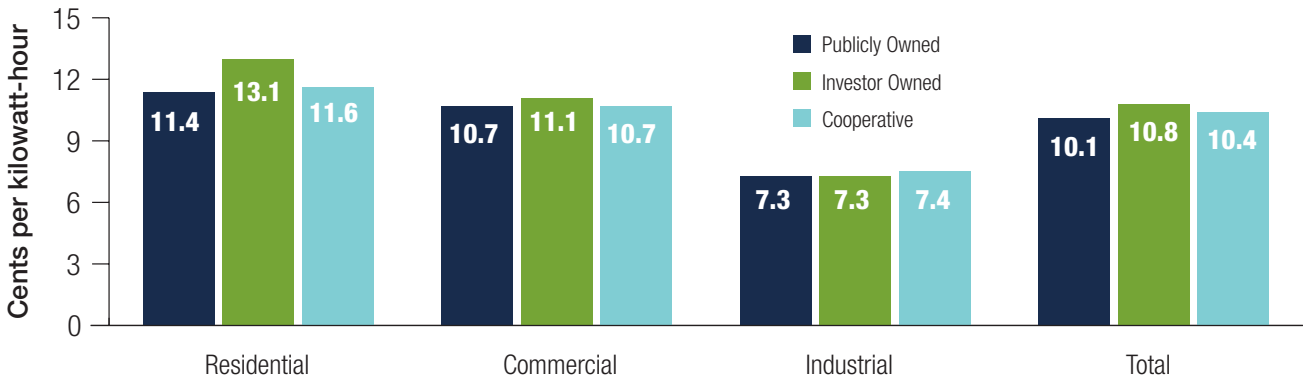
This distinction is more pronounced when looking at rates paid by residential customers. Public power residential customers paid an average of 11.4 cents per kilowatt-hour; cooperative utility customers paid an average of 11.6 cents per kilowatt-hour, and investor-owned utility customers paid an average of 13 cents per kilowatt-hour.

That difference means residential customers in cooperative utility service territories paid average rates that were 1.75 percent higher than their public power neighbors, and residential customers in investor-owned utility service territories paid average rates that were **14 percent higher** than those paid by public power customers.[15]

In recent years, average rates for investor-owned utility industrial customers have been lower than those of public power utilities. However, industrial customers vary greatly in size, and on average, investor-owned utilities serve significantly larger industrial customers than do public power utilities. The difference in customer size could account for the investor-owned utility's lower price for industrial customers.

[15] "Public Power Costs Less," American Public Power Association 2016. Data from Energy Information Administration, Form EIA-861, "Annual Electric Utility Report" for 2014. Rates reflect both full-service (bundled) and retail choice (unbundled) sales in utilities' service territories.

Average Retail Electric Rates by Customer Class, 2014



Local regulation

Public power utilities are under more intense scrutiny than investor-owned or cooperative utilities because they are governed and regulated by their customer-owners through locally elected and appointed officials. Governance and regulation happens at city council and utility board meetings, public hearings, citizen advisory committees and other public forums; accountability is ensured at the ballot box. Business is conducted in the open and is subject to local scrutiny.

Public participation in the utility's governance, including decisions on rates, budgets, facility siting, power supply reliability, and customer service, is a core attribute of public power. If citizens feel their rates are unreasonable, they can attend public meetings held in their own town to express their discontent. In a few states, public power utilities' rates are also regulated by the state public service commission.

While public power utilities generally are regulated by a local governing body accountable to its citizens, investor-owned utilities are regulated by state and federal authorities. Investor-owned utility customers have the right to place complaints with the state public service commission, but because these customers are not owners of the utility, they have no direct relationship to utility management and cannot participate in board meetings.

Regulation for rural electric cooperatives varies across the country; they are subject to oversight from state regulatory commissions in some, but not all, states. Where they are not regulated, cooperative utility customers may find that making their voice heard is more difficult because the utility is not subject to the same sunshine laws that govern public power utilities.

Compared to customers of investor-owned utilities and even rural electric cooperatives, public power customers have more influence on rates, service and policies.

Low-Cost Structure

The biggest determinant in public power's lower rates is its not-for-profit status. Public power works for Main Street, not Wall Street.

In his comprehensive study of factors affecting performance in the U.S. electric industry, Professor John Kwoka concluded that public ownership confers both cost and price benefits. He found that the most likely reason for public power's advantages over their privately owned counterparts "appears to be that retail distribution–of electricity and perhaps other goods and services–may be performed better by enterprises closely rooted to the customer community. Such proximity may yield greater knowledge of local customer needs and a greater sense of responsibility for addressing those needs."[16]

Public power utilities can offer lower rates because:

- The utility does not pay dividends to often-distant shareholders.
- They are accountable to the customer-owners they serve.
- Local cost-consciousness and public scrutiny over expenditures keep the utility's budget in check.
- Administrative costs are lower, due to improved efficiencies through sharing personnel, equipment and supplies with the local government.
- Rates are set locally by citizen-controlled boards or city councils that operate publicly.
- There is no economic bias toward high-cost, capital-intensive technologies.
- They are eligible to borrow money for capital expenses using tax-exempt bonds, holding borrowing costs down.
- They consistently earn higher credit ratings from the three major credit rating companies.
- In certain parts of the country, they may have access to lower cost hydroelectric power marketed at wholesale by federal and state agencies.
- Joint action agencies give smaller utilities access to economies of scale in generating and purchasing power and other services.

Several of these topics are covered in more depth under the benefits of Local Control.

Municipal Bonds

For more than 200 years, state and local governments and governmental entities, including public power utilities, have relied on municipal bonds as a means of financing.

---

[16] John E. Kwoka, Jr., George Washington University, "Power Structure: Ownership, Integration, and Competition in the U.S. Electricity Industry," Kluwer Academic Publishers, 1996, p. 143.

Nearly three-quarters of all core infrastructure built in the United States is financed with municipal bonds. Interest paid on these bonds has been exempt from federal tax since the inception of the federal income tax in 1913, just as federal bonds, bills, and notes are exempt from state and local taxes.

State and local governmental entities–including public power utilities–have limited means to raise funds for their communities' capital needs. The municipal bond market gives towns, counties, cities, and publicly owned utilities access to investors. Municipal bonds are ideally suited to finance capital-intensive and long-lived public infrastructure, such as the assets of a public power utility.

While the median corporate bond issue is $210 million, the vast majority of municipal bonds, including those for public power investments, are far smaller: the median municipal bond issuance is $7 million. Only about 5 percent of all municipal bond issuances are for $200 million or more.

The federal tax exclusion of bond interest means municipal issuers can finance their investments affordably. Over the past 20 years, the average yield of Standard & Poor's Corporate Bond (Aaa) Index has been 130 basis points higher than that of Moody's High-Grade Municipal Bond Index. Adjusting for the cost of call provisions common in municipal bonds (but rare in corporate taxable bonds), the spread is closer to 180 basis points. The difference can save municipal bond issuers **25 percent** over the 30-year life of a project. These savings result in more critical investments in infrastructure and essential services by state and local governments and lower costs for the services they provide.

A safe investment

Investors purchase municipal bonds in part because of tax considerations, accepting a lower rate of return because the interest is exempt from federal income tax. Municipal bonds are also valued for their ability to generate a steady stream of revenue for fixed-income households. Individual households are the investors in more than 70 percent of municipal bonds. Nearly 60 percent of this household tax-exempt interest is earned by taxpayers older than 65 years. In 2012, 48 percent of all municipal bond interest paid to individuals went to households with incomes of less than $250,000.[17]

Recent market performance and the "flight to quality" underscore that municipal bonds are also valued as stable financial investments. The U.S. municipal bond market is well-established, with a robust and comprehensive federal legislative and regulatory system that protects investors. Likewise, municipal bonds are secure investment vehicles: the default rate for investment grade municipal bonds is far less than 0.1 percent, a fraction of the default rate for comparably rated corporate bonds.

Today, there are $3.7 trillion in municipal bonds outstanding, with more than $200 billion funding new projects every year. Close to 5 percent of those issuances (as much as $11 billion every year) finance new investments in power generation, distribution, reliability, demand control, efficiency and emissions control: all needed to deliver safe, affordable and reliable electricity.

In addition to infrastructure for public power utilities, these bonds finance roads, bridges, sewers, hospitals, libraries, schools, town halls, police stations, and other public-purpose investments by state and local governments.

The city of Vineland, New Jersey, has operated its own electric generating plant for more than 100 years. Excess power supply produced is bid on the market, bringing in $167 per megawatt-day at auction, while the cost has run about $100 MW-day.

"That's the benefit to our customer and it's because we can finance cheaper using instruments available to us and we don't have to pay profit to our share-holders… At the present time we have the lowest rates in New Jersey."

Joe Isabella, director of the electric utility, Vineland, New Jersey, January 2015.

Credit Ratings

The three largest credit rating companies acknowledge the advantages of public power's business model and assign much higher ratings, on average, to public power than to investor-owned utilities.

Public power utilities share several fundamental, structural characteristics that contribute to these higher ratings:

- Local, autonomous ratemaking authority
- Electricity is an essential service

[17] Internal Revenue Service, "Statistics of Income–2010: Individual Income Tax Returns" (2012).

- Defined service area, with near monopolistic characteristics
- Residential and commercial customer base is highly concentrated
- Public power utilities have a relative cost advantage over investor-owned utilities
- Local regulation is generally faster and more responsive to changing conditions than the lengthy process that investor-owned utilities experience before state commissions
- Customers/ratepayers are the ultimate stakeholders[18]

Fitch Ratings' 2016 Outlook for the public power sector assessed public power's strengths in face of challenges confronting the electric utility industry: "Municipal power utilities… are well positioned to cope with near-term challenges including recently enacted carbon regulations, persistent rate pressures and long-term threats."[19]



"The rationale behind these municipal acquisitions includes the economic benefits available to the acquiring city by reinvesting free cash flow back into the local system, greater local control over rates, improved reliability and benefits associated with the use of tax-exempt debt for future capital improvement compared with the existing corporate utilities' higher cost of capital."

Fitch Ratings, "Public Power Municipalization," May 25, 2005.

Access to Federal Hydro Power

Hydro power accounts for nearly 7 percent of the nation's electricity supply and is the most abundant source of renewable energy. Because the fuel (water) that turns the turbines to make electricity in a hydroelectric plant is free, the cost of operating a hydro power facility is low compared to other sources.

The federal power marketing administrations (PMAs) sell federally generated hydro power with a statutory right of first refusal granted to not-for-profit entities, including public power utilities and rural electric cooperatives (called "preference customers"). This hydro power is sold at cost. The hydroelectric power is produced at federal dams operated by the U.S. Army Corps of Engineers and the Bureau of Reclamation.

As one of the few providers of cost-based wholesale power, the PMAs assist in keeping power rates low for millions of electricity customers.

Joint Action Agencies

Being small and focused on local customers is one of the strengths of public power–but survival often hinges on being big. Joint action agencies are the convergence of small and big for public power utilities, banding utilities together to achieve economies of scale.

Joint action agencies are typically formed under an act of the state legislature to provide wholesale power supply and services to their public power members. Like the utilities they serve, these agencies are also not-for-profit organizations.

Joint action agencies have traditionally served as vehicles to consolidate power generation or purchasing, rate negotiation, and facilities construction of many smaller utilities into a larger unit, thereby leveraging their combined size to gain added market advantage. This helps keep power rates competitive and provide an avenue for offering advanced services through the economies of joint purchasing.

The beginning of joint action

Some of the earliest joint action ventures were undertaken to battle high wholesale rates. In Florida, an investor-owned utility was selling bulk power to 10 municipal utility customers at a higher rate than it did to rural electric cooperatives, ostensibly because the co-op loads were larger. When the cities tried to negotiate a better rate, the company pursued a "divide and conquer" strategy, trying to negotiate separate power sales agreements with each of the 10 cities. But the cities stood firm as a group and negotiated rates that satisfied all. The resultant aggregate savings of $500,000 for the 10 cities were huge at the time–it was the 1960s.

"We have learned what can be accomplished through a united effort," wrote Wallace Sturgis, the city attorney for Ocala, Fla., in 1968. "But this is just the beginning. We

[18] "Rating Agency Outlook for Public Power," Fitch Ratings, webinar, March 16, 2016.

[19] "2016 Outlook: U.S. Public Power and Electric Cooperative Sector," Fitch Ratings, in a press release, December 9, 2015.

must think big and from such thinking, big results will come." Individually, municipal utilities are small, he said, "but collectively, we are large and growing larger, despite all obstacles." [20]

Joint action today

While power supply and the opportunity to capture the benefits of economies of scale drove creation of many joint action agencies, the agencies have evolved to provide a wide range of shared services to help public power utilities keep costs down while providing the highest level of service to their customers.

Today, many joint action agencies plan and implement energy efficiency and demand-side management programs for their members. Some agencies hire "circuit riders," individuals who work on-site for member utilities one or two days a week, then spend another part of the week at other member utilities. For example: WPPI Energy in Sun Prairie, Wisconsin, hires energy services specialists who fulfill this role. American Municipal Power in Columbus, Ohio, has tree-trimming crews that support member needs. The arrangement enables the agency and its members to recruit and hire highly qualified personnel whom cities individually may not be able to afford.

In places where significant state-level regulation of publicly owned electric utilities remains in effect, joint action agencies like Vermont Public Power Supply Authority offer significant regulatory and legislative services to support member utilities.

Among other services, many agencies support their members in economic development, rate design, fuel purchasing, training, telecommunications, lobbying, information technology, engineering, project management, finance and equipment testing. Local public power utilities pool their resources, working together to achieve substantial savings for their communities.

Joint action agencies allow public power utilities to join forces to take advantage of economies of scale and shared services to boost efficiency. They are a lifeline for public power utilities that want to retain the benefits of owning and operating their own electric utility while not losing out on the economic advantages of a larger organization. The agencies facilitate the best of both worlds–small and large–for their members and their customers.

[20] "The Evolution of Joint Action," *Public Power,* January 2014.

Local Economic Development

Public power utilities are an integral part of the economic development of their communities, working closely with new and existing businesses to provide the highest levels of reliability, customer service and development assistance. Public power utilities are local and are invested in the success of the customers and communities they serve.

A public power utility spurs development in the local economy as a local employer operating in the community, and through the benefits that the utility affords the community. In some public power communities, the utility may also directly support the town's economic development efforts.

Hometown Jobs and Business

Public power utilities benefit their communities by providing employment opportunities for local residents. The local utility is headquartered in town and creates local jobs for customer service representatives, lineworkers, engineers, mechanics and administrators. Kids growing up in public power communities can find a career right in their hometown. Each dollar of a public power employee's paycheck circulates through the local economy an estimated four to five times.

More than just being a local employer, public power utilities also support the local economy as a business operating in the community. Utilities may implement policies to "buy local" and support local businesses whenever practical, including purchasing materials and services from local companies and using local financial institutions for their business operations.



EVERY DOLLAR PAID TO A PUBLIC POWER EMPLOYEE CIRCULATES THROUGH THE LOCAL ECONOMY **4 TO 5 TIMES.**

Supporting the local economy with energy efficiency

Energy efficiency programs help customers save money on their electric bill. With rebate programs that pay customers for investing in energy efficient appliances (or for recycling older, less efficient models), utility energy efficiency programs go further in putting money back in customers pockets.

The public power utility in Waverly, Iowa, offers just such energy efficiency programs and rebates, with a twist: customers who receive energy efficiency rebates for air conditioners, heat pumps, LED light bulbs and appliance recycling are paid in Waverly Dollars – gift certificates issued by the Chamber of Commerce that can be used like cash anywhere in Waverly. Citizens can spend their Waverly Dollars when they shop, dine out, fuel up, or even to pay their utility bill.

"The energy efficiency programs are good for the local economy," said Chris Schmidt, former chair of the utility's board of trustees. "The majority of new appliances are purchased and installed by local dealers... Home improvements are also completed mainly through local contractors. The money stays in the community, making it a win-win situation."

Stimulating the Economy

Public power utilities are good for the local economy. Lower electricity prices allow consumers to spend more money on other goods and services, in addition to attracting business and industry to the community. Local dollars stay at home in public power communities. They are not sent to companies and shareholders out of the city, state, or in some cases, country.

Investments made in the utility and its infrastructure also support the local economy. By meeting the interrelated needs of residential, business and industrial customers, a public power utility makes the community a more pleasant place to live and allows it to compete more successfully in attracting business and employment. For instance, utility investments to improve power quality and service reliability make the community more attractive to businesses that may locate or expand there.

The contributions utilities make to the local government, whether in the form of payments in lieu of taxes, transfers to the general fund, or other in-kind contributions to the local government, also help the community economically. Because public power utilities typically make greater financial contributions to the local government than investor-owned or cooperative utilities, these benefits may be felt more strongly in a public power town.

Direct financial contributions provide real, tangible benefits to the community, helping to pay for police officers and firefighters, teachers and schools, the municipal library and parks, road repairs, and other city services. In-kind contributions—free or discounted services provided to the local government and other operational efficiencies—save money for the local government.

The financial contributions made by public power utilities give the community a choice: to collect less in local tax revenue to support its services; or to increase the number (or improve the quality) of services it provides. The community and local economy benefit either way: from more money staying in citizens' pockets, or from the enhanced municipal services.

Technological Leadership

Many public power utilities have taken a leadership role in preparing their communities for the future by pursuing new technologies as an integral part of community growth. They serve as information sources in a variety of technology fields such as environmental stewardship, high-speed internet capability, safety and community technology development.

Some public power communities offer telecommunications services because private companies may not offer them to smaller towns at competitive prices. Access to high-speed broadband encourages economic development.

Economic Development Programs

Public power utilities are logical partners in economic development. A locally controlled utility is part of a public service community team that cooperates on public works projects, downtown renovations, extension policies, business development, industrial parks, and energy-efficiency programs. The utility has an inherent interest in promoting the well-being and prosperity of the community.

A 2015 survey indicated that the most important thing an electric utility can do to attract business to the community is offer high reliability and competitive prices.[21] While public power excels in both these areas, many public power utilities go beyond, working with city officials to promote economic development.

Tools that may be offered by public power utilities with their communities include:

- special economic development rates for the first few years of operation
- special connection fees or line extension rates to make extending electric service to a new business site more affordable for new businesses
- key accounts programs for large commercial, industrial and institutional customers
- additional service redundancy to enhance electric reliability
- backup generation
- rebates
- discounts and fee waivers
- tax credits/abatements
- zoning assistance
- grants
- low- or no-interest loans

Other economic development initiatives include technical consulting, infrastructure improvements, enterprise zones and tax increment finance districts, energy-efficiency programs, and account management services.

Many utilities also take advantage of strategic priorities to promote the community to businesses with similar interests. For example, a utility that invests in green energy technology can make the community more attractive to businesses that value sustainability.

Working to bring new businesses to the community is only the first step. Public power utilities work with their larger customers, offering them power quality, demand-response programs, alternative pricing structures, special communications during outages, and other customer-defined and customer-focused programs. Businesses enjoy the streamlined one-stop shopping customer service that public power towns offer through key accounts and other large customer programs.

Greenville, North Carolina, exemplifies how a public power utility can promote economic development for its hometown. The Greenville Utilities Commission has a robust program to help business customers looking to expand and to attract new businesses to Greenville. The utility meets with companies seeking to relocate to discuss their power needs (reliability, power quality and capacity), and offers innovative rate options to help startup companies. When an existing customer wanted to add a new warehouse, utility engineers showed company personnel how they could meet their electrical needs at the new warehouse without purchasing expensive new equipment.



"The big reason for doing this is local control of our destiny...Number 2, we keep all of the revenue generated from the sale of electricity locally, and 34 municipalities in South Dakota can attest to that. And No. 3, it's a lot better economic-development tool. You can offer incentives (on electric rates) to businesses. With NorthWestern, we can't do that."

Ken Cotton, City Attorney, Wagner, S.D., "Wagner voters to decide municipal power proposal Tuesday," *Energy Central Professional,* December 2, 2007.

[21] "Building Community: Economic Development Best Practices," Greenville Utilities Commission and East Carolina University, 2016. Data from APPA Economic Development National Survey, 2015.

ACTION FORM

PROCEEDING: Utility Committee	**AGENDA ITEM**:
DEPARTMENT OF ORIGIN: Public Works	**DATE SUBMITTED**: 3/17/17
PREPARED BY: Sharon J. Duca, P.E., Public Works Director / City Engineer	
SUBJECT: Request for Abandonment of Unimproved Alley – located between North of 29 N. Kirkwood Street and 434, 440, 442, 444 and 452 Fulton Street	
REFERENCE: N/A	
RELATED PROJECT: N/A	
APPROVALS: City Manager	
EXHIBITS: Attachment A – Map	
EXPENDITURE REQUIRED: $ N/A	**AMOUNT BUDGETED**: $ N/A
FUNDING SOURCE (Dept./Page in CIP & Budget): N/A	
TIMETABLE: The referenced portion of right-of-way shall be abandoned upon approval by City Council.	
RECOMMENDED ACTION: The following actions are recommended should the Committee be in favor: (1) Abandonment of the subject right-of-way with conveyance of the southerly five feet (5') of said right-of-way adjacent to 29 North Kirkwood Street. (2) Due to maintenance concerns, the northern five feet (5') should not be abandoned until all property owners agree to accept the land. (3) Adoption of a resolution by Council setting a public hearing regarding the proposed abandonment for April 24, 2017.	

BACKGROUND AND ANALYSIS

The City Clerk's Office received the following list of those property owners that expressed an interest in participating in the abandonment of an Unimproved Alley located between 29 North Kirkwood Street and 434,440,442,444 and 452 Fulton Street.

Property Owner	Property Address	Tax Parcel Number
Central Delaware Habitat for Humanity	29 North Kirkwood Street	ED-05-076.08-04-37.00-000
Searchers, LLC	442 Fulton Street	ED-05-076.08-04-40.00-000

The Department of Public Works confirmed that this area is an Unimproved Alley and runs west to east from North Kirkwood Street to North Queen Street West Alley. The right-of-way for the Unimproved Alley is ten-feet (10') wide. Half of the right-of-way, or five-feet (5'), would be conveyed the owners of 29 North Kirkwood Street. Only one property owner that is adjacent to the northern portion of the alley requested the abandonment. Abandoning this portion would create a difficult maintenance task, therefore, we are not recommending abandoning the northern portion until all property owners agree to the abandonment. The Department of Public Works has no objection to the abandonment of the southern five feet (5') of right-of-way. The Department recommends conveyance of five-feet (5') of said right-of-way to the above referenced properties in conjunction with the provision of a public utility easement for each parcel.

Proposed Alley Abandonment

Between 29 North Kirkwood Street & 434, 440, 442, 444 & 452 Fulton Street



0 25 50 100 Feet

N

Date Printed: March 14, 2017
File: m:\gis_data\projects/tech_mxds
\st_abandonment_map_29_n_kirkwood_st
Department: Public Works GIS
City of Dover, Delaware

Legend

- Overhead Electric Pole
- Underground Electric Lines
- Overhead Electric Lines
- Water Main
- Hydrant Line
- Hydrants
- Manholes
- Sewer Line
- Parcel Lines
- Right of Way to be Abandoned

ACTION FORM

PROCEEDING: Council Committee of the Whole – Utility Committee	**AGENDA ITEM NO.:**
DEPARTMENT OF ORIGIN: Public Works – Wastewater	**DATE SUBMITTED**: 03-03-17
PREPARED BY: Sharon Duca, P.E., Public Works Director/City Engineer	
SUBJECT: Amendment to Contract User Agreement with Kent County	
REFERENCE: N/A	
RELATED PROJECT: N/A	
APPROVALS: City Manager, Controller	
EXHIBITS: Proposed Agreement (Unsigned)	
EXPENDITURE REQUIRED: n/a	**BUDGET REMAINING**: n/a
FUNDING SOURCE (Dept./Page in CIP & Budget): n/a	
TIME TABLE: City Manager will execute agreement within ten (10) days of Council approval.	
RECOMMENDED ACTION: Staff recommends City Council to authorize the City Manager to execute the amendment to the contract user agreement with Kent County.	

BACKGROUND AND ANALYSIS

The City of Dover (City) is currently a contract user of the Kent County Levy Court for transmission and treatment of sewage discharge. Kent County treats the sewage that is transmitted from the City transmission system prior to re-entry into the environment. Due to future expansion, and existing conditions being altered since the last agreement was executed, multiple changes to the agreement are necessary. Key points of the amendment are listed below:

- Article V, Paragraph B.2; Pump Stations No. 16 (Del Tech) and No. 35 (McKee) have been removed from the invoice list, as the above stations are no longer used for billing purposes.
- Article V, Paragraph B.3; this paragraph clearly defines the methodology of Kent County invoicing the City with sewer flow that is routed to Kent County Pump Station No. 3.
- Article V, Paragraph B.4; this paragraph has been revised to better describe the fact that Kent County Pump Station No. 35 (formerly City Pump Station No. 12 (Dover East)) flow would be deducted from City invoice if it is redirected to City infrastructure.
- Article V, Paragraph B.5; this paragraph describes that the flow produced from Kent County Pump Station No. 29 will be deducted from the City's invoice, as it enters the City's transmission system.
- Article V, Paragraph B.6; this paragraph describes that the flow produced from Kent County Pump Station No. 19 will be deducted from the City's invoice, as it enters the City's transmission system.
- Article V, Paragraph B.7; this paragraph describes that the flow produced from Kent County Pump Station No. 19B will be deducted from the City's invoice, as it enters the City's transmission system.
- Article VI, Paragraph F; the language was modified to have clear direction on how billings would be derived if it is impossible to accurately measure the flow.

The aforementioned changes will accurately portray how the City's sewer flow is being transmitted to Kent County, which will provide for accurate billings to the City. Staff agrees with all changes and recommends executing the proposed amended agreement.

Kent  County

AGREEMENT FOR SERVICES

Between

CITY OF DOVER

and

KENT COUNTY LEVY COURT

for and on behalf of

KENT COUNTY SEWAGE DISPOSAL DISTRICT NO. 1

In Connection with

the Transmission and Treatment of Sewage Discharge from the City of Dover, Delaware

This Agreement for Services is made and entered into this ____ day of _____, 2017, by and between Kent County Levy Court, the governing body of Kent County, Delaware (hereinafter referred to as "Owner"), on behalf of Kent County Sewage Disposal District No. 1, and City of Dover (hereinafter referred to as "Contract User").

WITNESSETH:

For and in consideration of the mutual promises and covenants herein contained, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto do hereby agree as follows:

ARTICLE I - TERM OF AGREEMENT

A. The term of this Agreement shall be ten (10) years, commencing upon the date of this agreement, and terminating ten (10) years thereafter. If, at the expiration of the term of this Agreement, Contract User shall not be in default upon any of the terms or conditions of this Agreement, then Contract User shall have an option to renew this Agreement for an additional term of ten (10) years.

B. The Contract User must notify the Owner in writing, via certified mail, no later than ninety (90) days prior to this Agreement's expiration, in order to indicate the Contract User's intentions to either renew or terminate this Agreement. If the Contract User does

not indicate their intentions in writing to the Owner, as described above, then this Agreement will be automatically renewed on a year to year basis.

ARTICLE II - DEFINITION OF TERMS

The following terms, as used herein, shall have the following meanings:

A. "Collection System" shall mean gravity or pressurized local transmission lines used to convey Contract User's sewer discharge to a main line pumping station connected directly to a Transmission Line.

B. "Biological Treatment" shall mean the handling of constituents in Sewage by means of biological processes performed within the Kent County Wastewater Treatment Facility.

C. "Sewage" shall mean a combination of the water-carried waste from residences, businesses, institutions, industrial establishments, or other structures, buildings, or improvements, together with such ground, surface, and storm water as may be present.

D. "Sewer" shall mean a pipe or conduit which carries Sewage.

E. "Transmission System" shall mean main transmission pipelines and pump stations used to convey Sewage to the Kent County Wastewater Treatment Facility.

F. "Treatment Capacity" shall mean average monthly capacity as defined in the Kent Count Wastewater Treatment Facility National Pollutant Discharge Elimination System (NPDES) Permit.

ARTICLE III - SERVICES TO BE RENDERED

The services to be rendered to Contract User by Owner shall be sufficient to carry out and perform the functions contemplated by terms of this Agreement, including but not limited to the following:

A. Transmission of Sewage

1. The transmission of all sewage will include pumping and piping necessary to transmit sewage through Owner's Transmission System to the Kent County Wastewater Treatment Facility. This obligation extends only to construction and operation of Owner's Transmission System and does not include the construction and operation of the Contract User's Collection System and local Transmission Lines which feed sewage into the Owner's Transmission System. Contract User is to construct, maintain and operate their Collection System and local Transmission Lines. This obligation is further limited to the Contract User's quantity as defined under Article IV (B).

B. Treatment of Sewage

1. Upon transmission of Contract User's sewage through Owner's main conveyance system and pumping stations to the Kent County Wastewater Treatment Facility, Owner agrees to treat Contract User's sewage to a degree sufficient to enable the

final effluent to comply with the Kent County Wastewater Treatment Facility National Pollutant Discharge Elimination System (NPDES) Permit.

2. In the event that Owner cannot for any reason transmit and/or treat any sewage produced and/or delivered by Contract User, and provided that Owner's inability to transmit and/or treat such sewage is (a) not due to any cause or fault directly attributable to Contract User or (b) any significant change in the characteristics of the sewage of any existing or new contributor, or (c) in the event such sewage is not amendable to Biological Treatment due to any cause or fault which is not directly attributable to Contract User, the Owner agrees to construct and provide such additional facilities as may be necessary, in the sole discretion of Owner, to accomplish treatment of such sewage, with the expense of such additional facilities to be allocated and paid in accordance with Article V of this Agreement.

3. In the event that Owner's inability to transmit and/or treat such sewage is due to a cause or fault directly attributable to a significant change in the characteristics of sewage produced and/or delivered by Contract User, rendering it no longer amendable to Biological Treatment, then Contract User shall assume full responsibility for any and all costs or expenditures required to transmit and/or treat such sewage, including but not limited to any and all operation, maintenance, engineering and legal expenses, or other financial liability.

4. Within thirty (30) days of Contract User's receipt of written notice from Owner that Owner is unable to transmit and/or treat such sewage, Contract User's shall take all appropriate remedial action to render such sewage capable of transmission and/or treatment by Owner or, alternatively, Contract User shall submit to Owner a written plan for appropriate remedial action to render such sewage capable of transmission and/or treatment by Owner in manner and upon such other terms as may be acceptable to Owner.

5. Upon Contract User's failure to take appropriate remedial action or failure to submit to Owner a written plan for appropriate remedial action, as aforesaid, Owner may, at its option, (1) advance all costs and expenditures required to transmit and/or treat such sewage and invoice Contract User for same, in which event Contract User shall reimburse Owner for all such costs and expenditures within sixty (60) days of the receipt of any invoice for same, or (2) terminate this Agreement upon (30) days written notice.

ARTICLE IV - CHARACTERISTICS & QUANTITY OF CONTRACT USERS SEWAGE

Owner's obligation to transmit and treat Contract User's Sewage, as required hereunder, is and shall be subject to the following conditions:

A. Quality of Sewage

1. Contract User's Sewage may be either raw or pretreated sewage but will not be acceptable (1) if it does not comply with the Kent County Code, Chapter 180, originally adopted in April of 1976, as amended, or (2) if, upon the addition of

said sewage to the sewage flow entering the Kent County Wastewater Treatment Facility, the resulting combined sewage flow is not amendable to Biological Treatment or (3) the resulting combined sewage flow contributes to a violation of standards set in the Kent County Wastewater Treatment Facility's (NPDES) Permit.

B. Quantity of Flow

1. On or before the first (1st) day of July in each even numbered year during the term of this Agreement, Contract User shall submit to Owner a projection of Contract User's sewage flow for each of the next succeeding five (5) year period. All submissions shall clearly identify Contract User's current and projected sewage flows.

2. Based upon the aforesaid projections submitted by Contract User and the projected flows of other contributors to Owner's main conveyance system Owner shall initiate preplanning for the expansion of Transmission System capacity and/or treatment capacity, as Owner deems necessary or appropriate, if and when the projected capacity of a particular Transmission System component and/or the projected treatment capacity of the Kent County Wastewater Treatment Facility reaches eighty-five percent (85%), respectively. Owner shall subsequently contract to expand Transmission System capacity if and when the actual capacity of any particular Transmission System component has reached ninety percent (90%) of its available transmission capacity, as determined by Owner. Similarly, Owner shall subsequently contract to expand treatment capacity if and when the actual monthly average influent flow of the Kent County Wastewater Treatment Facility reaches ninety percent (90%) of its permitted capacity, as stated in the NPDES permit. Owner agrees to make good faith effort to fund and construct aforementioned improvements, however, as circumstances dictate, execution of this Agreement does not constitute a guaranty by Owner of transmission system and/or treatment capacity at the time when Contract User's projected flows require it.

3. In the event that Owner's inability to transmit and/or treat Contract User's sewage flow request is due to a cause directly attributable to Contract User's significant change in the projected flow of sewage, not comparable in percentage to requests of other contributors or previous updates of the Contract User, then Contract User shall assume full responsibility for any and all costs or expenditures required to transmit and/or treat such sewage flow increase, as contemplated by Article III , including but not limited to any and all operation, maintenance, engineering, and legal expenses, or other financial liability. Within thirty (30) days of Contract User's receipt of written notice from Owner that Owner is unable to transmit and/or treat such sewage flow increase requests, Contract User shall submit to Owner a written plan for appropriate action to render such sewage flow increases capable of transmission and/or treatment by Owner in manner and upon such other terms as may be acceptable to Owner. Upon Contract User's failure to submit to Owner a written plan for appropriate remedial action, the User's request for sewage flow increase shall be considered withdrawn.

ARTICLE V - PAYMENT FOR SERVICES

A. Manner of Payment

1. Payment for any and all transmission and/or treatment services rendered by Owner hereunder shall be made in monthly installments, unless stated differently below, and delivered to the Kent County Treasurer, based upon invoices generated on or before the 15th day of the following month. Payment upon any invoice so generated shall be due within twenty (20) days of the date of the invoice. Upon Contract User's failure to pay any invoice so generated, the outstanding balance due upon such invoice shall accrue a financing charge in the amount of one and one-half percent (1.5%) per month.

2. All monies received from the Contract User by the Kent County Treasurer shall be deposited into Owner's Sewer Fund. It shall be deemed a violation of this Agreement for Owner to cause or permit any such monies received from Contract User pursuant to this Agreement to be mingled with any of the Owner's general revenue sources (including but not limited to real property tax revenues) or withdrawn from Owner Sewer Fund and expended for any purpose not a necessary and integral function of the operation of Kent County Sewage Disposal District No. 1.

B. Uniform Rates

1. Contract User agrees to pay Owner for all of Contract User's sewage transmitted and treated by Owner at a rate known as "the Uniform Rate". The Uniform Rate shall be based upon the Annual Sewer Fund Budget adopted by Owner, which shall assume and identify the annual projected flow of Contract User's sewage to be transmitted and treated by Owner. From the annual projected flow of Contract User's sewage, Owner shall calculate the Uniform Rate on a basis of 1,000 gallons of sewage. Owner shall then adopt the Uniform Rate in the form of a Resolution at the same time as Owner's Annual Sewer Fund Budget. Capital expenses associated with Owner's operation and maintenance of the Owner's Transmission System and treatment facilities shall be a part of the annual Sewer Fund Capital Budget adopted by Owner, and shall be incorporated into the Uniform Rate.

2. Throughout the term of this Agreement, Owner shall invoice Contract User for flows transmitted through Kent County Pump Station No. 3 (Legislative Hall) and the City of Dover Pump Stations No. 2 (Laffertys Corner), No. 5 (White Oak Farm), No. 7 (Route 13 East), , No. 28 (Wilmington College), No. 32 (Kings Cliffe), No. 33 (Puncheon Run), , and the private pump stations for the Bay Road Shopping Center at the corner of Lafferty Lane and Route 13 and the gravity flow from Rodney Village.

3. The Contract User's flow transmitted through Kent County Pump Station No. 3 shall be determined by deducting all applicable upstream contributing flows from the Owner's effluent meter at this location. The difference shall be the amount the Contract User's invoice shall be based upon.

4. The improved Pump Station former City of Dover No. 12 (Dover East) now Kent County Pump Station No. 35 and associated forcemain shall now be owned, operated and maintained by the Owner. The Owner's Sanitary Sewer District Area flows shall be deducted from the total metered flow at the Kent County Pump Station No. 3 at a rate of 175 gallons per day (gpd) for mobile home units. The difference shall be the amount the Contract User's invoice shall be based upon.

   In the event that the flows from Kent County PS No. 35 are directed away from Kent County Pumping Station No. 3 and into the Central Transmission Bypass (CTB), the Owner's Sanitary Sewer District Area flow shall be deducted from the metered flow and the difference added to the City of Dover's Pump Station No. 2 (Laffertys Corner) billing period flow. The sum shall be the amount the Contract User's invoice shall be based upon.

5. The flows from Owner's Pump Station No. 29 (Little Creek) shall be deducted from the total metered flow at the City of Dover's Pump Station No. 2 (Laffertys Corner). The difference shall be the amount the Contract User's invoice shall be based upon.

6. The flows from Owner's Pump Station 19 (Carlisle Village) shall be directed to the Contract User's collection system in the service area of the City of Dover's Pump Station No. 35 (McKee). Since this station is not a billed location, the metered flows from Owner's Pump Station No. 19 (Carlisle Village) shall be deducted from the total metered flow at the City of Dover's Pump Station No. 7(Route 13). The difference shall be the amount the Contract User's invoice shall be based upon.

7. The metered flows from the Owner's Pump Station No. 19B (Forty-Nine Pines Subdivision) shall be directed to the Contract User's collection system in the service area of the City of Dover's Pump Station No. 35 (McKee). Since this station is not a billed location, the metered flows shall be deducted from the total metered flow at the City of Dover's Pump Station No. 7 (Route 13). The difference shall be the amount the Contract User's invoice shall be based upon.

8. Contract User shall pay Owner for all Contract User's sewage transmitted and treated by Owner on a monthly basis as provided herein above, in an amount determined by multiplying Contract User's actually measured sewage flow for each month times the Uniform Rate.

C. District User Rates

1. Payment for collection, transmission and treatment services rendered by Owner for Contract User in the areas serviced by Owners collection system in the Webbs Lane, Rudnick Lane and South State Street extended areas shall be made quarterly on the basis of the number of EDU's connected to the system at established uniform district maintenance rates for Kent County Sewage Disposal District No. 1, Isaacs Area.

2. Contract User shall report on March 1st, June 1st, September 1st and December 1st of each year of this Contract User Agreement the number of EDU's which were newly

connected to the Owner's collection system at any time during the three (3) months immediately preceding each respective date.

ARTICLE VI - MEASUREMENT OF CONTRACT USER'S SEWAGE FLOW

A. Any and all measurements of Contract User's Sewage flow, as required by Article V above, shall be performed under a monitoring program conducted and supervised by Owner. The results of all flow measurements shall be evaluated monthly, and shall serve as the basis for Owner's charges to Contract User.

B. The metering device(s) utilized to measure Contract User's sewage flow shall be calibrated semi-annually by an independent testing agency for average daily flow rates over 0.10 mgd. Metering devices with average daily flow rates less than 0.10 mgd shall be calibrated on a bi-annual basis. The results of calibrations shall be made available to Contract User.

C. If the calibration reveals a discrepancy greater than 10% the monthly sewer billing to the Contract User shall be adjusted (up or down) for a three (3) month period immediately preceding the calibration. No action shall be taken for metering devices within 10% accuracy.

D. The costs of calibrations for metering devices in Owner's facilities shall be included in the operation and maintenance costs of Owner's main conveyance system and shall be incorporated into Owner's annual Sewer Fund Operating Budget. The costs of calibrations maintenance, repair and replacement for metering devices located in Contract User's facilities shall be borne by the Contract User and the prorated share of the calibration cost shall be added to Contract User's monthly bill.

E. Owner shall secure and retain services for the repair and maintenance of the aforesaid metering devices, including provision for the immediate replacement of any faulty or inoperable metering device(s). The costs associated with maintenance, repair and replacement of metering devices located in Contract User's facilities shall be borne by the Contract User and shall be added to Contract User's monthly bill.

F. In the event that it becomes impossible to accurately measure Contract User's sewage flow for a portion of a billing period, due to the failure or malfunction of any particular metering device, then Contract User's sewage flow for said portion shall be deemed to occur at the weekly average rate as Contract User's sewage flow for the three (3) months immediately preceding the billing period.

G. Calibration, maintenance, repair and replacement of potable water metering device(s) used in the Contract User's flow determinations shall be the sole responsibility of the Contract User.

H. During an emergency, temporary or other operational conditions where metered flows are unavailable or not representative of the true flow quantity; Owner and Contract User shall handle the determination of the flow quantity administratively.

1. The Contract User's sewage flow during said condition shall be deemed to occur at the weekly average rate as Contract User's sewage flow for the three (3) months immediately preceding the billing period not effected by the operational condition.

2. In the event said operational condition is planned or forecasted to continue for an extended period the Owner and Contract User may discuss alternative calculation methods or estimates that are fair and reasonable to both parties. A mutual agreement shall be documented in writing.

ARTICLE VII - AUDIT

A. Financial information concerning Contract User revenue and expenses and District revenue and expenses shall be tracked separately within the Sewer Fund. An audit of the financial position of the Sewer Fund shall be conducted annually, and shall be performed in conjunction with and according to the same procedures as the annual audit of the financial records of Kent County.

ARTICLE VIII - TERMINATION OF SERVICES

A. Except as otherwise provided herein, either party may terminate this Agreement upon thirty-six (36) months written notice to the other party; provided that notwithstanding any such notice of termination, Contract User agrees to pay Owner for any and all transmissions and/or treatment services rendered by Owner hereunder; and further provided that, notwithstanding any such notice of termination, Contract User shall reimburse Owner for Contract User's prorate share of capital debt charges incurred by Owner (less depreciation) for any capital project which, during the term of this Agreement, was undertaken by Owner for the specific benefit of Contract User. In the latter event, Contract User shall reimburse Owner by making prorate payments in accordance with the debt service schedule originally contemplated by the parties at the time such capital debt charges were incurred by Owner.

ARTICLE IX - RIGHT-OF-WAYS

A. Contract User agrees to make reasonable efforts to secure, obtain, and transfer to Owner any and all right-of ways, easements, or other covenants concerning real property within its control or jurisdiction which may be necessary or required by Owner for the construction, operation, maintenance, or repair of Transmission System.

ARTICLE X - ARBITRATION

A. Any controversy or claim arising out of or related to this Agreement, or any breach thereof, shall be settled by binding arbitration in accordance with the Rules of the American Arbitration Association, and judgment, upon the award rendered by the arbitrator(s), may be entered in any court having jurisdiction thereof. In any such controversy or claim, each party shall bear its own costs and neither party shall be responsible for payment of the other's legal, technical, or other costs of arbitration or litigation.

ARTICLE XI - SANITARY CODE OF KENT COUNTY

A. In the event of direct conflict between the terms of the Agreement and the provisions of the Kent County Code, Chapter 180, originally adopted in April of 1976, as amended, the terms of this Agreement shall control and be determinative. In all other events and respects, including but not limited to any ambiguity in terms of this Agreement or any

failure of this Agreement to make provision for any fact or circumstance, the provision of the Kent County Code, Chapter 180, originally adopted in April of 1976, as amended, shall control. To this end, the provisions of the Kent County Code, Chapter 180, originally adopted in April of 1976, as amended, are hereby incorporated herein by this reference.

ARTICLE XI - INTENDED LEGAL EFFECT

A. Owner and Contract User agree it is the intent of both parties, and a condition to the formation of this Agreement, that any future owners of the Contract User's Collection System serviced in the accord with this Agreement be legally bound in accord with the terms hereof. For that reason, Contract User understands that recordation of this Agreement may be deemed necessary by Owner, and consents thereto, for the purpose of providing notice to future owners of the Collection System of the conditions and obligations set forth in this Agreement.

B. Contract User agrees it will not sell the aforesaid property without giving thirty (30) days written notice to Owner of the sale of any or all of the Collection System. Contract User also agrees it will give any purchaser of some or all of the Collection System thirty (30) days written notice of the terms and conditions of this Agreement. Failure of Contract User to give such notices may be viewed by Owner as a material breach of this contract, permitting Owner to refuse to provide the services or other value provided in the Agreement. Owner may require the execution by any party assuming the ownership of some or all of the Contract User's Collection System or sewer service territory covered by this Agreement to enter into a new written Agreement, under the same terms and conditions, to the extent permitted by law.

ARTICLE XIII - MAIN SYSTEM CAPITAL IMPROVEMENT FEES & SANITARY SEWER DISTRICT EXPANSION FEES

A. Contract User shall be subject to payment of Main System Capital Improvement Fees (County Impact Fee) in accordance with Kent County Code Chapter 128, Fees, Article IV for all properties. In addition, Contract Users shall be subject to payment of District Expansion Fees (District Impact Fee) for EDU's connected through county district infrastructure.

This applies to the Isaacs area of the Kent County Sewage District No. 1 in and around Webbs and Rudnick Lanes and South State extended.

ARTICLE XIV - MISCELLANEOUS

A. This Agreement supersedes any and all previous agreements and understandings, written or oral, between the parties hereto concerning the subject matter hereof.

B. This Agreement constitutes the entire understanding of the parties with regard to the subject matter hereof, and the parties acknowledge and agree that there is no other agreement or understanding, written or oral, between the parties hereto concerning the subject matter hereof.

C. No change, modification, revision, or amendment to this Agreement shall be made or enforceable unless such change, modification, revision, or amendment is reduced to writing and duly executed by both parties hereto.

D. If any provision of this Agreement shall be deemed invalid or unenforceable for any reason whatsoever, then such invalidity or unenforceability shall not render invalid or unenforceable any of the other provisions of this Agreement which may be given effect without such invalid or unenforceable provision, and to this end, the provisions of this Agreement are hereby deemed to be severable.

E. This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors, heirs, and assigns.

F. Any notice required to be delivered to or by either party under this Agreement shall be sent via certified mail, return receipt requested. For purposes of this provision, Owner's address shall be 555 Bay Road, Kent County Administrative Complex, Dover, Delaware 19901, and Contract User's address shall be as set forth herein below.

IN WITNESS WHEREOF, intending to be legally bound hereby, the parties to this Agreement have hereunto set their respective hands and seals the day and year first above written.

KENT COUNTY LEVY COURT
("Owner")

BY: _____ (Seal)
P. Brooks Banta, President

Date: _____

Attest: _____

Address For Notices: Kent County Department of Public Works
555 Bay Road, Dover, DE 19901
Attention: Mr. Andrew Jakubowitch, P.E., Director
Phone (302) 744-2430

CITY OF DOVER
("Contract User")

BY: _____ (Seal)
Donna Mitchell, Acting City Manager

Date: _____

Attest: _____

Address For Notices: _____
Department

_____
Address, City, State, Zip

_____
Attention

_____
Phone

Attachment: Kent County Code, Chapter 180

Fax

RECEIVED
SEP 9 2016
CITY OF DOVER
PLANNING & INSPECTIONS

664 Independence Blvd.

Dover, De 19904-2630

e-mail kathytomm@verizon.net

September 8, 2016

Ann Marie Townshend

Director, Planning and inspections

City Hall

15 Loockerman Plaza

Dover, de 19903

Dear Ann Marie,

I just wanted to nail down the location of the two park benches for Continental Park. I am requesting that they be located near the intersection of Independence Blvd. and Lamplighter Lane. Since Lamplighter is "U" shaped, the southern most intersection. This will also be near the center of the new realigned intersection on Independence Blvd. It will offer the best place to cross Independence Blvd. There is a street light pole numbered as S-13 between the curb and side walk. Proceed east a few feet to the nearest tree. Place the two benches three feet to the left and right of the tree with the benches running in line with the row of the trees. It would be great to have a waste receptacle between the side walk and the tree for all citizens that exercise their dogs. A machine gun tower could be added at a later date for all of our citizens who do not pickup after their dogs. That location is very close to where all the teenagers finish their container of French fries from McDonald's and throw the container to the ground.

I do want to thank you for your interest in Bicentennial Village.

Sincerely,

Thomas J. Dix

Fax

Google Maps 646 Independence Blvd

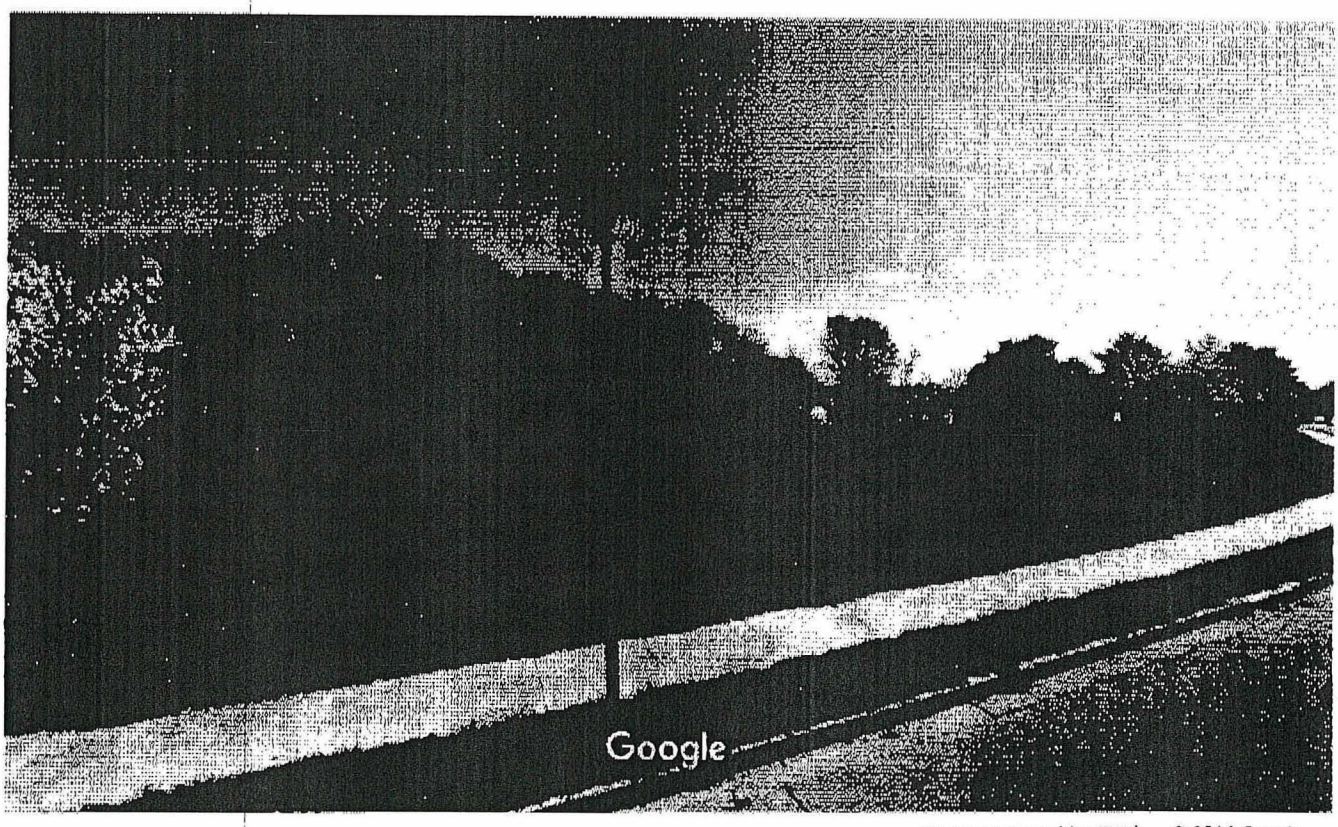


Image capture: Mar 2012 © 2016 Google

Dover, Delaware

Street View - Mar 2012

Pole 5-13

ZURKOW
VELOPMENT

COMMUNITY DEVELOPMENT DEPARTMENT

Department of Planning & Inspections
P.O. Box 475
Dover, DE 19903
Phone: (302) 736-7175 Fax (302) 736-4217

TO: Parks, Recreation, and Community Enhancement Committee

FROM: Tracey N. Harvey, Planner I

DATE: March 28, 2017

RE: CDBG Grant Recommendations for FY 2017

Planning Staff has provided the proposed Community Development Block Grant (CDBG) allocation recommendations for the FY 2017 CDBG grant renewal fiscal year. The proposed grant funding recommendations will be allocated to the sub-grantees that were awarded multi-year grants from the approved 2015-2019 Consolidated Plan.

The proposed grant allocation for fiscal year 2017 is being estimated due to the FY 2017 appropriations bill not being enacted by Congress at this time. Staff has estimated a 5% reduction in its allocation of $227,955.00 from the FY16 budget that totals $216,557.00. Twenty percent (20%) of the grant will be used for program administration to manage the CDBG program and up to fifteen percent (15%) of the grant will be applied towards public service activities with a maximum of $32,484.00.

Staff is requesting to include a contingency provision in its Action Plan to adjust the proposed budget from the estimated funding levels to match the actual allocation amounts as close to the proposed budget as possible to eliminate the need for additional publications and the citizen participation process in order to submit the final plan to HUD by May 15, 2017.

Staff is also requesting to reallocate $30,000 in FY16 CDBG funding awarded to Habitat for Humanity to renovate a single family home to sell to a qualified homebuyer. Unfortunately, Habitat stated that they do not have an eligible property to renovate at this time. Staff is requesting to reallocate $30,000 to the City's Homeownership Assistance Program.

The following activities are projects to be funded by the City of Dover's Community Development Office CDBG program with proposed recommended funding allocations by planning staff.

Homeownership Assistance Program
The City will provide settlement assistance up to $20,000.00 to assist up to 3 low to moderate income persons that are first time homebuyers purchase affordable housing in the City of Dover.

Program Administration
CDBG funds will be used to oversee management, monitoring and coordination of the CDBG program in the City of Dover. Twenty percent 20% of the total grant allocation will be used to fund program administration.

Dover Interfaith Mission for Housing
CDBG funds will be used for operation costs for the building that will include utility and maintenance costs. This project is a public service activity and subject to the 15% cap requirement.

Connections Community Support Program
Connections is proposing to provide rapid re-housing assistance for up to 10 homeless households within the City of Dover. The program will assist renters with first month's security deposit as well as up to 3 months' of rent. This project is a public service activity and subject to the 15% cap requirement.

Milford Housing Development Corporation (Emergency Home Repairs)
CDBG funds will be used to complete emergency home repairs for single family residential owner occupied housing units that are found to be in violation of the City's Housing Code. This project will serve between 6-18 low income households.

Milford Housing Development Corporation (Homeowner Rehabilitation)
CDBG funds will be used to rehabilitate single family owner occupied housing units that are found to be in violation of the City's Housing Code. This project will service between 3-5 low income households.

Central Delaware Habitat for Humanity
CDBG funds will be used to rehabilitate four (4) owner-occupied homes within the designated Restoring Central Dover area to owners that are 60% or below the area median income. The priority is to complete exterior and emergency home repairs spending $10,000 or less on each home.

FY17 CDBG Proposed Budget

2017 Grant Projects	Grant Request	Current Amount	Recommended Amount
Homeownership Assistance Program	$60,000	$50,000 100% of funds spent	**$60,000**
*Program Administration	$43,312	$47,301 45% of funds spent	**$43,312**
*Dover Interfaith Mission for Housing	$24,000	$22,000 75% of funds spent	**$24,000**
*Connections Community Support	$15,000	$7,208 $0 spent	**$3,000**
MHDC Emergency Home Repairs	$40,000	$25,000 30% of funds spent	**$25,000**
MHDC Homeowner Rehabilitation	$60,000	$55,000 $0 spent	**$40,000**
Central Delaware Habitat for Humanity	$40,000	$30,000 $0 spent	**$21,245**
Total	$282,312	$236,509	**$216,557**

*Program Administration cannot exceed 20% of the grant

*Dover Interfaith Mission for Housing and Connections are public service activities and cannot exceed 15% of the grant

CITY OF DOVER
FY 2015-2019 Multi-Year
FY 2017
CDBG GRANT APPLICATION FORM

RECEIVED
FEB 2
CITY OF DOVER
PLANNING & INSPECTIONS

1. General Applicant Information

A. Name, address and phone number of sub-recipient

Tracey Harvey
City of Dover
15 Loockerman Plaza
Dover, DE 19901
(302) 736-7175

B. Name, position and signature of person submitting application:

Tracey Harvey, Planner I/CDBG Administrator

Tracey Harvey

Name and position of authorizing official:

Same as above.

C. Name, address and phone number of Contact Person:
(If different from B above)

Same as above.

FY 2017 only

Activity:	Homeownership Assistance
Amount Requested:	$ 60,000.00
List Source of Cash Matching Funds	$ None

2. Low/Moderate-Income Benefit:

LOW/MODERATE - INCOME BENEFIT TABLE - Instructions

The amount of benefit to low- and moderate-income persons must be calculated for each activity, as described below:

1. In column 1, list the activity.
2. In column 2, show the total number of persons that the activity will serve.
3. In column 3, show the number of low- and moderate-income persons that the activity will serve.
4. In column 4, divide column 3 by column 2 to show the percent of low- and moderate-income persons that the activity will serve.
5. In column 5, show the amount of funds requested for the activity.
6. In column 6, multiply column 4 by column 5 to show the amount of those funds that will be used to benefit low- and moderate-income persons.
7. List the sources of data used to calculate benefit in the space provided at the bottom of this page.

LOW/MODERATE-INCOME BENEFIT TABLE

1. Activity	2. Total Persons Activity will Serve	3. L/M Persons Activity will Serve	4. % L/M Persons Activity will Serve	5. Amount Requested for Activity	6. Amount L/M Benefit
Settlement assistance for 3 first time homebuyers	3 families	3	100%	$60,000.00	$60,000.00

Source of Data: The Homeownership Assistance Program is advertised on the city's website and listed in the Delaware Housing Services Directory. All potential applicants must meet the HUD income limits for low to moderate income persons.

3. Management Capacity

   A. List the person(s) to be responsible for administering the CDBG Project:

Sub-Recipient Personnel	Title(s)
Tracey Harvey	Planner I/CDBG Administrator

B. Attach resumes or other supporting documentation for the personnel of new applicants, which establishes the capacity of the personnel above to effectively manage a CDBG sub-recipient project. N/A

4. Application Work Plan

   Each proposed program activity must address each of the following areas. Attach a mission statement and purpose of your organization.

   A. Each program activity must be addressed separately. Program activities must be listed in order of priority with the program activity of highest priority first. This order of priority for program activities must be followed on all forms contained in this application.

      - The highest priority for this project is to provide affordable housing to low to moderate income persons.

   B. Each program activity must be fully described. For rehabilitation programs, this description must include the number of units to be rehabilitated, rental properties to be rehabilitated, any special population groups the rehabilitation program will address, the target area, and the need for the rehabilitation activity.

      - Funding for this program will be available for three (3) first time homebuyers who will be required to purchase property in the City of Dover and must complete a homeownership

counseling program with a certified HUD counselor before signing a sales contract. Assistance is provided up to $20,000 for properties purchased in the City. The City will place a second mortgage lien on the property and if within 10 years the home is sold, transferred, or the property ceases to be the borrower's principal residence, the loan becomes due and payable. The interest rate is 0% and is forgiven after 10 years.

C. Provide a timetable showing monthly milestones for completion of each activity.

- Funding for this program is available on a first come first serve basis and will be drawdown as the applicants purchase properties.

D. Attach drawings, plans or other documentation necessary to describe program activities.
N/A

E. Describe each activity's conformance with the goals and objectives of the City's Consolidated Plan.

- This project is consistent with Goal 3: Encourage owner occupied housing in low to moderate income areas by providing down payment and closing cost to low income persons who purchase affordable housing in the City of Dover.

F. Describe the extent to which the proposed project(s) will address one or more significant priorities identified by the City's Consolidated Plan.

- Housing needs was ranked number two in priorities in the 2015-2019 Consolidated Plan. By providing homeownership assistance to first time homebuyers, this will assist in eliminating barriers to affordable housing.

G. Describe the extent to which the project builds upon previous work or supplements other work that will be funded from other sources.

- Annually this project is funded and each year the City reaches its goal by assisting in providing affordable housing to low to moderate income persons. Funding will be available for downtown and city-wide homeownership initatives.

H. Describe source and amount of any funds used to leverage the City's portion of the project. Indicate when these funds will be available. Attach documentation of any match.

None.

5. Each application should also describe the following:

   A. Describe any efforts to coordinate with businesses regarding the development of the community as it affects low/moderate-income residents of the area.

      - The city previously awarded small business loans to merchants in the downtown area to aid in expanding their businesses and to provide employment opportunities for low to moderate income persons.

6. Have you received a sub-recipient grant from the previous funding year?
   If yes give the total amount $ 50,000.00 in 2016 .

ADDENDUM
2017 CDBG SUB-RECIPIENT APPLICATION FORM

Please choose the best option that describes the purpose of your activity from the three objectives.

Suitable Living Environment _____
Decent Housing __X__
Economic Opportunity _____

Please choose the best option that will describe the outcome of your activity based on the categories listed below.

Availability/Accessibility _____
Affordability __X__
Sustainability _____

Please provide a proposed outcome based on the information below that applies to your activity

Number of persons, households, units, or beds assisted as appropriate __3__

Income level of persons or households by: Very Low _____ %
Low 100 %
Moderate _____ %

If your activity benefits a target area, please show the number of persons served and the percentage of low/mod persons served.

Your close out report will require you to provide breakdowns of those served by race, ethnicity and disability.

CITY OF DOVER
FY 2015-2019 Multi-Year
FY 2017
CDBG GRANT APPLICATION FORM

RECEIVED
FEB 3 2017
CITY OF DOVER
PLANNING & INSPECTIONS

1. General Applicant Information

A. Name Dover Interfaith Mission for Housing

Address PO Box 1148, Dover 19903 or 684 Forest Street, Dover DE 19904

Phone Number 736-3600

B. Name, position and signature of person submitting application:

Jeanine Kleimo, Chair Jeanine Kleimo

Name and position of authorizing official:

Jeanine Kleimo, Chair

Lisa Davis, Executive Director

C. Name, address and phone number of Contact Person:
(If different from B above)

FY 2017 only

Activity: Shelter for homeless men
Amount Requested: $ 24,000
Source of Cash Matching Funds $ 50,000 from Office of Community Services

1. Low/Moderate-Income Benefit:

LOW/MODERATE - INCOME BENEFIT TABLE - Instructions

The amount of benefit to low-and moderate-income persons must be calculated for each activity as described below. Future program years may be estimated as long as 51% of the population being served is low to moderate income.

1. In column 1, list the activity and fiscal year through 2017.
2. In column 2, show the total number of persons that the activity will serve.
3. In column 3, show the number of low- and moderate-income persons that the activity will serve.
4. In column 4, divide column 3 by column 2 to show the percent of low- and moderate-income persons that the activity will serve.
5. In column 5, show the amount of funds requested for the activity for current fiscal year only.
6. In column 6, multiply column 4 by column 5 to show the amount of those funds that will be used to benefit low-and moderate-income persons.
7. List the sources of data used to calculate benefit in the space provided at the bottom of this page.

LOW/MODERATE-INCOME BENEFIT TABLE

1. Activity	2. Total Persons Activity will Serve	3. L/M Persons Activity will Serve	4. % L/M Persons Activity will Serve	5. Amount Requested for Activity	6. Amount L/M Benefit
FY 2017	250+	250+	100	$24,000	$24,000

Source of Data: Actual number served in shelter in calendar 2016 was 315

2. Management Capacity

A. List the person(s) to be responsible for administering the CDBG Project:

Sub-Recipient Personnel	Title(s)
Lisa Davis	Executive Director

B. Attach resumes or other supporting documentation for the personnel of new applicants, which establishes the capacity of the personnel above to effectively manage a CDBG sub-recipient project.

4. Application Work Plan

Each proposed program activity must address each of the following areas for fiscal year 2017.

A. Each program activity must be addressed separately. Program activities must be listed in order of priority with the program activity of highest priority first. This order of priority for program activities must be followed on all forms contained in this application.

B. Each program activity must be fully described. For rehabilitation programs, this description must include the number of units to be rehabilitated, rental properties to be rehabilitated, any special population groups the rehabilitation program will address, the target area, and the need for the rehabilitation activity.

C. Provide a timetable showing monthly milestones for completion of each activity.

D. Attach drawings, plans or other documentation necessary to describe program activities.

E. Describe each activity's conformance with the goals and objectives of the City's Consolidated Plan.

F. Describe the extent to which the proposed project(s) will address

one or more significant priorities identified by the City's Consolidated Plan.

G. Describe the extent to which the project builds upon previous work or supplements other work that will be funded from other sources.

H. Describe source and amount of any funds used to leverage the City's portion of the project. Indicate when these funds will be available. Attach documentation of any match.

5. Each application should also describe the following:

   A. Describe any efforts to coordinate with businesses regarding the development of the community as it affects low/moderate-income residents of the area.

6. Have you received a sub-recipient grant from the previous funding year?
   If yes give the total amount $ 22,000 .

ADDENDUM
2017 CDBG SUB-RECIPIENT APPLICATION FORM

Please choose the best option that describes the purpose of your activity from the three objectives.

Suitable Living Environment _____
Decent Housing __x____
Economic Opportunity _____

Please choose the best option that will describe the outcome of your activity based on the categories listed below.

Availability/Accessibility __x____
Affordability _____
Sustainability _____

Please provide a proposed outcome based on the information below that applies to your activity

Number of persons, households, units, or beds assisted as appropriate __36 beds_____

Income level of persons or households by: Very Low __100____ %
Low_____ %
Moderate _____ %

If your activity benefits a target area, please show the number of persons served and the percentage of low/mod persons served.

Your close out report will require you to provide breakdowns of those served by race, ethnicity and disability.

DOVER INTERFAITH
MISSION FOR HOUSING

PO Box 1148, Dover DE 19903 684 Forest Street, Dover DE 19904 302-736-3600

2016 Annual Report

I have never been shown such kindness.

This is among the remarks made by our shelter guests over the holiday season in response to the gifts and festivities provided. Our thanks go to all who make such statements possible here, through your provision of meals, contributions, and assistance.

During 2016, the Dover Interfaith Mission for Housing (DIMH) provided shelter, meals, and assistance to 312 homeless men—more than ever before. The high number assisted was due, in part, to the more rapid rate of success achieved by those coming into the shelter: a record 70% of shelter residents secured employment, and our average shelter stay declined to just 53 days. Factors in this success include our dedicated and effective staff, an improving local employment picture, and an increase in the acceptance by employers and landlords of those who have experienced challenges and even incarceration in their past.

Surprisingly, the most successful group within the shelter are those who come from prison: of the 254 ex-offenders housed in 2016, 196 or 77% were working by the end of the year. We find that these men recognize that they have done something wrong in the past and are motivated not to repeat their mistakes. Most are accepting of the guidance and assistance available to them.

Walt Bagley Hall continues to operate as a source of affordable transitional housing for up to 30 men, along with 12 additional beds in three different houses scattered around Dover. Some of the Walt Bagley Hall residents have already been able to move on to housing in the private market.

DIMH collaborated with a network of local organizations, faith communities, and businesses this year with the objective of providing the unsheltered homeless at least one hot meal each day. In part, this complements the meal service provided by the Salvation Army. Becky Martin of Code Purple prepares a monthly calendar for electronic distribution. Pastor Jeff Dyer of Deepwater Church collects food donations from Wawa which result in lunches at DIMH two days a week and on Sunday at the Dover Public Library. DIMH personnel collect food donations weekly from eight local restaurants. This food is repackaged and shared with those in need. In total, DIMH was able to provide an estimated 2,500 meals this past year in addition to those served without our shelter and housing.

In addition, several church groups have assembled "brown bags" with nonperishable food items. These are distributed to those who come to DIMH for meals, making it possible for those most in need to consume one hot meal here in the shelter dining hall and to take a second meal "to go." This is a

wonderful ministry for youth groups. Bags can be dropped at DIMH any time; and we commit to making them available to those who still live on the street.

Success Stories *(names have been changed to protect individual privacy.)*

Over the years, we lose track of many of the men who have come through DIMH. One exception is "JD," who continues to operate a successful automobile repair business. Among the work he does is rebuild cars acquired at auction. In a few cases, he has been able to provide an affordable vehicle to someone moving on from the shelter. He also keeps the small number of well-used DIMH vehicles roadworthy. His work includes repairing heavy equipment and maintaining equipment for snow plows, which will provide additional short-term, temporary work for shelter residents.

Ed had IT skills when he arrived in the shelter. Family problems led to his homelessness, as he was out of work and no one was able to take him in. Ed pursued on-line applications diligently and found interest at Vanguard Securities near Philadelphia. After five interviews that required bus travel along with an extensive background check, he was successful in obtaining a position as an IT Specialist with a starting salary of $70,000.

Mark was among those who were successful in Amazon's search for holiday-season employees. He had to travel to Middletown DE by bus to begin his shift at 6:00PM. Working until 4:30AM meant problems getting back to Dover on Sunday, when no bus service was available. Initially, Herb Konowitz picked him up, with others taking over as the weeks went by. His $13.75 starting wage eventually increased to $16 as he became a supervisor. This job required him to walk up to 27 miles during his ten-hour shift; but he built up his strength and did what was required of him. Mark grew up an orphan and has struggled with PTSD; but local mental health resources and the supportive environment of the shelter is making it possible for him to move on with his life. He plans to move to Walt Bagley Hall soon.

Nick's criminal record seemed like a formidable obstacle to his employment and success; but he persevered, beginning with volunteering with DIMH personnel at the downtown farmers' market last summer. After many attempts, he was hired as a dishwasher at Dover Downs. His work ethic and skills led to rapid promotion to the position of Chef, where he has prepared food in various restaurants there.

Young Sam got into trouble early in his life and also went to prison. He came out without a supportive family to turn to, and those of us at DIMH became his family. He was always willing to volunteer when help was needed and promises to return to volunteer once he moves on. He has had a long road to get back on track and to improve his core academic credentials; but success is on the horizon: Sam is attending classes at DelTech and working in a local restaurant as a busboy, where we are certain that his diligence will pay off in the long run.

The Less-Successful Stories

Something DIMH has experienced this past year to a greater extent than before is what we might bluntly call the "dumping" of very challenging cases into our shelter. At times, it appears that no other agency wants to follow up on an individual, or that he simply "falls through the cracks" of the available assistance programs. One example is William, who had stayed at DIMH a few years back and then moved from one shelter or mental health facility to another, finally ending up back at DIMH. William has no skills, a low level of education, significant mental health issues, and no capacity to secure a job or to hold on to one. DIMH staff worked diligently to try to find a suitable place for William. No one

seemed to care about him, and he was often difficult for us to manage with his incessant talking and lack of ability to be of much help around the shelter. Following many months of effort, staff were able to place him in a rare opening in a home operated by NAMI (the National Alliance on Mental Illness.) DIMH obtained the furniture and other items William needed and moved him in, where he appears to be content and stable.

Such cases take a tremendous amount of time and energy. With a small staff and high demand for shelter beds, scarce resources that might be utilized to move ten or fifteen men into productive lives are spent, instead, on such challenging cases; but who else will do it? Our meetings with and memos to senior officials have not resulted in any changes. It is apparent that there is a lack of resources to assist the most vulnerable members of our community.

Resource Center

The daytime resource center continues to be a busy place. We regretted the departure and retirement of Breeta Littlefield, who launched this effort and served as its heart and motivating force for its initial year and a half. Breeta moved to sunny Florida and is missed; but we are grateful for the great team of volunteers who continue to keep it running. Some staffing changes now result in expanded hours under the coordination of Rose Murphy, whose calm and encouraging personality has already proven valuable as a front-desk person and site supervisor. Staff report that between 400 and 500 unique individuals are assisted in the resource center annually. Perhaps this is the best estimate of the number of adults who experience homelessness in our community each year.

Case Management

Charlotte Boone and Corey Clampitt are our case managers, and it is worth describing what they do. *Each* must maintain a caseload of 35 individuals as a condition of grant funding; so it's clear that they assist more than those who reside in the DIMH shelter at any given time. Charlotte's focus is on shelter residents, and her office is in the shelter so that she is most accessible to them. Her efforts have contributed much to the high rate of employment and success among shelter guests this past year. Corey is located mainly in the Resource Center, with some hours in the shelter to reach those available only during the evening and some at Walt Bagley Hall to assist those in transitional housing. Among the most difficult and remarkable cases of his assistance are those who are still homeless and who come to the Resource Center for help. Not everyone is eligible for case management: DIMH insists that these resources be utilized for those who are most motivated and, therefore, likely to achieve success in their quest for employment, housing, and stability. Both Charlotte and Corey continue to take advantage of training opportunities to increase their own skills and capacity to address the challenges of the population we serve. DIMH is proud of them!

Management

We are fortunate to have Lisa Davis as our executive director and job developer, as she oversees all operations on a daily basis. Herb Konowitz (vice chair) and Jeanine Kleimo (chair) continue to be involved on a daily basis, with board member and treasurer Kathy Lessard keeping the books. All worked together to improve financial operations this year and to undergo an audit of 2015. This is available electronically by request to interfaithdover@verizon.net.

Our Staff

In addition to those mentioned above, we have additional personnel who work in our shelter and transitional housing:

- Ivey Wilson—a former shelter guest—currently manages Walt Bagley Hall.
- Jason Carboni and Paul Adamson—also former shelter guests—reside in the apartment above the shelter and serve as evening or overnight supervisors in the shelter. Both are available to assist with a wide range of tasks, including picking up donations of food and other items and helping in the kitchen. Jason is pursuing a degree in human services at DelTech.
- Adam Degnan is long-time overnight supervisor in the shelter.
- AnnMarie Rash volunteered in the Resource Center and now serves as part-time office manager. She will begin classes at DelTech in March.
- Nona McNatt continues to be our "Tuesday and Friday" lady at the front desk. Her nursing skills are put to good use taking blood pressure and diabetes tests along with arranging for medical care needed by shelter residents and users of the Resource Center.

Our Funding

Our program budget comes from several sources. During 2016, we operated with the following funds:

- $100,000 from the Office of Community Services, DE Department of Health & Human Services
- $97,900 from the Delaware Criminal Justice Council
- $91,298 from First State Community Action Agency/Community Services Block Grant
- $22,000 from the City of Dover's Community Development Block Grant
- $15,000 from State of Delaware's Grant-In-Aid program
- $6,000 from the Delaware State Housing Authority

Total grant funds of $332,198 were supplemented by local donations and in-kind contributions for which we are most grateful.

Funds spent on the shelter alone mean that the average cost of enabling a homeless man to regain a productive life is $905, or a cost of $20 per man for each 24-hour period he is in the shelter. Those in transitional housing pay rent that is designed to cover lease or debt service and other operating costs.

Our Impact

Beyond the numbers noted earlier in this report, it is worth pointing out that those who are employed are no longer homeless, but are contributing members of our economy. They are now earning approximately $3.5 million and are paying taxes on it, more than replenishing the public funds spent to operate the shelter. Their earnings are primarily spent locally, generating additional spending and employment as well.

Our Appreciation

As they say, *it takes a village.* We are blessed to have the engagement of many faith communities and organizations as we endeavor to feed and shelter the homeless each year. We would not be able to assist so many to achieve so much success without your help. THANK YOU to all who have served a meal, spent hours in the Resource Center, brought in donations, and contributed in so many ways to making it possible for the Dover Interfaith Mission for Housing to have this impact.

Our Board of Directors

Jeanine Kleimo, Chair (Christ Episcopal Church)
Herb Konowitz, Vice Chair (Congregation Beth Sholom)
Kathy Lessard, Treasurer (Holy Cross)
Dot Kashner, Secretary (Trinity Wesleyan Church)

Dr. Jerome Abrams
David Callahan, NCALL
Irving Culver, Dover First Baptist Church
Soheil Gharebaghi, Baha'I Faith Community
Jessie Green, Star Hill AME Church
Bishop Nelson Lewis, Mt. Carmel Church
Rev. Ellis Louden, Mt. Zion AME Church
Michael McCann, MBA
Mohamed Sami Essoulh, Islamic Society of Central DE
Jeff Shockley, St. Andrew's Lutheran Church
Rev. Ellen Witko, People's Church of Dover

In Memoriam

Anthony Hines—a former guest and long-time night supervisor—passed away this year. We also lost Perry Bratcher, who served as Wesley United Methodist Church's representative on our board, and Rev. Richard Avant, who represented Calvary Baptist and the Interdenominational Ministerial Alliance and who was the board's founding Vice Chair. We mourn the loss of these wonderful men who applied their concerns and talents to help the homeless.

It is our hope that we continue to engage the community to improve the lives of those in need.

At the end of the year, I hope that each of us is able to say *I have never been shown such kindness.*

Dover Interfaith Mission for Housing, Inc.

A. PROGRAM ACTIVITY

The program activity planned for the period 2015—2019 is the continued operation of our shelter for homeless men. The Dover Interfaith Mission for Housing (DIMH) renovated a building at 684 Forest Street with CDBG funds in 2010 and opened this 36-bed facility in September of that year. Since DIMH began providing shelter, meals, and assistance to homeless men in Dover in 2008, it has served over 1,800 individuals. 315 resided in the shelter during the year January 1—December 31, 2016.

DIMH does much more than make it possible for homeless men to move in from the street: over 60% of those entering the shelter leave with full-time employment and housing in the community. In addition, crime and loitering are reduced, health is improved, and community is engagement in addressing the needs of less-fortunate residents is greatly expanded. Our actual "success rate" for 2016 was 72%, meaning that 72% of those in the shelter secured employment and were able to move on.

While the costs of reduced crime and improved health among homeless men are difficult to quantify, DIMH is able to estimate the value of employment: With at least 150 men re-employed annually in the past, the impact on the local economy is in excess of $2.5 million.

DIMH now offers an extensive set of in-house training programs designed to enable men with various employment histories to develop the capacity needed to apply for, interview for, and secure employment along with the acquisition of personal, communications, and money-management skills. Training and employment efforts are coordinated by an executive director in collaboration with two case managers and a Resource Center coordinator, who schedules and assists a roster of volunteers.

While DIMH staffing is limited, several board members are actively engaged and perform key management, administration, and training functions for the organization. Full-time staff now includes a program manager/job developer, and two case managers.

B. PROGRAM ACTIVITY

The 36-bed shelter requires substantial operating costs that include utilities, telephone, insurance, cleaning and office supplies, and the maintenance and occasional repair of the facility. It is these costs for which DIMH is applying for funds through CDBG. An adjacent daytime Resource Center opened recently and is available to all local homeless adults who may wish to use it as a mailing address as well as to obtain shower and laundry facilities and access to computers, phones, and counselors able to assist with employment applications and referrals to services. Since its opening in early January 2015, a constant stream of visitors use the facility, averaging 40 to 45 daily or between 400 and 500 unique individuals annually. This is a reasonable estimate of the total population of homeless adults in Greater Dover. Most of these individuals are not DIMH shelter residents but find shelter in "Code Purple" sanctuaries or on the street. It may be noted that Code Purple Kent County no longer operates under the auspices of DIMH.

C. TIMETABLE

The shelter is already in operation, with a solid base of information regarding operating costs. This facility is open year-round and is typically full. The City of Dover has permitted the DIMH shelter to take in up to five extra men on cold winter nights, and this is often the case. There is no plan to change year-round operations. Paid and volunteer staffing ensure responsible oversight and management every day of the year.

Each month, several new shelter residents are admitted. The program focuses on enabling the men sheltered to secure productive and self-reliant lives. Training is offered to ensure that each has a plan and is able to apply for work, open a bank account, prepare for job interviews, and so on. Checklists track the progress of each at 30, 60, and 90 days, with no one permitted to remain at DIMH unless he has complied with the requisite steps of each month's checklist. Progress in achieving the steps listed in these checklists is monitored by staff and key board managers on a weekly basis, with a fuller assessment of the progress of each guest performed monthly.

D. DOCUMENTATION

The shelter's operation is well-known to CDBG and City officials and regular reports are provided. During the calendar year ending December 31, 2016, 315 men resided in the shelter, with 72% successful in obtaining employment. An annual report with additional detail is attached.

E. CITY OF DOVER PLAN PRIORITIES AND PROJECT NEED

The DIMH shelter clearly provides aid to special-needs persons. Those sheltered are very low-income (generally without any income at all) and are unable to meet their basic needs for shelter. Their lack of shelter certainly poses an urgent community need that poses an immediate threat to their health and welfare. In fact, demand for shelter is always highest and exceeds that which DIMH can supply during cold weather and other weather emergencies, including summer storms and prolonged periods of rain or intense heat.

There is a widely-recognized deficiency within the City of Dover of affordable rental housing and of shelter for those who are homeless. DIMH cooperates with the People's Place/Whatcoat Shelter and with The Shepherd Place, with all organizations making referrals to one another to ensure the best placement and services for those most in need of shelter. DIMH efforts include the development of affordable housing for those leaving the shelter and the leasing of housing in which individuals might reside together, though these activities are not funded through CDBG.

DIMH estimates that there are at least 200 men in and around the City of Dover who are homeless. This number has increased in recent years due to a combination of factors, including failure to house those with mental illness, code enforcement displacement of residents of substandard housing, rising housing costs, and continued high rates of unemployment or employment that is part-time or temporary. Many landlords will not rent to those without secure and lasting employment or who have been released from prison.

As this project is already in operation, DIMH continues to build on the experience of providing shelter and services to the homeless population during the past seven years. A greater number of faith communities, organizations, businesses, and individuals have come to volunteer and support the efforts

of DIMH. Most notable is the fact that such volunteer support generates more than 12,000 plates of dinner annually with a zero food budget within DIMH. Additional volunteers have created and manage Code Purple emergency shelter, the operation of the daytime Resource Center, and an increasingly active and diverse program of training for shelter residents and other homeless adults.

The fact that support has been provided through CDBG has enabled DIMH to raise additional funds and to borrow others needed to purchase and renovate the property at 1155 Walker Road, named Walt Bagley Hall in honor of a deceased founding board member. This project has opened and enables thirty men to move from the shelter to stable, supportive housing for which they pay a modest rent. This fee includes utilities, two meals daily, and continued education and training efforts.

F. COMPREHENSIVE PLAN PRIORITIES ADDRESSED

The Dover Interfaith Mission for Housing provides decent housing, a suitable living environment for men who would otherwise be homeless, and economic opportunity for residents as described in the annual report. 36 men are sheltered and assisted at a time, with 315 served during calendar 2016. Well over half are enabled to secure employment and stable housing in the community.

G. And H. LEVERAGE AND PROJECT COSTS

$24,000 is requested to maintain the costs of heat, electricity, telephone service, supplies, insurance, and maintenance of the DIMH shelter. This compares with annual non-personnel operating costs of approximately $50,000.

The Delaware State Housing Authority provided $5,000 for operating costs for FY2017, making it possible for DIMH to cover many routine operating costs between these two grants. Any deficit is made up from private donations with some contribution from the grant received from the Criminal Justice Council.

When this amount requested is compared with the service provided, $24,000 may be divided by the 315 shelter guests or by the 12,410 person nights of shelter provided during calendar 2016:

$24,000 would provide 12,410 person-nights of shelter at $1.93 per person per night.

$24,000 would provide an average benefit of about $80 per person, 100% of whom have very low incomes.

In addition to the grants for operating costs, DIMH has received a total of $200,000 in grants to support staffing and programs for a total budget of $250,000 in overall support. The request of $24,000 would, therefore, leverage another $225,000 in additional resources or more than ten times the CDBG request.

WORKPLAN

The DIMH workplan continues to be the provision of shelter, meals, and assistance to homeless men to enable them to achieve lives of productivity and purpose. 36 men are sheltered at one time. Each new entrant is provided with 30 days of shelter, during which he must demonstrate that he is serious about securing employment and stability. Those who comply with the pursuit of this objective by participating in case management and the extensive training offered are permitted to extend their stay.

DIMH plans to continue—at a minimum—its current staffing pattern and active board involvement in daily operations and services. Additional funding is being sought to add professional staff so that reliance on volunteer board members may decrease over time. With additional volunteers and organizations engaged on an ongoing basis, there is no reason to anticipate a decline in services and programs but, rather, an expansion of them.

GOALS AND OBJECTIVES

The goal of the program is to operate a safe and healthful shelter for homeless men and to assist them to obtain the food, medical attention, and other services needed to ensure their health and well-being while enabling them to become self reliant. The shelter will continue to provide 36 beds and a complement of regular training and education efforts as noted above.

Homelessness results in serious health conditions and is life-threatening. Those who are homeless typically utilize emergency resources such as the hospital emergency room excessively. A few such individuals in Dover have made eight to ten emergency-room visits during the past six months, resulting in considerable cost to the community. Further, those who are homeless are unlikely to be in a position to hold jobs and to be productive individuals able to contribute to the local economy. The prevention of homelessness and the sheltering of the homeless reduces health risks and increases the productivity of those who were homeless. Clearly, homelessness poses a serious and immediate threat to the health and welfare of the community. The efforts of DIMH are a solution to this problem locally.

PERFORMANCE MEASUREMENT

The number of men provided with shelter, meals, and assistance and the number who secure a stable life outside the shelter are the key indicators of effective performance.

As noted, DIMH provided shelter, meals and services to 315 men during 2016, with more than 200 securing employment that was sufficient to enable them to live on their own and to meet their own needs. In addition, less-measurable benefits accrued to the community that include a reduction in crime and loitering and crime as well as an increase in overall health and well-being among the most vulnerable members of the community.

DIMH typically generates results along the lines of 60% or more of the shelter residents being re-employed in the community. 100 men who secure minimum-wage employment generate an economic impact of more than $1.7 million in terms of the wages earned and then spent locally. These numbers are more reflective of recent efforts and experience.

BUILDING ON PREVIOUS WORK

The DIMH shelter continues to build on the experience gained by the work of the organization over the past eight years. DIMH continues to respond to the needs of the homeless community: this past year, Code Purple emergency cold-weather housing has been initiated under the auspices of DIMH. A daytime resource center has opened to serve additional homeless individuals with personal needs ranging from hygiene to employment assistance. An additional housing facility is opening to serve 30+ men who are able to pay modest rents but whose past instability and other challenges impede their access to housing in the private market. DIMH also collaborates with many local organizations and

community efforts, including Restoring Central Dover, the creation of the Downtown Development District, and the implementation of programs with resources from the Delaware State Housing Authority's Strong Neighborhoods Housing Fund.

COORDINATION WITH LOCAL BUSINESSES

DIMH is an active member of the Central Delaware Chamber of Commerce and regularly informs its members and those of the Greater Dover Committee about DIMH efforts and achievements. Numerous businesses contribute to the DIMH shelter, providing food and other materials needed. The Downtown Dover Partnership leases the shelter facility to DIMH at a nominal rent, while the Downtown Development efforts include DIMH in its community gardens and Wednesday farmers' market program. DIMH is one of the local charities registered as a beneficiary of the Bayard Pharmacy donation program, with Bayard Pharmacy collaborating in an effort initiated by DIMH to reduce co-payments for prescription medications needed by homeless individuals.

Through the Cen-Del Foundation, DIMH is accessing donations of supplies and materials from the Greater Kent Committee network of businesses. Donations of various items are received from local businesses and individuals. A growing network of food providers--with regular pickups at several local restaurants and retailers—makes it possible for DIMH to collaborate with other local organizations to ensure that the homeless in our community have access to at least one hot, nutritious meal daily.

TD Bank has a special working relationship with DIMH, enabling shelter residents to open bank accounts with a $25 contribution from the bank along with training in the use and management of bank accounts.

DIMH is a member of the Central Delaware Chamber of Commerce and regularly interacts with Chamber members to enlist their support as volunteers and contributors. This relationship has done much to enhance the awareness of DIMH, its mission, and the need for the community to assist the homeless. Partnerships with local builders and contractors have made it possible for DIMH to renovate Walt Bagley Hall (congregate housing facility) and a daytime Resource Center for the homeless. Dover area Rotary Clubs have been instrumental in making the Resource Center a reality.

Suppliers of building materials have been cooperative in terms of providing discounts for DIMH purchase of materials for these and other projects. DIMH also works with a number of local landlords to secure housing for men moving from the shelter to independence, as DIMH references—and guarantees when needed—often make the difference in accessing private housing for former shelter residents. DIMH residents with construction skills are increasingly employed by local businesses for a variety of small renovation and repair projects.

Further, DIMH collaborates actively with local agencies and nonprofits to ensure that services are available to those engaged with DIMH housing and programs. This includes collaboration on the provision of meals, on the provision of housing for veterans through the Mayor's Challenge to End Veteran Homelessness, NCALL efforts on financial literacy, and others.

RECEIVED
JAN 30 2017
CITY OF DOVER
PLANNING & INSPECTIONS

CITY OF DOVER
FY 2015-2019 Multi-Year
FY 2017
CDBG GRANT APPLICATION FORM

1. General Applicant Information

A. Name, address and phone number of sub-recipient: Connections Community Support Programs, Inc.
Connections Community Support Programs, Inc.
3821 Lancaster Pike
Wilmington, DE 19805
302-230-9103

B. Name, position and signature of person submitting application:

Catherine Devaney McKay, President and CEO

Name and position of authorizing official:

Catherine Devaney McKay, President and CEO

C. Name, address and phone number of Contact Person:
(If different from B above)

Same as above

FY 2017 only

Activity: Rapid Re-Housing/Homelessness Prevention
Amount Requested: $15,000
List Source of Cash Matching Funds $15,000 Department of Correction Health Care contract

1. Low/Moderate-Income Benefit:

LOW/MODERATE - INCOME BENEFIT TABLE - Instructions

The amount of benefit to low-and moderate-income persons must be calculated for each activity as described below. Future program years may be estimated as long as 51% of the population being served is low to moderate income.

1. In column 1, list the activity and fiscal year through 2017.
2. In column 2, show the total number of persons that the activity will serve.

3. In column 3, show the number of low- and moderate-income persons that the activity will serve.
4. In column 4, divide column 3 by column 2 to show the percent of low- and moderate-income persons that the activity will serve.
5. In column 5, show the amount of funds requested for the activity for current fiscal year only.
6. In column 6, multiply column 4 by column 5 to show the amount of those funds that will be used to benefit low-and moderate-income persons.
7. List the sources of data used to calculate benefit in the space provided at the bottom of this page.

LOW/MODERATE-INCOME BENEFIT TABLE

1. Activity	2. Total Persons Activity will Serve	3. L/M Persons Activity will Serve	4. % L/M Persons Activity will Serve	5. Amount Requested for Activity	6. Amount L/M Benefit
Rapid Re-housing FY 2017	10	10	100%	$15,000	$15,000

Source of Data: FY 2015 CMIS data for DSHA Rapid Re-Housing Program.

2. Management Capacity

A. List the person(s) to be responsible for administering the CDBG Project:

Sub-Recipient Personnel	Title(s)
Sara Weimer	Director of Housing and Veterans Services

B. Attach resumes or other supporting documentation for the personnel of new applicants, which establishes the capacity of the personnel above to effectively manage a CDBG sub-recipient project. (Resumes only need to be submitted if new personnel will be managing the grant). **N/A Connections has been a recipient of Dover CDBG funds (as well as CDBG and ESG funds from the other jurisdictions in Delaware) many times.**

1. Application Work Plan

Each proposed program activity must address each of the following areas through fiscal year 2017.

A. Each program activity must be addressed separately. Program activities must be listed in order of priority with the program activity of highest priority first. This order of priority for program activities must be followed on all forms contained in this application.

Connections is proposing to provide Rapid Re-Housing assistance for up to 10 homeless households within the City of Dover annually, with the average amount of assistance per household at $3,000. Priority populations are listed below:

Priority 1. Homeless Families
(a) The homeless family who is in the emergency shelter for less than 30 days
(b) The homeless family who has been living on the streets (cars, parking lots, places not meant for human habitation) for less than 30 days
(c) The homeless family or individual who is in the emergency shelter for over 30 days
(d) The homeless family or individual who has been living on the streets (cars, parking lots, places not meant for human habitation) for over 30 days

Priority 2. Homeless Individuals
(a) The homeless individual who is in the emergency shelter for less than 30 days
(b) The homeless individual who has been living on the streets (cars, parking lots, places not meant for human habitation) for less than 30 days
(c) The homeless individual who is in the emergency shelter for over 30 days
(d) The homeless individual who has been living on the streets (cars, parking lots, places not meant for human habitation) for over 30 days

B. Each program activity must be fully described. For rehabilitation programs, this description must include the number of units to be rehabilitated, rental properties to be rehabilitated, any special population groups the rehabilitation program will address, the target area, and the need for the rehabilitation activity.

Funds will be used to provide Rapid Rehousing/Rental Assistance services for households whose most recent address is inside the City of Dover limits. Our program will assist

renters with first-month's security deposit as well as up to the three months' of rent. Funding will also assist renters with utility deposits, as needed. Financial assistance/rental assistance will be visited at monthly case management meetings, and officially re-evaluated at the 90-day mark, at which point, rental assistance funding will be decreased, or eliminated, based on continued eligibility and needs. We are leveraging Connections' comprehensive case management program, contracts with Delaware Medicaid and the Delaware Departments of Health and Social Services and Correction, and our extensive network of partnering agencies and housing providers, to help households served through ESG rapid re-housing to meet their economic self-sufficiency goals, their goals for housing, stable employment, and abstinence from substance abuse. By working to meet all of these goals together, we also hope to prevent recidivism among men and women who have been incarcerated. We are particularly concerned about households which are headed by justice-involved women with substance use conditions. These families rarely are able to stay together. By addressing all of their needs, including the need for stable housing, it is our intention to provide these families with new opportunities to live sober, productive lives.

C. Provide a timetable showing monthly milestones for completion of each activity.

We are currently providing this service and will continue to provide Rapid Re-housing financial assistance to qualifying households until the funds are depleted.

D. Attach drawings, plans or other documentation necessary to describe program activities.

Not Applicable.

E Describe each activity's conformance with the goals and objectives of the City's Consolidated Plan.

Dover's most recently published Consolidated Plan states: 'The primary objective of the community development program within the City of Dover is to develop viable urban communities including decent housing and a suitable living environment, and to expand economic opportunities, principally for low and moderate income persons.' As it related to homeless households, the Plan expresses the need for affordable housing for low and moderate income households, including those who have experienced homelessness.

Homelessness among families with children has been on the rise in Delaware. In fact, during a recent count of homeless people in Delaware on one night in January, 2013, 694 homeless households with 946 members were counted in shelters and on the streets of Delaware. Of the households counted, 17% were families with children. Of the INDIVIDUALS counted, 25% were children under the age of 18. We will focus on this population in the provision of rapid re-housing services.

According to the National Alliance to End Homelessness 'Years of research and experience

in working to end homelessness has proven that rapid re-housing and prevention are key strategies.' Rapid re-housing is also an emphasis of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. The research that led to this emphasis on ending homelessness as rapidly as possible clearly demonstrates that homeless households who receive immediate assistance to obtain permanent housing are much more likely to avoid future homelessness than are those who receive emergency and/or transitional housing over a long period of time. These findings point to rapid re-housing as the most effective means of ending homelessness permanently. We intend to serve households with incomes below 30% of the area median for the City of Dover, thus helping the city to reduce homelessness and increase capacity in its emergency shelters.

F. Describe the extent to which the proposed project(s) will address one or more significant priorities identified by the City's Consolidated Plan.

Rapid re-housing is a strategy that has been successfully used by many communities to reduce homelessness. It is based on the idea that most households become homeless as a result of a financial crisis that prevents them from paying the rent, or a domestic conflict that results in one member being ejected or leaving with no resources or plan for housing. Most households who become homeless have already lived in independent permanent housing, and they can generally return and remain stably housed with limited assistance. Negative outcomes associated with homelessness can be minimized by limiting the period of time people experience it. By helping homeless households return to permanent housing as soon as possible, communities have been able to reduce the length of time people remain in homeless shelters. This opens beds for others who need them, and reduces the public and personal costs of homelessness. Expanding the availability of shelter beds and increasing affordable housing options for low income households are priorities identified in the City's Consolidated Plan which will be addressed by this proposal.

G. Describe the extent to which the project builds upon previous work or supplements other work that will be funded from other sources.

In 2011, the Delaware Interagency Council on Homelessness (DICH) updated the original Plan to End Chronic Homelessness, published in 2007, to reflect the needs of all homeless populations in Delaware (not only those who were chronically homeless), but also to reflect the changes in the Federal laws, especially the HEARTH Act. HEARTH clearly emphasizes 'housing first' and rapid re-housing as the preferred strategies for ending homelessness. Providing rapid re-housing in scattered site rentals in residential communities is a better solution than housing individuals and families in shorter-term congregate situations. The new plan emphasizes re-entering offenders and justice-involved individuals as a priority population. In addition to this population, our proposed program focuses on the priority populations which the City has identified.

In this application, one of our focus areas is homeless households in which the head of the

household has involvement with the Delaware justice system. Individuals leaving the correctional system frequently lack a place to go when they return to their communities. Delaware has one of the highest rates of incarceration in the United States, and the number one cause is drug-related crime. Substance abuse, incarceration, and related inability to find a stable job, all contribute to homelessness.

The project will target homeless households with qualifying incomes, including those in which the head of the household is involved in the justice system. Housing stability is a key factor in successful reintegration, reduced recidivism, and increased community safety among people who have been incarcerated. A snapshot of re-offenders in Washington State over a three month period in 2009, showed that 34% of offenders who re-offended did not have stable housing. It also shows that of offenders on community supervision (parole) who re-offended, 49%, *nearly half*, did not have stable housing. Ex-offenders who are placed in permanent supportive housing instead of being released without adequate housing are easier to monitor, and are guaranteed to receive the services, education and access to employment they need to achieve self-sufficiency. We will work with those who are leaving DOC facilities to secure emergency shelter and then rapid re-housing for those who qualify.

Connections will use ESG funds to provide rapid rehousing services for priority households, efficiently and effectively moving them into permanent, affordable, appropriate housing while providing them with comprehensive case management and supportive services to help resolve the barriers to financial independence. Connections is able to reduce the length of time that persons are homeless because of our already-existing infrastructure and experience in rapid rehousing programs, and our network of healthcare, employment and housing services. Connections will be able to use existing relationships with landlords and apartment complex managers to quickly place individuals and families, and since there will be no learning curve, placements can begin immediately after funding award. We currently have households who are waiting for assistance, and awarding this grant to us will help to maintain continuity and prevent duplication of effort. Our performance measures will include placement of homeless individuals and families within 45 days of first contact; 80% of whom will remain stably housed for at least one year.

Rapid rehousing will also increase the number of individuals in the City of Dover to be permanently housed (thereby decreasing the number of homeless households by at least the number served and probably more, as shelter beds and other resources will be freed up by rapidly re-housing the target households). Equally important, households will increase their ability to maintain their housing through substance abuse treatment, employment support, case management and other supportive services, thereby reducing the rates of homelessness recidivism. By aiming rapid re-housing funds at homeless households which have employment and other income, we will be more likely to see sustained results than we would for chronically homeless households with no source of income. For those individuals, we will use our other resources, saving the rapid re-housing resources for households whose profiles suggest the likelihood of long term success and maintenance of permanent housing with only short- to moderate-term assistance.

We will work with the Homeless Planning Council of Delaware to increase the number of people to be assisted by accepting all households referred by Centralized Intake in the most appropriate program or service. We are also working with the Delaware Department of Correction and the Hope Commission to link homeless households to permanent housing and employment, using ESG and other resources. Once the household finds permanent housing, we continue to provide services to them at home and in the community to make sure that they do not become homeless again.

H. Describe source and amount of any funds used to leverage the City's portion of the project. Indicate when these funds will be available. Attach documentation of any match.

DHSS Comprehensive Outpatient Behavioral Health services contract ($400,000)
Delaware Medicaid (average billing of more than $8 million annually)

These funds will be used to identify and provide leveraged supportive services for ESG recipients.

5. Each application should also describe the following:

A. Describe any efforts to coordinate with businesses regarding the development of the community as it affects low/moderate-income residents of the area.

We will work with landlords in Dover to find suitable housing for homeless households who, after a brief period of rental assistance, will be able to sustain the housing on their own.

6. Have you received a sub-recipient grant from the previous funding year? **Yes**
If yes give the total amount $**7,391**.

ADDENDUM
2017 CDBG SUB-RECIPIENT APPLICATION FORM

Please choose the best option that describes the purpose of your activity from the three objectives.

Suitable Living Environment _____
Decent Housing X
Economic Opportunity _____

Please choose the best option that will describe the outcome of your activity based on the categories listed below.

Availability/Accessibility _____
Affordability _____
Sustainability X

Please provide a proposed outcome based on the information below that applies to your activity

Number of persons, households, units, or beds assisted as appropriate 10 HOUSEHOLDS

Income level of persons or households by: Very Low 30 %
Low _____ %
Moderate _____ %

If your activity benefits a target area, please show the number of persons served and the percentage of low/mod persons served.

Your close out report will require you to provide breakdowns of those served by race, ethnicity and disability.

Report Options

Reporting Group

Provider: Connections - ESG City of Dover (542)

○ This provider AND its subordinates ◉ This provider ONLY

☐ Use client unique id for duplicate checks

Operating Year Date Range: 07/01/2015 12/31/2016

Legal Adult Age: 18 (as defined by foster care law in your state)

☐ Use pre-HPRP logic

Entry/Exit Type: HUD

2. Persons Served during the operating year.	Number of Singles Not in Families	Number of Adults in Families	Number of Children in Families	Number of Families
a. Number on the first day of the operating year.	0	0	0	0
b. Number entering program during the operating year.	1	2	5	2
c. Number who left the program during the operating year.	1	2	5	2
d. Number in the program on the last day of the operating year. (a+b-c=d)	0	0	0	0
3. Project Capacity.	**Number of Singles Not in Families**	**Number of Adults in Families**	**Number of Children in Families**	**Number of Families**
a. Number on last day (from 2d, columns 1 and 4)	0			0

4. Non-homeless persons. (Sec. 8 SRO projects only)	
How many income-eligible non-homeless persons were housed by the SRO program during the operating year?	4

5. Age and Gender. Of those who entered during the operating year, how many people are in the following age and gender categories?

	Age	Male	Female	Other/Not given
Single Persons (from 2b, column 1)	a. 62 and over	0	0	0
	b. 51 - 61	1	0	0
	c. 31 - 50	0	0	0
	d. 18 - 30	0	0	0
	e. 17 and under	0	0	0
	Not given	0	0	0
Persons in Families (from 2b, columns 2 & 3)	f. 62 and over	0	0	0
	g. 51 - 61	0	0	0
	h. 31 - 50	0	1	0
	i. 18 - 30	0	1	0
	j. 13 - 17	0	1	0
	k. 6 - 12	2	1	0
	l. 1 - 5	1	0	0
	m. Under 1	0	0	0
	Not given	0	0	0

6 - 10. Participants who entered during the operating year.	
6a. Veterans Status.	
A veteran is anyone who has ever been on active military duty status.	1
6b. Chronically Homeless.	
How many participants were chronically homeless individuals?	1
7. Ethnicity.	
a. Hispanic or Latino	0
b. Non-Hispanic or Non-Latino	3
8. Race.	
a. American Indian or Alaskan Native	0
b. Asian	0
c. Black or African American	3
d. Native Hawaiian or Other Pacific Islander	0
e. White	0
f. American Indian/Alaskan Native & White	0
g. Asian & White	0
h. Black/African American & White	0
i. American Indian/Alaskan Native & Black/African American	0
j. Other Multi-Racial	0
k. Other/Unknown (all that do not match)	0

9a. Special Needs.	All	Chronic
a. Mental illness	0	0
b. Alcohol abuse	0	0
c. Drug abuse	0	0
d. HIV/AIDS or related diseases	0	0
e. Developmental disability	0	0
f. Physical disability	0	0

g. Domestic violence	1	0
h. Other (please specify)	0	0

9b. Disabled.

How many of the participants are disabled?	0

10. Prior Living Situation. Participants slept in the following places the week prior to entering.

	All	Chronic
a. Non-housing (street, park, car, bus station, etc.)	0	0
b. Emergency shelter	3	1
c. Transitional housing for homeless persons	0	
d. Psychiatric facility	0	
e. Substance abuse treatment facility	0	
f. Hospital	0	
g. Jail/prison	0	
h. Domestic violence situation	0	
i. Living with relatives/friends	0	
j. Rental housing	0	
k. Other (please specify)	0	

11. Amount and Source of Monthly Income at Entry and Exit. Participants who left during the operating year.

Amount	A. Monthly Income at Entry		B. Monthly Income at Exit	
	All	Chronic	All	Chronic
a. No Income	2	1	1	0
b. $1-150	0	0	0	0
c. $151 - $250	0	0	0	0
d. $251 - $500	0	0	0	0
e. $501 - $1000	0	0	0	0
f. $1001 - $1500	1	0	2	1
g. $1501 - $2000	0	0	0	0
h. $2000 +	0	0	0	0
Source	**C. Income Sources at Entry**		**D. Income Sources at Exit**	
	All	Chronic	All	Chronic
Supplemental Security Income (SSI)	0	0	0	0
Social Security Disability Insurance (SSDI)	0	0	0	0
Social Security	0	0	0	0
General Public Assistance	0	0	0	0
Temporary Aid to Needy Families (TANF)	0	0	0	0
Veterans benefits	0	0	0	0
Employment Income	1	0	2	1
Unemployment Benefits	0	0	0	0
Food Stamps	3	1	3	1
Other (please specify)	0	0	0	0
No financial resources	0	0	0	0

12a. Length of Stay in Program. Participants who left during the operating year.

	All	Chronic
a. Less than 1 month	0	0
b. 1 to 2 months	1	0
c. 3 - 6 months	2	1
d. 7 months - 12 months	0	0
e. 13 months - 24 months	0	0
f. 25 months - 3 years	0	0
g. 4 years - 5 years	0	0
h. 6 years - 7 years	0	0
i. 8 years - 10 years	0	0
j. over 10 years	0	0

12b. Length of Stay in Program. Participants who did not leave during the operating year.

	All	Chronic
a. Less than 1 month	0	0
b. 1 to 2 months	0	0
c. 3 - 6 months	0	0
d. 7 months - 12 months	0	0
e. 13 months - 24 months	0	0
f. 25 months - 3 years	0	0
g. 4 years - 5 years	0	0
h. 6 years - 7 years	0	0
i. 8 years - 10 years	0	0
j. over 10 years	0	0

13. Reasons for Leaving. Participants who left during the operating year.

	All	Chronic
a. Left for a housing opportunity before completing program	0	0
b. Completed program	3	1
c. Non-payment of rent/occupancy charge	0	0
d. Non-compliance with project	0	0

e. Criminal activity / destruction of property / violence	0	0
f. Reached maximum time allowed in project	0	0
g. Needs could not be met by project	0	0
h. Disagreement with rules/persons	0	0
i. Death	0	0
j. Other (please specify)	0	0
k. Unknown/disappeared	0	0

14. Destination. Participants who left during the operating year.

		All	Chronic
PERMANENT (a - h)	a. Rental house or apartment (no subsidy)	3	1
	b. Public Housing	0	0
	c. Section 8	0	0
	d. Shelter Plus Care	0	0
	e. HOME subsidized house or apartment	0	0
	f. Other subsidized house or apartment	0	0
	g. Homeownership	0	0
	h. Moved in with family or friends	0	0
TRANSITIONAL (i - j)	i. Transitional housing for homeless persons	0	0
	j. Moved in with family or friends	0	0
INSTITUTION (k - m)	k. Psychiatric hospital	0	0
	l. Inpatient alcohol/drug treatment facility	0	0
	m. Jail/prison	0	0
EMERGENCY SHELTER (n)	n. Emergency shelter	0	0
OTHER (o - q)	o. Other supportive housing	0	0
	p. Places not meant for human habitation (e.g. street)	0	0
	q. Other (please specify)	0	0
UNKNOWN	r. Unknown	0	0

15. Supportive Services. Participants who left during the operating year.

NOTE:The below services were given to participants who left during the operating year. Add the following counts into the appropriate category for question 15.

	Service	Service Code	All	Chronic
1.	Rent Payment Assistance	BH-3800.7000	2	1
2.	Rental Deposit Assistance	BH-3800.7250	2	1
3.	Utility Deposit Assistance	BV-8900.9150	1	1

977 East Masten Circle
Milford, DE 19963

MHDC
AFFORDABLE HOUSING SOLUTIONS

302-422-8255 *phone*
302-422-8260 *fax*
www.milfordhousing.com

RECEIVED
FEB 6 2017
CITY OF DOVER
PLANNING & INSPECTIONS

February 1, 2017

Ms. Tracey N. Harvey
City of Dover Planning Department
City of Dover
15 Loockerman Plaza
Dover, DE 19901

RE: City of Dover CDBG Grant Application FY2017 – Emergency Home Repairs

Dear Ms. Harvey,

I am pleased to submit the enclosed grant application to the City of Dover for the Community Development Block Grant (CDBG) FY2017 multi-year program. We are hoping the City of Dover will consider our request in the amount of **$40,000** per fiscal year for Emergency Home Repairs. If awarded, all funds will go directly to eliminating housing conditions that pose a threat to health or safety of very-low income homeowners within city limits.

On behalf of MHDC's Board of Director's and staff, we would like to reiterate our sincere appreciation for the support provided by the City of Dover. If you have any questions, comments, or require additional information, please do not hesitate to contact either me or Russell Huxtable, MHDC Vice President/COO at 302-422-8255 or via email at vmiller@milfordhousing.com and rhuxtable@milfordhousing.com, respectfully.

Warmest Regards,

Valerie A. Miller
Director of Programs & Planning

Enclosures

CITY OF DOVER
FY 2015-2019 Multi-Year
FY 2017
CDBG GRANT APPLICATION FORM

1. General Applicant Information

A. Name *Milford Housing Development Corporation*

Address *977 East Masten Circle, Milford DE 19963*

Phone Number *302-422-8255*

B. Name, position and signature of person submitting application:

Valerie Miller, Director of Programs & Planning

Name and position of authorizing official:

David Moore, President/CEO

C. Name, address and phone number of Contact Person:
(If different from B above)

Debbie White, Home Repair Specialist (same address and phone as listed above)

FY 2017 only

Activity: *Housing Rehab – Emergency Home Repairs*
Amount Requested: $ *40,000*
Source of Cash Matching Funds $ *805,450*

1. Low/Moderate-Income Benefit:

LOW/MODERATE - INCOME BENEFIT TABLE - Instructions

The amount of benefit to low-and moderate-income persons must be calculated for each activity as described below. Future program years may be estimated as long as 51% of the population being served is low to moderate income.

1. In column 1, list the activity and fiscal year through 2017.
2. In column 2, show the total number of persons that the activity will serve.
3. In column 3, show the number of low- and moderate-income persons that the activity will serve.
4. In column 4, divide column 3 by column 2 to show the percent of low- and moderate-income persons that the activity will serve.
5. In column 5, show the amount of funds requested for the activity for current fiscal year only.
6. In column 6, multiply column 4 by column 5 to show the amount of those funds that will be used to benefit low-and moderate-income persons.
7. List the sources of data used to calculate benefit in the space provided at the bottom of this page.

LOW/MODERATE-INCOME BENEFIT TABLE

1. Activity	2. Total Persons Activity will Serve	3. L/M Persons Activity will Serve	4. % L/M Persons Activity will Serve	5. Amount Requested for Activity	6. Amount L/M Benefit
Rehabilitation: Emergency-related home repairs of single-family residential for owner-occupancy	*6-18 persons*	*6-18 persons*	*100%*	*$40,000.00*	*$40,000.00*

Source of Data:
MHDC's Home Repair Project maintains a database of clients whose homes have been approved for repairs within the City of Dover CDBG program guidelines. Clients provide proof of household income and homeownership. Additionally, the City of Dover refers qualifying households to the project on an ongoing basis. Income limits are defined by the U.S. Department of Housing and Urban Development (HUD).

2. Management Capacity

A. List the person(s) to be responsible for administering the CDBG Project:

Sub-Recipient Personnel	Title(s)
Valerie Miller	*Director of Programs & Planning*
Debbie White	*Home Repair Specialist*
Gary Saroukous	*Field Coordinator*

B. Attach resumes or other supporting documentation for the personnel of new applicants, which establishes the capacity of the personnel above to effectively manage a CDBG sub-recipient project.

4. Application Work Plan

Each proposed program activity must address each of the following areas for fiscal year 2017.

A. Each program activity must be addressed separately. Program activities must be listed in order of priority with the program activity of highest priority first. This order of priority for program activities must be followed on all forms contained in this application.

The highest priority for this project is to provide rehabilitation activities and specifically, emergency-related home repairs of single-family residential for owner-occupied housing units found to be in violation of the City of Dover's Housing Code. This is the highest priority activity for this application

B. Each program activity must be fully described. For rehabilitation programs, this description must include the number of units to be rehabilitated, rental properties to be rehabilitated, any special population groups the rehabilitation program will address, the target area, and the need for the rehabilitation activity.

- *Program activity is 'Rehabilitation: Emergency-related home repairs of single-family residential for owner-occupancy'. This activity is fully described as home repairs that eliminate housing conditions which threaten the health and/or safety of qualified City of Dover homeowners. The objective is to reduce the number of City of Dover households living in substandard and/or dangerous housing conditions. The goal of the activity is to preserve the City's existing housing stock, as detailed in*

Dover's Consolidated Annual Action Plan (FY2015-2019).

- *The total number of units to be rehabilitated/repaired is 6-8, per year of grant funding period.*
- *Households must be very-low to low-income as defined by the U.S. Department of Housing and Urban Development (HUD). Households served must be 50 percent and below Area Median Income (AMI) as defined by HUD.*
- *Housing type is homeownership units. Clients must provide proof that they own the home in order to qualify for repairs.*
- *Target area is defined as the geographic city limits for the City of Dover. The project is city-wide and will focus on preserving the existing housing stock in the City.*
- *Repairs traditionally average $2,500 per home, with low points around $500 and higher points costing roughly $7,500 for more substantial repairs such as roof repairs or hot water heaters.*
- *The need for home repairs is based on: 1) Overwhelming demand for such services as received daily from the City of Dover by residents; 2) Rising numbers of cost-burdened households, as it relates to housing costs; and 3) Rising number of elderly residents and persons with disabilities facing diverse and critical housing needs. Sources include: City of Dover and the Delaware State Housing Authority.*

- *As Delaware's housing stock has continued to age, along with an aging population, home maintenance and repair is a growing concern. HRP is the only program in Delaware that provides this service at no cost to the individual. Further, it is one of the few programs in Delaware that also works on mobile homes. Mobile homes are technically classified as a motor vehicle, but represent nearly 10 percent of all housing units in Delaware (DSHA, 2016). In 25 years, nearly 5,000 families in Delaware have been helped through HRP with volunteers donating over 200,000 hours of labor to the cause.*

C. Provide a timetable showing monthly milestones for completion of each activity.

- *Within each fiscal year of this application, MHDC expects to complete 6 to 8 home repairs for qualified City of Dover homeowners who are very-low to low-income. MHDC expects to complete 1-2 repairs per quarter, each year.*
- *The repair activities will be focused on eliminating conditions of an immediate health or safety hazard to the homes' occupants. Over the years, typical repairs included: replacement of furnaces, electrical repairs, plumbing repairs, construction of entrance steps and wheelchair ramps, modifying bathrooms for safety and accessibility, replacement of*

broken windows, roof repairs or replacements, and the installation of hardwired smoke/co detectors.

- *Repair activities will meet City of Dover code regulations. Contractors will complete code-work and skilled volunteers may be enlisted to complete carpentry type repairs.*

D. Attach drawings, plans or other documentation necessary to describe program activities.

- *N/A*

E. Describe each activity's conformance with the goals and objectives of the City's Consolidated Plan.

- *Activities carried out support the overall goals of the City of Dover's Consolidated Plan and its priorities on housing issues. Goal 4 of the 2015-2019 Consolidated Plan is to 'Preserve the Existing Affordable Housing' in the City of Dover. Home repair activity is consistent with this goal.*

F. Describe the extent to which the proposed project(s) will address one or more significant priorities identified by the City's Consolidated Plan.

- *The proposed program addresses the City of Dover's second priority of addressing housing needs. Improving the quality of existing housing stock will address this need by bringing the units up to code requirements.*

G. Describe the extent to which the project builds upon previous work or supplements other work that will be funded from other sources.

- *Annually this project is funded for the City of Dover to administer. Each year the city reaches its goal by providing safe sanitary housing to low- to moderate-income persons and making the neighborhoods more desirable to live in. The City of Dover reached out to MHDC in search of possible partnership for service delivery and we have been successfully partnering ever since FY06.*
- *MHDC's Home Repair Project has consistently been funded by the City of Dover for many years. Since FY06, roughly 85 homes within the City of Dover, have received repairs or rehabilitation through the CDBG sub-recipient grant funding through the project.*
- *Award dates and amounts include:*

  FY2006 - $25,000
  FY2007 - $25,000
  FY2008 - $25,000
  FY2009 - $25,000

FY2010 - $35,000
FY2011 - $40,000
FY2012 - $35,000 (Emergency Home Repairs)
$52,782 (Housing Rehabilitation)
FY2013 - $40,000 (Emergency Home Repairs)
$35,658 (Housing Rehabilitation)
FY2015 - $35,262 (Emergency Home Repairs)
$52,892 (Housing Rehabilitation)

FY2016 - $25,000 (Emergency Home Repairs)
$55,000 (Housing Rehabilitation)

- *In FY14, MHDC was awarded CDBG funds for 'Housing Rehabilitation'. This was a new program activity for MHDC. During our initial monitoring visit by the City of Dover, there were some initial concerns. MHDC was asked to provide the City of Dover with a remediation plan to get the program back on target. This was provided and subsequently, all matters resolved.*
- *'Housing Rehabilitation' is commonly known as the most complicated activity to undergo in the CDBG program, due to vigorous program requirements. It took MHDC staff some time to learn all aspects of the program. However, we have since developed a CDBG Housing Rehab Manual, used for internal purposes, in addition to ensuring our staff have received the training resources they need. Based on our experience and subsequent growth, we are now completely confident in our ability to effectively and efficiently administer this program, as demonstrated by our results in FY15.*
- *In addition, MHDC will be solely responsible to complete home inspections. MHDC will coordinate these efforts with the City of Dover as needed.*

H. Describe source and amount of any funds used to leverage the City's portion of the project. Indicate when these funds will be available. Attach documentation of any match.
- *Please see Attachment 5.*

5. Each application should also describe the following:

A. Describe any efforts to coordinate with businesses regarding the development of the community as it affects low/moderate-income residents of the area.
- *The proposed project does not involve efforts to coordinate with businesses regarding the development of community.*

6. Have you received a sub-recipient grant from the previous funding year?
If yes give the total amount $ *55,000 (Housing Rehab) and $25,000 (Emergency Home Repairs) during FY2016.*

MHDC
AFFORDABLE HOUSING SOLUTIONS

Funding Sources

Milford Housing Development Corporation (MHDC)

City of Dover CDBG Funding Sources - FY2017
Emergency Home Repairs & Housing Rehabilitation

PROGRAM SOURCES		AMOUNT
Funding - Restricted, Repairs Only:		
Palmer Home Foundation	$	30,000.00
Rawlins Charitable Trust	$	40,000.00
Potter Charity Trust	$	40,000.00
Atlantic Community Thrift Shop (ACTS)	$	18,000.00
Total Sources - Restrictive, Repairs Only =	**$**	**128,000.00**
Funding - Non-Restrictive:		
Delaware State Housing Authority	$	600,000.00
Delaware Grant-in-Aid	$	38,450.00
Sussex County	$	20,000.00
Discover Bank	$	10,000.00
Kent County Levy Court	$	6,500.00
Milton & Hattie Kutz Foundation	$	2,500.00
Total Sources - Nonrestrictive =	**$**	**677,450.00**
Total Program Sources =	**$**	**805,450.00**

ADDENDUM
2017 CDBG SUB-RECIPIENT APPLICATION FORM

Please choose the best option that describes the purpose of your activity from the three objectives.

Suitable Living Environment	_____
Decent Housing	X
Economic Opportunity	_____

Please choose the best option that will describe the outcome of your activity based on the categories listed below.

Availability/Accessibility	X
Affordability	X
Sustainability	_____

Please provide a proposed outcome based on the information below that applies to your activity

MHDC's Home Repair Project defines the projected outcome as the removal of a housing condition that qualifies as hazardous or unhealthy and is in immediate need. During each fiscal year of the grant funding period, MHDC will complete a minimum of 6 home repairs for very-low to low-income households within Dover city limits. In sum, the Home Repair Project's goal is to complete a minimum of 100 emergency home repairs throughout the state of Delaware in 2017.

MHDC is requesting that a maximum cap of $7,500 be used for home repairs. Most homeowners do not need this full amount of funding, but on occasion the homeowner may need a new roof or furnace which cost more than the $5,000 per home the Project had been using in the past with City of Dover CBDG. The repair activities will be focused on eliminating conditions of an immediate health or safety hazard to the homes' occupants. Over the years, typical repairs included: replacement of furnaces, electrical repairs, plumbing repairs, construction of entrance steps and wheelchair ramps, modifying bathrooms for safety and accessibility, replacement of broken windows, roof repairs or replacements, and the installation of hardwired smoke/co detectors.

If granted, MHDC's Home Repair Project will complete at least 6 home repairs, 100% of those units will meet the City of Dover's Housing Code, 100% of repaired units will have immediate threats to safety and/or health eliminated, and no homeowner served will be forced to relocate. Indicators for measurement include: Housing inspections, Certificates of Occupancy, client satisfaction surveys, client case files, interviews, program budget, financial records, organization records and program records.

Number of persons, households, units, or beds assisted as appropriate __*Minimum of 6 households.*_____

Income level of persons or households by: Very Low __*60*_____ %
Low__ *40*_____ %
Moderate _____ %

If your activity benefits a target area, please show the number of persons served and the percentage of low/mod persons served.

- *Target area is Dover city limits. Nearly all those served will be low-income households, set by HUD. Minimum of 6 households to be served. Number of persons will vary by household, but using the Delaware average household size of 2.58, according to the U.S. Census Bureau's American Community Survey 5-Year Estimates (2006-2010), it is estimated that approximately 15 persons will be served within FY2017, 60 percent of which will be very-low income.*

Your close out report will require you to provide breakdowns of those served by race, ethnicity and disability.

977 East Masten Circle
Milford, DE 19963

MHDC
AFFORDABLE HOUSING SOLUTIONS

302-422-8255 *phone*
302-422-8260 *fax*
www.milfordhousing.com

February 6, 2017

RECEIVED
FEB 6 2017
CITY OF DOVER
PLANNING & INSPECTIONS

Ms. Tracey N. Harvey
City of Dover Planning Department
City of Dover
15 Loockerman Plaza
Dover, DE 19901

RE: City of Dover CDBG Grant Application FY 2017 – Housing Rehabilitation

Dear Ms. Harvey,

I am pleased to submit the enclosed grant application to the City of Dover for the Community Development Block Grant (CDBG) FY 2017 multi-year program. We are hoping the City of Dover will consider our request in the amount of **$60,000** per fiscal year for housing rehabilitation. If awarded, all funds will go directly to rehabilitate owner-occupied housing units for low- to moderate-income households that reside within city limits.

On behalf of MHDC's Board of Director's and staff, we would like to reiterate our sincere appreciation for the support provided by the City of Dover. If you have any questions, comments, or require additional information, please do not hesitate to contact either me or Russell Huxtable, MHDC Vice President/COO at 302-422-8255 or via email at vmiller@milfordhousing.com and rhuxtable@milfordhousing.com, respectfully.

Warmest Regards,

Valerie A. Miller
Director of Programs & Planning

Enclosures

CITY OF DOVER
FY 2015-2019 Multi-Year
FY 2017
CDBG GRANT APPLICATION FORM

1. General Applicant Information

A. Name *Milford Housing Development Corporation*

Address *977 East Masten Circle, Milford DE 19963*

Phone Number *302-422-8255*

B. Name, position and signature of person submitting application:

Valerie Miller, Director of Programs & Planning

Name and position of authorizing official:

David Moore, President/CEO

C. Name, address and phone number of Contact Person:
(If different from B above)

Debbie White, Home Repair Specialist (same address and phone as listed above)

FY 2017 only

Activity: *Homeownership Rehabilitation*
Amount Requested: $ *60,000*
Source of Cash Matching Funds $ *805,450*

1. Low/Moderate-Income Benefit:

LOW/MODERATE - INCOME BENEFIT TABLE - Instructions

The amount of benefit to low-and moderate-income persons must be calculated for each activity as described below. Future program years may be estimated as long as 51% of the population being served is low to moderate income.

1. In column 1, list the activity and fiscal year through 2017.
2. In column 2, show the total number of persons that the activity will serve.
3. In column 3, show the number of low- and moderate-income persons that the activity will serve.
4. In column 4, divide column 3 by column 2 to show the percent of low- and moderate-income persons that the activity will serve.
5. In column 5, show the amount of funds requested for the activity for current fiscal year only.
6. In column 6, multiply column 4 by column 5 to show the amount of those funds that will be used to benefit low-and moderate-income persons.
7. List the sources of data used to calculate benefit in the space provided at the bottom of this page.

LOW/MODERATE-INCOME BENEFIT TABLE

1. Activity	2. Total Persons Activity will Serve	3. L/M Persons Activity will Serve	4. % L/M Persons Activity will Serve	5. Amount Requested for Activity	6. Amount L/M Benefit
Housing Rehabilitation	*3-5 households*	*3-5 households*	*100%*	*$60,000.00*	*$60,000.00*

Source of Data:
MHDC will work with the City of Dover's Community Development Office, which maintains a CDBG waiting list of clients who meet program criteria and income limits, as determined by the U.S. Department of Housing and Urban Development (HUD).

2. Management Capacity

A. List the person(s) to be responsible for administering the CDBG Project:

Sub-Recipient Personnel	Title(s)
Valerie Miller	*Director of Programs & Planning*
Debbie White	*Home Repair Specialist*

Gary Saroukous *Field Coordinator*

B. Attach resumes or other supporting documentation for the personnel of new applicants, which establishes the capacity of the personnel above to effectively manage a CDBG sub-recipient project.

4. Application Work Plan

Each proposed program activity must address each of the following areas for fiscal year 2017.

A. Each program activity must be addressed separately. Program activities must be listed in order of priority with the program activity of highest priority first. This order of priority for program activities must be followed on all forms contained in this application.

- *The highest priority for this project is to rehabilitate owner-occupied housing units found to be in violation of the City of Dover's Housing Code.*

B. Each program activity must be fully described. For rehabilitation programs, this description must include the number of units to be rehabilitated, rental properties to be rehabilitated, any special population groups the rehabilitation program will address, the target area, and the need for the rehabilitation activity.

- *Program activity is 'Housing Rehabilitation'. This activity is fully described as housing rehabilitation for low- to moderate-income homeowners who reside within city limits.. The goal of the activity is to preserve the City's existing housing stock, as detailed in Dover's Consolidated Annual Action Plan (FY2015-2019).*
- *The total number of units to be rehabilitated is 3-5, per year of grant funding period.*
- *Households must be low- to moderate-income as defined by the U.S. Department of Housing and Urban Development (HUD). Households served must be 80 percent and below Area Median Income (AMI) as defined by HUD.*
- *Housing type is homeownership units. Clients must provide proof that they own the home in order to qualify for the rehabilitation.*
- *Target area is defined as the geographic city limits for the City of Dover. The project is city-wide and will focus on preserving the existing housing stock in the City.*
- *Each household served will be allowed up to $15,000 in repairs to bring*

the unit up to code.

- *The need for home rehabilitation is based on: 1) Overwhelming demand for such services as received daily from the City of Dover by residents; 2) Rising numbers of cost-burdened households, as it relates to housing costs; and 3) Rising number of elderly residents and persons with disabilities facing diverse and critical housing needs. Sources include: City of Dover and the Delaware State Housing Authority.*

C. Provide a timetable showing monthly milestones for completion of each activity.

- *The rehabilitation program will begin immediately once the grant has been approved. The rehabilitation project is expected to take 150 days.*
- *The first month of the project will consist of lead base paint testing for all homes that are 50 years of age and over and sent for review and approval to the Historic Preservation Office.*
- *The second month of the project will consist of the properties going out for bid. The remaining three months will consist of the rehabilitation of the properties.*
- *Rehabilitation activities will meet City of Dover code regulations.*

D. Attach drawings, plans or other documentation necessary to describe program activities.

- *The properties to be rehabilitated will come from the first 3 to 5 applicants off the waiting list and will be for owner-occupied properties in located within city limits.*

E. Describe each activity's conformance with the goals and objectives of the City's Consolidated Plan.

- *Activities carried out support the overall goals of the City of Dover's Consolidated Plan and its priorities on housing issues. Goal 2 of the 2015-2019 Consolidated Plan is to preserve the existing housing stock in the City of Dover. Home rehabilitation is consistent with this goal.*
- *This project is also consistent with Goal 1 by providing aid to special needs persons. Housing units that will need to become handicap accessible will be completed by this project.*

F. Describe the extent to which the proposed project(s) will address one or more significant priorities identified by the City's Consolidated Plan.

- *The proposed program address the City of Dover's second priority of addressing housing needs. Improving the quality of existing housing stock will address this need by bringing the units up to code requirements.*

G. Describe the extent to which the project builds upon previous work or supplements other work that will be funded from other sources.

- *Annually this project is funded for the City of Dover to administer. Each year the city reaches its goal by providing safe sanitary housing to low- to moderate-income persons and making the neighborhoods more desirable to live in. The City of Dover reached out to MHDC in search of possible partnership for service delivery and we have been successfully partnering ever since FY06.*
- *MHDC's Home Repair Project has consistently been funded by the City of Dover for many years. Since FY06, roughly 90 homes within the City of Dover, have received repairs or rehabilitation through the CDBG sub-recipient grant funding through the project.*
- *Award dates and amounts include:*

  FY2006 - $25,000
  FY2007 - $25,000
  FY2008 - $25,000
  FY2009 - $25,000
  FY2010 - $35,000
  FY2011 - $40,000
  FY2012 - $35,000 (Emergency Home Repairs)
  $52,782 (Housing Rehabilitation)
  FY2013 - $40,000 (Emergency Home Repairs)
  $35,658 (Housing Rehabilitation)
  FY2015 - $35,262 (Emergency Home Repairs)
  $52,892 (Housing Rehabilitation)
  FY2016 - $25,000 (Emergency Home Repairs)
  $55,000 (Housing Rehabilitation)

- *In FY14, MHDC was awarded CDBG funds for 'Housing Rehabilitation'. This was a new program activity for MHDC. During our initial monitoring visit by the City of Dover, there were some initial concerns. MHDC was asked to provide the City of Dover with a remediation plan to get the program back on target. This was provided and subsequently, all matters resolved.*
- *'Housing Rehabilitation' is commonly known as the most complicated activity to undergo in the CDBG program, due to vigorous program requirements. It took MHDC staff some time to learn all aspects of the program. However, we have since developed a CDBG Housing Rehab Manual, used for internal purposes, in addition to ensuring our staff have received the training resources they need.*

Based on our experience and subsequent growth, we are now completely confident in our ability to effectively and efficiently administer this program, as demonstrated by our results in FY15.

- *In addition, MHDC will be solely responsible to complete home inspections. MHDC will coordinate these efforts with the City of Dover as needed.*

H. Describe source and amount of any funds used to leverage the City's portion of the project. Indicate when these funds will be available. Attach documentation of any match.

- *Please see Attachment 5.*

5. Each application should also describe the following:

A. Describe any efforts to coordinate with businesses regarding the development of the community as it affects low/moderate-income residents of the area.

- *The proposed project does not involve efforts to coordinate with businesses regarding the development of community.*

6. Have you received a sub-recipient grant from the previous funding year?
If yes give the total amount $ *55,000 (Housing Rehab) and $25,000 (Emergency Home Repairs) during FY2016.*

MHDC
AFFORDABLE HOUSING SOLUTIONS

Funding Sources

Milford Housing Development Corporation (MHDC)

City of Dover CDBG Funding Sources - FY2017
Emergency Home Repairs & Housing Rehabilitation

PROGRAM SOURCES		AMOUNT
Funding - Restricted, Repairs Only:		
Palmer Home Foundation	$	30,000.00
Rawlins Charitable Trust	$	40,000.00
Potter Charity Trust	$	40,000.00
Atlantic Community Thrift Shop (ACTS)	$	18,000.00
Total Sources - Restrictive, Repairs Only =	**$**	**128,000.00**
Funding - Non-Restrictive:		
Delaware State Housing Authority	$	600,000.00
Delaware Grant-in-Aid	$	38,450.00
Sussex County	$	20,000.00
Discover Bank	$	10,000.00
Kent County Levy Court	$	6,500.00
Milton & Hattie Kutz Foundation	$	2,500.00
Total Sources - Nonrestrictive =	**$**	**677,450.00**
Total Program Sources =	**$**	**805,450.00**

ADDENDUM
2017 CDBG SUB-RECIPIENT APPLICATION FORM

Please choose the best option that describes the purpose of your activity from the three objectives.

Suitable Living Environment _____
Decent Housing __X___
Economic Opportunity _____

Please choose the best option that will describe the outcome of your activity based on the categories listed below.

Availability/Accessibility __X____
Affordability __X____
Sustainability _____

Please provide a proposed outcome based on the information below that applies to your activity

- *If granted, MHDC will complete 3-5 home rehabs per fiscal year, 100% of those units will meet the City of Dover's Housing Code, 100% of meet accessibility requirements as needed. Indicators for measurement include: Housing inspections, Certificates of Occupancy, client satisfaction surveys, client case files, program budget, financial records, organization records and program records.*

Number of persons, households, units, or beds assisted as appropriate __*3-5 Households*_____

Income level of persons or households by: Very Low __*50*_____ %
Low__ *50*_____ %
Moderate _____ %

If your activity benefits a target area, please show the number of persons served and the percentage of low/mod persons served.

- *If approved, 3-5 households will be served during the grant funding year. 100% of these households will be low- to moderate-income. Target geography includes the City of Dover city limits.*

Your close out report will require you to provide breakdowns of those served by race, ethnicity and disability.

RECEIVED
FEB 6 2017
CITY OF DOVER
PLANNING & INSPECTIONS

CITY OF DOVER
FY 2015-2019 Multi-Year
FY 2017
CDBG GRANT APPLICATION FORM

1. General Applicant Information

A. Name ___Central Delaware Habitat for Humanity, Inc._____

Address __544 Webbs Lane, Dover, DE 19904_____

Phone Number __(302) 526-2366_____

B. Name, position and signature of person submitting application:

__Jocelyn Tice, Interim Executive Director_____

Name and position of authorizing official:

__Frank Daniels, Board President_____

C. Name, address and phone number of Contact Person:
(If different from B above)

___N/A_____

FY 2017 only

Activity:	_Housing Rehabilitation__
Amount Requested:	$_40,000_____
Source of Cash Matching Funds	$_$10,000_____

1. Low/Moderate-Income Benefit:

LOW/MODERATE - INCOME BENEFIT TABLE - Instructions

The amount of benefit to low-and moderate-income persons must be calculated for each activity as described below. Future program years may be estimated as long as 51% of the population being served is low to moderate income.

1. In column 1, list the activity and fiscal year through 2017.
2. In column 2, show the total number of persons that the activity will serve.
3. In column 3, show the number of low- and moderate-income persons that the activity will serve.
4. In column 4, divide column 3 by column 2 to show the percent of low- and moderate-income persons that the activity will serve.
5. In column 5, show the amount of funds requested for the activity for current fiscal year only.
6. In column 6, multiply column 4 by column 5 to show the amount of those funds that will be used to benefit low-and moderate-income persons.
7. List the sources of data used to calculate benefit in the space provided at the bottom of this page.

LOW/MODERATE-INCOME BENEFIT TABLE

1. Activity	2. Total Persons Activity will Serve	3. L/M Persons Activity will Serve	4. % L/M Persons Activity will Serve	5. Amount Requested for Activity	6. Amount L/M Benefit
FY 2017					
Housing Rehabilitation	8	8	100%	$40,000	$40,000

Source of Data: American Community Survey 2011-2015, the highest percentage, 36.7%, for household size, was a household size of 2 in the City of Dover, so 2 per household was used to calculate the total number served.

2. Management Capacity

A. List the person(s) to be responsible for administering the CDBG Project:

Sub-Recipient Personnel	Title(s)
Jocelyn Tice, Interim Executive Director/Grant Administrator	
Harvey Carrow, Construction Supervisor	

B. Attach resumes or other supporting documentation for the personnel of new applicants, which establishes the capacity of the personnel above to effectively manage a CDBG sub-recipient project.

4. Application Work Plan

Each proposed program activity must address each of the following areas for fiscal year 2017.

A. Each program activity must be addressed separately. Program activities must be listed in order of priority with the program activity of highest priority first. This order of priority for program activities must be followed on all forms contained in this application.

B. Each program activity must be fully described. For rehabilitation programs, this description must include the number of units to be rehabilitated, rental properties to be rehabilitated, any special population groups the rehabilitation program will address, the target area, and the need for the rehabilitation activity.

C. Provide a timetable showing monthly milestones for completion of each activity.

D. Attach drawings, plans or other documentation necessary to describe program activities.

E. Describe each activity's conformance with the goals and objectives of the City's Consolidated Plan.

F. Describe the extent to which the proposed project(s) will address

one or more significant priorities identified by the City's Consolidated Plan.

G. Describe the extent to which the project builds upon previous work or supplements other work that will be funded from other sources.

H. Describe source and amount of any funds used to leverage the City's portion of the project. Indicate when these funds will be available. Attach documentation of any match.

5. Each application should also describe the following:

   A. Describe any efforts to coordinate with businesses regarding the development of the community as it affects low/moderate-income residents of the area.

6. Have you received a sub-recipient grant from the previous funding year?
   If yes give the total amount $ 30,000 .

ADDENDUM
2017 CDBG SUB-RECIPIENT APPLICATION FORM

Please choose the best option that describes the purpose of your activity from the three objectives.

Suitable Living Environment _____
Decent Housing __x____
Economic Opportunity _____

Please choose the best option that will describe the outcome of your activity based on the categories listed below.

Availability/Accessibility _____
Affordability _____
Sustainability ___x____

Please provide a proposed outcome based on the information below that applies to your activity

Number of persons, households, units, or beds assisted as appropriate ____8_____

Income level of persons or households by: Very Low _____ %
Low___100_____ %
Moderate _____ %

If your activity benefits a target area, please show the number of persons served and the percentage of low/mod persons served.

Your close out report will require you to provide breakdowns of those served by race, ethnicity and disability.

Grant Application Form

2. **Management Capacity**

CDHFH is not a new applicant nor are any of the personnel new to the program, so the supporting documentation is not necessary to include in the work plan.

CDHFH has renovated a total of 10 homes, 6 in the City of Dover, then sold to low-income homebuyers which makes Habitat qualified to oversee and/or complete repairs on existing owner-occupied homes. Also, CDHFH did complete an extensive exterior repair project (siding, shutters, paint) on an owner-occupied home on Ann Ave in the summer of 2016 through the partnership of Thrivent Financial, so CDHFH does have experience with this scope of work.

4. **Application Work Plan**

CDHFH's Mission Statement

Central Delaware Habitat for Humanity's mission is seeking to put God's love into action by bringing people together to build affordable homes, communities, and hope. We do this by partnering with the Kent County community to provide resources, financial support and volunteer time.

Purpose of Central Delaware Habitat for Humanity

The purpose of Central Delaware Habitat for Humanity (CDHFH) is to build or renovate simple, decent affordable homes in Kent County by partnering with low-income people (60% or below median income). CDHFH also strives to empower and educate each homeowner to be successful in maintaining their property as well as managing finances for their new home. CDHFH is a unique affordable housing organization for the following reasons:

- Habitat assists those that are not able to obtain a conventional financing.
- Habitat offers a 30 year, 0% interest mortgage.
- Each adult in the home will have to complete 250 hours of sweat equity.
- Each home is built by volunteers from the local community with the exception of a few subcontractors for various aspects of construction.
- Habitat has a first and second mortgage.
- CDHFH has maintained a 0% foreclosure rate through 2016.
- CDHFH is the only affordable housing organization in Kent County offering a 0% interest mortgage.

The above describes our primary program, affordable homeownership; however, CDHFH does have a repair program called A Brush with Kindness. Many affiliates across the nation utilize this program at their affiliate and include critical home repairs as well. CDHFH has completed five homes under this program in Frederica; however, it ties into our neighborhood revitalization

effort here in Dover, which is why owner-occupied rehabilitation is our program activity for fiscal year 2017.

A. Program Activity Priority

For the past two fiscal years, '15 and '16, CDHFH has focused on expanding home ownership by renovating vacate homes and selling to low and very low income homebuyers; however, for this fiscal year, CDHFH is shifting to owner-occupied rehabilitation to achieve a greater impact around the homes CDHFH and others have built and/or renovated within the City of Dover.

The program activity for FY2017 is:

- Housing Rehabilitation

CDHFH will provide minor and major exterior repairs on current owner-occupied housing to prevent further blight on homes and eliminate code violations. The repairs would be exterior only with the exception of emergency repairs on a case by case basis. All qualified home owners would be required to be 60% or below area median income thus targeting low-income.

This program addresses the following two national objectives:

- To give maximum feasibility priority to activities which will benefit low and moderate income families
- To aid in the prevention of slums and/or blight

B. Program Activity Description

CDHFH's activity for fiscal year 2017 includes rehabilitating four owner-occupied homes within the City of Dover with a priority in the Restoring Central Dover area. The owners would be 60% or below area median income. This activity will not specifically target a special population; however, all home owners are welcome to apply. The number of homes will be based on the amount of funding awarded as well as the scope of work at each home. The goal would be to spend $10,000 or less on each home, so we may be able to do more if the repairs are minor and we may serve less if the repairs are more extensive. At a minimum we would serve at least 2 households. The priority would be to focus on exterior code violations and blight; however, there may be a need at the same home to address any emergency repairs. Exterior repairs and beautification include roof, siding, windows, doors, decks, ramps, landscaping, etc.

CDHFH has a repair program called A Brush with Kindness. The program guidelines will be updated to include minor and major exterior repairs beyond the standard beautification but the criteria for qualifying for the program would remain the same. Due to the potential scope of work for each of the four homes, CDHFH volunteers may or may not be able to complete the work in which case, CDHFH will bid out the work to a local contractor. CDHFH's Construction Supervisor will oversee the work and draft the scope of work; but due to our new construction homes, this person does not have the capacity to do the work themselves or oversee volunteers but is able to coordinate the work with a contractor. CDHFH's Outreach Director will accept all applications and will approve the qualified owners for this project.

CDHFH has built five new homes on South Kirkwood, two new homes on North New with the plan of three more and will be building three on North Kirkwood in 2017, so the priority would also be to target owner-occupied homes that are on the same block as these new homes in an effort to improve the curb appeal of that block and eliminate blight. CDHFH is planning on at least 10 more homes within the downtown area on similar streets. Identifying owner-occupied homes on the same blocks as CDHFH homes may be challenging since 75% of the occupied homes in Restoring Central Dover are rentals. A key partnership in identifying homes in close proximity with code violations will be with the City of Dover.

CDHFH's program guidelines include a repayment plan for the work that was completed; however, with the CDBG funds, this may not be permissible and a grant restriction will be put on the home if required by the City.

This activity is not only consistent with the City's Consolidated Plan as outlined in E &F, but also with Restoring Central Dover. Two of the goals identified in the Positive Development section are to expand access to housing repair programs and initiate volunteer-based neighborhood housing repair organization. Central Delaware Habitat for Humanity is mentioned in the plan as interested in implementing our repair program in this target area.

In regards to need for the owner-occupied rehabilitation program, Restoring Central Dover did conduct a building conditions survey within the target area. Most of the homes identified as poor or very poor are located on Kirkwood, Queen and New Streets. The survey indicated that 40% of the buildings are in fair shape but that is based solely on what is visible from the street, so it would be safe to say the condition may be worse.

According to the City's Consolidated Plan, here are some additional reasons why this project is needed:

- 39.4% of all households within the City are below 80%AMI
- Over 42% of the households in the City spend more than 30% of their income on housing(rent/mortgage plus utilities)
- Of the 12,603 households in the City, 10,625 have one or more of the four housing problems (lacks complete kitchen facilities, lacks complete plumbing facilities, more than one person per room and cost burden greater than 30%)
- Only 375 owner-occupied units of 3,499 are affordable to owners between 30-50% AMI.
- 29% of owner-occupied units have one housing condition, while 69% have no conditions.
- 41% of the owner-occupied homes were built between 1950-1979 while only 15% were built 2000 or later.
- The City's central target area has the highest percentage of older homes throughout the City.
- 960 households within the City have at least one person 62-74 years of age whose income is 80% or below AMI.

Based on this information, there is a need for housing rehabilitation as the owners do not have the funds to be able to make the necessary improvements to their property or may be on fixed income such as the elderly or disabled. Also, CDHFH receives numerous calls from homeowners throughout Kent County inquiring about repair programs. Kent County has a

waiting list of over 600 owners who need some type of assistance. The need for owner-occupied repair is high which is why it is a priority in the City's Consolidated Plan.

As CDHFH expands home ownership through new construction and owner-occupied rehabilitations throughout downtown, the benefits to low-income families are:

- Stability and security
- Safe neighborhood for children to play
- Children do better in school
- Health improves throughout the entire family, especially children
- Develops a sense of pride
- Develops a sense of community
- Builds self-esteem

These lead to safe and livable neighborhoods.

C. Timetable

Below is a timetable for the activity that CDHFH will complete in Fiscal Year 2017.

Activity	4 Owner-Occupied Rehabs
Homes Identified	October 2017
Home Owner Approved	October 2017
Scope of Work Drafted	October 2017
Environmental Review	November 2017
Environmental Remediation	December 2017
Bids Solicited	November/December 2017
Permit	January 2018
Renovation Begins	February 2018
Renovation Ends	May 2018

CDHFH receives calls on a regular basis regarding assistance for repairs, so CDHFH will track or gather additional information from individuals that are within the City of Dover as a means of expediting the qualified homes if funding is approved. CDHFH will also begin taking note of homes in the surrounding areas of Habitat's, NCALL's and MHDC's new homes that may qualify as well as talking with the code department in the City. Also, depending on the scope of work, environmental work may not need to be completed.

D. Supporting Documentation

CDHFH's repair program, A Brush with Kindness, was approved by the Board of Directors in 2015. At that time the program was targeting homes in need of beautification, landscaping, exterior paint, etc. This project is a bit more extensive, so CDHFH will update the program to

include exterior repairs such as roof, windows, doors, decks, etc. Attached is the general program guidelines as well as the application.

The scope of work and budget for each home will be different.

E. Goals & Objectives of the City's Consolidated Plan 2015-2019

The goals and objectives that CDHFH's project conforms to are:

a. Preserve the existing housing stock in the City of Dover.

   i. CDHFH's project of four owner-occupied rehabilitations will preserve the existing housing stock by targeting those with exterior code violations. CDHFH will consider emergency repairs on a case by case basis.

b. Provide safe and livable neighborhoods.

   i. By rehabilitating four blighted properties, it will provide stability to the neighborhood as well as potentially reduce crime.

F. Priorities within the City's Consolidated Plan

According to the City's Consolidated Plan 2015 – 2019, there are five priorities:
1. Homelessness
2. Homeowner Rehabilitation
3. Homeownership Assistance
4. Permanent Supportive Housing
5. Public Facility Improvements

This proposed project will address homeowner rehabilitation. The proposed project is specifically targeting owner-occupied properties throughout the City of Dover with an emphasis on homes within the Restoring Central Dover area which include the Downtown Development District. It is our goal address exterior only code violations and blight as a means of preserving the existing housing stock within the City.

G. Project Expansion

In the downtown area there are three initiatives that this project supports, Restoring Central Dover, Strong Neighborhoods Housing Fund (SNHF) and Downtown Development District (DDD). All of these initiatives strive to increase homeownership, decrease crime and eliminate blight. For the past two years, CDHFH has been working on South Kirkwood Street and North New Street by building new single family homes allowing for a transformation of that block as well as acquire numerous properties in an effort to expand the impact. By acquiring properties and building new homes in a concentrated area, there will be a greater impact and CDHFH,

along with their partners, will be able to expand into other blocks to create change block by block.

Since CDHFH's work has been focused on creating home ownership through new construction, CDHFH would like to be able to assist neighboring homeowners in repairing the exterior of their home in an effort to make a greater impact in the block transformation. This would also apply to the new homes that NCALL, Milford Housing Development Corporation (MHDC), and other developers are building downtown. This is a holistic approach to neighborhood revitalization.

H. Funding Sources

NCALL submitted an application to Delaware State Housing Authority for the Strong Neighborhoods Housing Fund and CDHFH was a partner organization in the application. Award announcements are supposed to be in February 2017. The application was primarily for new construction of 27 homes; however, there was a request for funding for 6 owner-occupied rehabilitations up to $25,000 each for a total of $150,000. If NCALL is awarded the funds, CDHFH may be able to partner with NCALL on the rehabilitations of those 6 homes to leverage the CDBG funds to complete a larger rehabilitation then just the exterior. The target area for the DSHA funds would be the Restoring Central Dover area.

Also, CDHFH has partnered with Thrivent Financial who supports owner-occupied rehabilitation by providing $2,500 per project and volunteers. The application for these funds are house specific, so they are currently not committed for this project but would be a potential source once the homes have been identified. The amount from this source could be $10,000 ($2,500 times 4 homes). These funds are available on an ongoing basis.

5. **Business / Community Collaboration**

CDHFH does not only benefit low-income people but also the business community and the community at large. Volunteers (community members, churches, businesses, civic organizations, corporations) are the lifeblood of Habitat. This program creates an opportunity to bring people together that would not ordinarily connect, but are able to rehabilitate a house together. In 2016, CDHFH has over 1,600 volunteers to assist in various capacities. The goal would be to try to utilize volunteers for these projects, but the scope of work may be too extensive for the volunteers and/or the time may not align with the construction schedule.

Other key collaborators are:

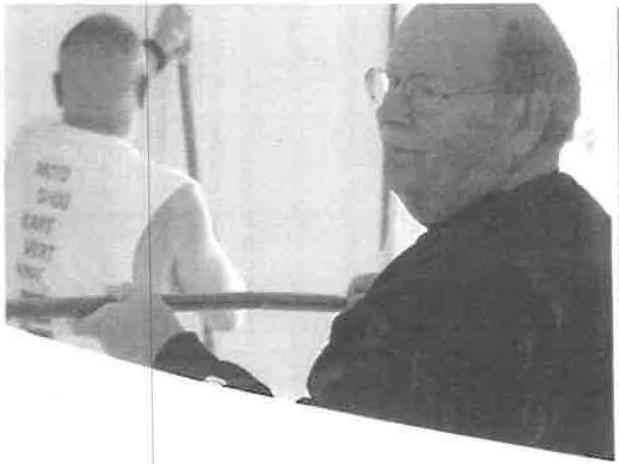
- NCALL – NCALL has started to not only provide housing counseling, but also started developing affordable homes as a result of spearheading the community plan, Restoring Central Dover. Within the Restoring Central Dover area, NCALL has two homes under construction and plans to build as least six more plus if the SNHF application is approved will do an additional 10 – 15. All these homes are targeting those whose income is below 120% AMI. CDHFH is working with NCALL in identifying properties for acquiring for new construction but will also partner with NCALL in identifying owner-occupied rehabilitation homes in an effort to support the new construction. NCALL has also started doing some owner-occupied rehabilitation in the City as well.

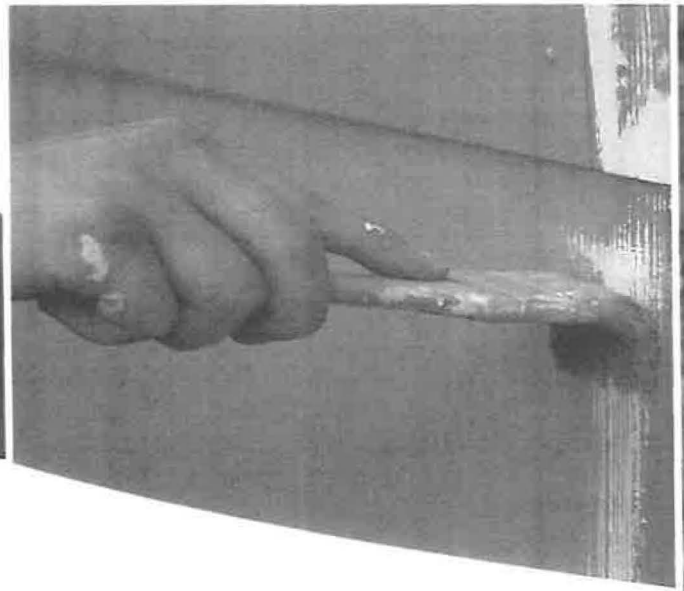
- City of Dover – The City would be informing CDHFH of homes that are in code violations if permissible which would allow CDHFH the ability to target homes that are already violating the code.

- MHDC – MHDC has been a key partner in the pilot program of SNHF and also has a history of successfully completing owner-occupied rehabilitations in the City of Dover. CDHFH would like to partner with MHDC to more within the City and serve more households. This would allow us to streamline the application process and leverage funds on a project if needed.

- MauTiste Group – This is a for-profit developer who has started building new homes within the Downtown Development District. It is their goal to compliment the work we are doing with affordable homeownership, so again, by working together we will be able to target owner-occupied homes in close proximity of these new homes as well for a greater impact on the block.

- Restoring Central Dover Steering Committee – The steering committee is comprised of other 30 individuals representing business, churches, non-profits, government and other organizations with the goal of revitalizing the plan's area. CDHFH is on the committee and considers each and every person a collaborator since this project would be targeting the plan area.







How does it work?

Habitat works with homeowners to develop a project scope, budget and plan. Supplies and skilled labor are offered to homeowners via no-profit project costs.

Central Delaware Habitat for Humanity®

A Brush with Kindness

A Brush with Kindness is a program of Central Delaware Habitat for Humanity that helps low-income homeowners by offering beautification. Volunteer teams work to improve the condition of homes by painting, landscaping, and performing beautification at minimal costs to homeowners who would otherwise be unable to complete the beautification on their own. Able-bodied homeowners are encouraged to work alongside the volunteers in a cooperative effort. This program is for homeowners earning 60 percent or less of the area median income.

Could Your Home Use A Brush With Kindness?

Building Homes.
Building Hope.
Building Communities.

EQUAL HOUSING OPPORTUNITY

Central Delaware Habitat for Humanity®

A Brush with Kindness

CENTRAL DELAWARE HABITAT FOR HUMANITY

An owner-occupied home beautification program serving Kent County

How do I apply?

You must complete an application to apply to our program. Applications may be found at our office or on our website. Applications are screened and projects are accepted based on our volunteer availability.

Website

Our website has more information about the program and how to apply. Visit CentralDelawareHabitat.org

Email: repairs@centraldelawarehabitat.org

Office

If you have specific questions you need answered or are looking to speak with someone about the program, visit or call our office at **(302) 526-2366.**

544 Webbs Lane
Dover, DE 19904
(302) 526-2366

THE APPLICATION

Completed Applications **MUST** include:

- ⇒ Proof of homeownership i.e. deed, property tax notice, copy of mortgage payment, etc.
- ⇒ Proof of homeowner's insurance i.e. copy of policy or bill
- ⇒ Proof of all financial income (pay stubs, state and/or federal assistance documents) for all household residents
- ⇒ Copy of most recent tax return

The Program

CDHFH is excited to offer A Brush With Kindness (ABWK), an owner-occupied beautification program.

What we do

ABWK focuses primarily on neighborhood beautification through the exterior painting and landscaping of homes. Labor is offered at no cost to homeowners. The scope of work is defined by ABWK and agreed on by both parties before the work begins.

Who we partner with

ABWK partners with low-income homeowners based on need and scope of work. You must own and occupy a home in Kent County that could benefit from minor exterior improvements.

PROJECT COSTS

Estimated Prices

Exterior Painting	$100
Yard Cleanup	$50
Landscaping	$100

Other project requests may be considered. Prices may vary depending on scope of work.

Am I Eligible?

- You must own and occupy a home in Kent County that could benefit from minor exterior improvements
- ⇒ Current eligible locations are in the City of Dover
- Must be willing to partner with Habitat
- Must be unable to afford home improvements and unable to complete them otherwise, due to age, disability, or circumstance
- Must meet income guidelines (see table below):

Family Number	Yearly
1	$26,460
2	$30,240
3	$34,020
4	$37,740
5	$40,800
6	$43,800
7	$46,800
8	$49,860
	(HUD 2016)

Questions?

Please don't hesitate to contact our office with any questions about the program. We would be happy to help walk you through the application process and answer any questions or concerns you may have.

Our office is open Monday-Friday from 9AM-5PM and can be reached at (302) 526-2366.

Building Homes.
Building Hope.
Building Communities.

Central Delaware Habitat for Humanity® | A Brush with Kindness | EQUAL HOUSING OPPORTUNITY

FOR OFFICE USE ONLY: DO NOT WRITE IN THIS SPACE

Date Application Received: _____

Accepted? _____

Application for *A Brush With Kindness*

Dear Applicant: Please fill out this application as completely as possible. We will use this application to help determine if you qualify. All information will remain confidential.

1: Applicant Information

Applicant	**Co-Applicant**
Name _____	Name _____
Social Security Number: XXX - XX - _____	Social Security Number: XXX - XX - _____
Date of Birth _____	Date of Birth _____
E-mail address _____	E-mail address _____
Home Ph. _____ Cell Ph. _____	Home Ph. _____

2: Household Information

Address _____ City _____

Home Telephone Number _____ Years at Address _____

Do you have any pets that may be a risk to volunteers on the property? _____

Names, ages and relationship to homeowner of all people living in the home:

Name	Relationship	Age	Monthly Income

Total: $_____

3: Requested Repairs

Please describe your home: _____

_____

_____

Briefly describe the type of work you would like done on your home. Attach a separate piece of paper if there is not enough space to list all requested work. Remember that the items listed below will be considered, but the final decision on what work can be done with our time and financial resources will be made at the discretion of *A Brush with Kindness*. The work done will focus on beautification. Our volunteers are not professionals and may not be able to do all the work requested.

Exterior painting: (List all exterior painting requirements. Be Specific.)

Yard Work/Landscaping: (Indicate if there is yard clean-up and/or trash removal required.)

4: Personal Statement

Please write a brief explanation of why you feel you should be selected and how it will help you.

Application for *A Brush With Kindness*

5: Household Income Information

MONTHLY INCOME - APPLICANT NOTE: BENEFITS RECEIVED ON BEHALF OF A MINOR CHILD COUNT AS APPLICANT INCOME

Employment	_____	SSI	
Food Stamps	_____	Social Security	
SSDI	_____	Pension/Retirement	
Child Support	_____	Other	

MONTHLY INCOME - CO-APPLICANT NOTE: BENEFITS RECEIVED ON BEHALF OF A MINOR CHILD COUNT AS CO-APPLICANT INCOME

Employment	_____	SSI	
Food Stamps	_____	Social Security	
SSDI	_____	Pension/Retirement	
Child Support	_____	Other	

MONTHLY INCOME NOTE: BENEFITS RECEIVED ON BEHALF OF A MINOR CHILD COUNT AS RESIDENT INCOME

Employment	_____	SSI	
Food Stamps	_____	Social Security	
SSDI	_____	Pension/Retirement	
Child Support	_____	Other	

MONTHLY INCOME NOTE: BENEFITS RECEIVED ON BEHALF OF A MINOR CHILD COUNT AS RESIDENT INCOME

Employment	_____	SSI	
Food Stamps	_____	Social Security	
SSDI	_____	Pension/Retirement	
Child Support	_____	Other	

6: Special Populations

Does anyone in the home have special needs or limitations that would prevent them from making the home repairs on their own? Yes or No If yes, please describe:_____

Is translation needed? Yes or No If yes, what language? _____

Are you a veteran? Yes or No If yes, what branch? _____

7: Applicant Agreement

Homeowner Agreement: I, _____ certify that the information on this application is true and accurate and that I own the property at the address specified below. I have no present intention to move or offer my home for sale for at least one year. I confirm that, except for the conditions listed in this application, my home is a safe place for volunteers. I understand that the people who may work on my house are unpaid volunteers; that few, if any of them, are skilled in the building trades; and that A Brush with Kindness makes no warranties, expressed or implied, regarding any materials, used or work done by anyone at my house. I hereby agree that I, my assignees, their heirs, distributes, guardians, and legal representatives will not make a claim against, sue or attach the property of Central Delaware Habitat for Humanity or any affiliated organizations or the suppliers of any tools or equipment that I use in these activities, for injury or damage resulting from negligence or other acts, howsoever caused by any employee, agent, contractor of, or participant in Central Delaware Habitat for Humanity activities. I hereby release Central Delaware Habitat for Humanity and any of its affiliated organizations from all actions, claims or demands that I, my assignees, heirs, guardians, and legal representatives now have or may hereafter have for injury or damages resulting from my participation in any Central Delaware Habitat for Humanity activities. I hereby grant and convey unto CDHFH all right, title, and interest in any and all photographic images and video or audio recordings made by CDHFH during the site assessment and volunteer work day(s).

Address _____

Signature of Applicant _____ Date _____

Signature of Co-Applicant _____ Date _____

Are all homeowners aware of this application? Yes No

8: Permission to Refer

If your needs can be met more appropriately by another program, may we share your application with them? (circle one)

YES NO

Unless we have your explicit permission, your application is a confidential document and will be used solely to evaluate the acceptability of your home for beautification by Central Delaware Habitat for Humanity.

Bicycle & Pedestrian Subcommittee

Quarterly Update March 2017

West Dover Connector

Many of us know about the West Dover Connector (WDC) and are looking forward the traffic relief needed for commuters. But did you realize a multiuse pathway would be accompanying this new roadway? Yes, and this is a big accomplishment to have the **three (3) mile multiuse** path included in the WDC project. Subcommittee members were **concerned** however**, that at Ridgely Blvd**. it crosses to the northbound side of the road at an **un-signalized intersection**.

At the March meeting of the Bicycle/Pedestrian Subcommittee, **Mr. John Gains, project engineer** with DelDOT provided additional information about the said intersection and confirmed at this time a signal is not planned for the Ridgely Blvd. crossing.

With pedestrian & bicycle safety being a priority for this subcommittee, they agreed to present their findings to the Safety Advisory and Transportation Committee with a recommendation to request correspondence be sent to DelDOT officials asking for **consideration to include pedestrian/ bicycle usage in the upcoming traffic analysis** that will be taking place.

The subcommittee members are very pleased with all the efforts DelDOT has made in regards to biking & pedestrian safety and improving conditions. Noting that projects like these truly enhance the quality of life for our citizens and provide a network of **safe walking & biking options**.



Safe Cycling with the Capital School District

Seeing a need for increased education for cyclists, pedestrians, and drivers, subcommittee member **Dave Moses** with help from **DelDOT's bike coordinator John Fiori** have a well designed curriculum on bike safety that will soon be implemented at **North Dover Elementary** and possibly other elementary schools in the district as well.

The **early start of biking & pedestrian safety education** will play a strong role in these young developing minds. We believe that teaching awareness at an early age will assist in creating smart cycling and walking decisions.

Special thanks goes out to **Dr. Dan Shelton of the Capital School District** who was instrumental in getting this program into the schools. We look forward to this new partnership for education awareness.

Members

James A. Hutchison, III, Chair
Chris Asay
Frances Riddle
Jayce Lesniewski
Dave Moses
Gerry Pennington
Andy Siegel

Created in 2012 by the Safety Advisory & Transportation Committee. They have been tasked with identifying gaps in the bicycle and pedestrian network in Dover and identifying areas where the city can work together with local partners to improve the atmosphere for bicyclists & pedestrians.

2017 Happenings

Walk Friendly Community

Award announcements are anticipated for April 2017

We're hoping to be on the list!

Bike Friendly Community

We have begun meeting and reviewing the 2017 application, hoping to achieve a Bike Friendly Community designation for Dover.

Dover Duathlon

April 15, 2017

You have plenty of time to get in shape to enter!!

May - National Bike Month

Bike Week - May 15 thru 19

Dover's Bike To Work Day - May 17

Ride of Silence - May 17

Cyclist and Pedestrian Safety

With safety always a top priority, the subcommittee members invited **Adam Weiser, P.E. PTOE Safety Programs Manager,** Delaware Department of Transportation in March of 2017. Mr. Weiser presentation covered **evaluations of existing conditions, crash data, need for pedestrian/ bicycle signal improvements and lighting** along US 13 from Scarborough Road to Hatchery Road. Crash data noted **43 crashes** in total, with only **three involving bicyclists and one pedestrian accident**.

A synopsis of their recommendations based on the information gathered included traffic signal improvements, southbound left-turn to protected only during peak hour, flashing arrows, increased lightings, lighting improvements at Denny's Road & W. US 13. Additionally, continued and increased enforcement from the Delaware State Police and Dover Police Department may assist in reducing these statistics. The **full report** will be included in the **March meeting minutes** of the Bicycle/ Pedestrian Subcommittee. We invite to

Bicycle Rodeo, Schutte Park





Regional Bike Plan Update

The purpose of the Dover/Kent County Metropolitan Planning Organization's Regional Bicycle Plan is to provide a plan for improving bicyclists' safety and access to local facilities and services. It is intended to help increase the number of trips made by bicycle and reduce automobile use. The Regional Bicycle Plan is designed to coordinate with existing local bicycle plans throughout the region.

Efforts are underway now to update the plan. A series of public meetings and workshops are being held to solicit input from our community members.

We will keep you posted on the plan as updates are completed and the updated plan is released.

Thursday Night Fun Ride Pictures





Bike Month Events

May is National Bicycle Month and we are ready with a great line up of biking events. Spreading awareness & encouraging everyone to grab their bike helmets and ride!

Our line up of events include our **5th year of Bike To Work Day** for Dover, on May 17. We encourage folks to ride their bikes to work. If they can stop by the Library, we're there with give-a-ways, informational materials and local elected officials offering words of encouragement. Our **Ride of Silence** is also returning on May 17. And we'll be bringing back **Thursday Night Fun Rides on May 25th.** There's lots to do, just visit our website for full details on these events.



February 17, 2017

The Honorable Robin R. Christiansen
City of Dover
15 Loockerman Plaza
Dover, Delaware 19901

Dear Mayor Christiansen,

Pursuant to the Wednesday, February 8, 2017 Economic Development Committee Meeting, I would like to submit this letter to the Office of the Mayor as an official Request of Consideration for Nail Spa by TR. As discussed during the meeting it was suggested that Nail Spa by TR submit items for consideration as they relate to specific incentives and grants that relate to "I Believe In Dover" (Architectural and Façade; Development District; and Tax Credit Program).

Nail Spa by TR offer the following items for consideration to Office of the Mayor:

1) **Architectural Support** – Consideration for the Downtown Dover Partnership incentive to provide reimbursement up to $5,000 for architectural services required for a new business.

2) **Façade Improvement Grants** – Consideration for grants up to $2,500 that are available for eligible exterior façade improvements.

3) **Sustainable Energy Utility** – Consideration for Energy Audits for $50 and high rebates for energy efficiency improvements.

4) **Business License Fee Waiver** – Consideration for a new business regarding City of Dover Business License Fee waiver for three years.

5) **Permit Fee Waivers** – Consideration for waiver of building, plumbing, mechanical and fire protection permit fees.

6) **Property Tax Abatement** – Consideration for 10-year abatement of property tax on the value of improvements.

7) **Kent County Incentives** – Consideration for Kent County to match the State's Downtown Development District grant up to $10,000.

8) **Square Footage** – Consideration for incentives and grants to include property that **does not** meet the 5,000 square foot minimum.

Nail Spa by TR has submitted eight items for consideration to the Office of the Mayor in an effort to participate in the “I Believe In Dover”. We feel it is our purpose and responsibility to participate in the growth and development of our great city. Therefore, we would like to thank you in advance for your response to this Letter of Consideration as well as the opportunity to participate in this process.

Sincerely,

TR Rowe

TR Rowe
Nail Spa by TR

Reference: http://www.citydover.com/Ecomomic-Development/

EXCERPT OF MARCH 1, 2017 ECONOMIC DEVELOPMENT COMMITTEE MINUTES

The Economic Development Committee met on March 1, 2017 at 2:03 p.m. with Mayor Christiansen presiding. Members present were Mr. Hudson, Assistant City Manager; Mrs. Ann Marie Townshend, Director of Planning and Community Development; Mr. Hammond; Mr. Gregory Moore, President, Downtown Dover Partnership (DDP) Board of Directors; and Mr. Sheth. Mr. Cole, Mr. Hare, and Mr. Koenig were absent.

Request for Incentives - Nail Spa by TR

Mrs. Ann Marie Townshend, Director of Planning and Community Development, referred to the letter dated February 17, 2017 received from Ms. TR Rowe, Nail Spa by TR, requesting incentives. She explained that the letter requested that a variety of incentives that are available within the Downtown Development District (DDD) be applied to Nail Spa by TR, and Mrs. Townshend noted that this would mean applying the incentives to an area larger than the DDD.

Referring to the list of incentives requested in the letter, Mrs. Townshend explained that incentives #1 - Architectural Support and #2 - Facade Improvement Grants were Downtown Dover Partnership (DDP) incentives that the City of Dover does not have authority over and could not act on. She advised that incentive #3 - Sustainable Energy Utility and #7- Kent County Incentives were administered by Kent County, noting that #7 applied only to projects in the State's designated DDD.

Mrs. Townshend advised that the remaining incentives, which were in the City's purview to consider, included #4 - Business License Fee Waiver, #5 - Permit Fee Waiver, #6 - Property Tax Abatement, and #8 - Square Footage. Members were provided Appendix E - Commercial and Industrial Building Redevelopment Incentives of the Dover Code ***(Attachment #1)***. Mrs. Townshend explained that it is this section of the code, rather than the DDD incentives, that requires a 5,000 square foot minimum.

Mrs. Townshend stated that the business license fee waiver incentive was created when the City submitted its DDD application. She noted that the application requested that the City develop incentives that would be specific to the district and would not be Citywide; therefore, she stated that she did not believe the City was in a position to alter this incentive.

Mrs. Townshend stated that she thought an option that might be available to Council, if they wanted to move forward, would be to consider the commercial and industrial building redevelopment incentives in Appendix E. She noted that these incentives are slightly different and not quite as generous as the DDD incentives, nonetheless they have some cash value. Mrs. Townshend explained that Appendix E addresses vacant commercial and industrial buildings or tenant spaces and tries to encourage their utilization. She noted that a minimum 5,000 square foot floor area had been set for projects to qualify for these specific incentives, and if this requirement was eliminated, a project such as the Nail Spa by TR would be eligible for the incentives under that program. Referring to Appendix E, Article III - Incentives, she pointed out that the program allows for a partial waiver of permit fees, and that 50% of the fees for building, plumbing, mechanical, and fire protection permits would be waived, as well as 50% of the City impact fees. Mrs. Townshend advised that there would be a property tax waiver not to exceed 10 years on the value of the improvements.

Mrs. Townshend stated that if members wanted to entertain projects such as this in the future, simply striking the 5,000 square foot minimum would work. She noted that if they wanted the change to apply retroactively to the requested project, an ordinance amendment would be needed to strike the 5,000 square foot minimum and include a retroactive date so that the amendment could be applied to any other property that would qualify. Mrs. Townshend cautioned members that if the amendment is retroactive, the City would be refunding money that it has already collected due to the need to be fair. She stated that the 5,000 square foot minimum could not be stricken for just one (1) business and not for others.

Mr. Moore asked if the response to the request for incentives #1 and #2 would be that applications for these incentives must be filed separately to the DDP. Responding, Mrs. Townshend explained that Nail Spa by TR was outside the downtown area; therefore it would not qualify.

She advised that the answer from the City would be that incentives #1, #2, #3, and #7 are not within the City's purview to do anything about, but the City could specifically look at Appendix E of the code to address the fee waiver request.

Ms. TR Rowe, TR Rowe Nail Spa, 1188 Forrest Avenue, explained that her business is located in an area on Forrest Avenue that was expanding, noting that Autozone, Starbucks, a bank, and some more facilities will be coming out that way. She stated that, although this was not a historic district like the downtown area, people would be employed, which would help the City of Dover, and this was why she was asking for these considerations.

Mayor Christiansen suggested forwarding this matter to Council for assignment to the Legislative, Finance, and Administration Committee for review of Mrs. Townshend's recommendations and the recommendations of the Committee, and perhaps consider the request for reciprocity on the current project to hopefully encourage expansion once everything else out there starts to expand.

Mrs. Townshend moved to forward this matter to Council and to present a proposed amendment to the ordinance to the Legislative, Finance, and Administration Committee, along with a retroactive date and the number of other permits and properties the amendment would apply to, so that there would be a sense of what the amendment would do to the revenue that had already been collected. The motion was seconded by Mr. Sheth and unanimously carried.

/dak

Attachment
Attachment #1 - Appendix E - Commercial and Industrial Building Redevelopment

APPENDIX E - COMMERCIAL AND INDUSTRIAL BUILDING REDEVELOPMENT[1]

Footnotes:
--- (1) ---
Editor's note— *Printed herein is the Commercial and Industrial Building Redevelopment Ordinance of the city, Ordinance No. 2012-07, as adopted on April 9, 2012. Amendments to the ordinance are indicated by parenthetical history notes following amended provisions. The absence of a history note indicates that the provision remains unchanged from the original ordinance. Obvious misspellings and punctuation errors have been corrected without notation. Additions made for clarity are indicated by brackets.*

ARTICLE I. - INTENT

The city council has deemed it to be in the best interests of the residents of the city and in furtherance of their health, safety, and welfare to promote the renovation and utilization of commercial and industrial buildings on the city's principal commercial corridors. In order to promote the business growth and reutilization of vacant commercial buildings along these corridors, city council has determined that incentives in the forms of tax abatements, impact fee waivers, and building permit waivers should be offered.

ARTICLE II. - ELIGIBILITY

Section 1. - Eligible project.

Eligible project shall mean the renovation and establishment of a business in an existing commercial or industrial building or tenant space which:

~~(a) Is a minimum of 5,000 square feet of floor area; and~~

(b) The fair market value of the materials to be used in and the labor to be performed on the project exceeds the sum of $15,000.00; and

(c) Is for commercial, industrial, or office use; and

(d) The establishment of a new business is proposed; and

(e) Conforms to the intent of this ordinance.

Construction or renovation of accessory buildings as defined in Appendix B—Zoning, Article 12—Definitions, of the Dover Code of Ordinances shall not be eligible for redevelopment incentives. Construction or renovation which constitutes ordinary replacement or routine maintenance shall not qualify as an eligible project. Construction of new buildings shall not qualify as an eligible project.

(Ord. No. 2014-01, 2-10-2014)

Section 2. - Redevelopment incentive ineligibility.

An otherwise eligible project shall be ineligible for redevelopment incentives if:

(a) An application for a building permit for the project was filed prior to the effective date of this ordinance; or

(b) Construction or renovation commenced prior to the effective date of this ordinance; or

(c) Issuance of the certificate of occupancy and/or the completion and finalization of the building permit occurs before the application for redevelopment incentives is received; or

(d) Construction or renovation commenced prior to the issuance of a building permit by the City of Dover; or

(e) The subject property is exempt from City of Dover real estate taxes; or

(f) The beneficiary of the incentives is delinquent on any of the obligations listed in section 1-13(b).

For the purposes of this section, the beneficiary of the incentives shall include the person or artificial entity that receives the incentive and the owner of one-half or greater interest in an artificial entity that receives the incentive.

(Ord. No. 2014-01, 2-10-2014)

Section 3. - Revocation of eligibility.

The beneficiary of the incentives provided by this Appendix must remain current on all obligations due the city. If, at any time after the incentives have been granted, the beneficiary of the incentives becomes delinquent on any of the obligations listed in section 1-13(b), the city manager shall revoke the eligibility for any portion of the incentives not yet received by the beneficiary. Notice shall be given to such beneficiary in writing.

For the purposes of this section, the beneficiary of the incentives shall include the person or artificial entity that receives the incentive and the owner of one-half or greater interest in an artificial entity that receives the incentive.

(Ord. No. 2014-01, 2-10-2014)

ARTICLE III. - INCENTIVES

Section 1. - Waiver of fees.

Renovations meeting the eligibility requirements shall be eligible for the following incentives:

(a) *Partial waiver of permit fees.* Fifty percent of the fees for building, plumbing, mechanical, and fire protection permits shall be waived for eligible projects. Sign permit fees shall not be waived.

(b) *Partial waiver of impact fees.* For projects where renovation will constitute an increase in equivalent dwelling units (EDU's) and require payment of impact fees, fifty percent of the city's portion of the water and sewer impact fees shall be waived. The Kent County impact fees and administrative charges shall not be waived.

Section 2. - Tax abatement.

Eligible projects shall receive property tax waivers for a period not to exceed ten years so that improvements to the properties made in accordance with the intent of this ordinance will not be taxed for a period of time not to exceed ten years from the date of the making of the improvements. The said ten-year period will commence with the date of issuance of a building permit. The property tax waiver shall apply only to the improvements and not to the property value assessed prior to the improvements.

ARTICLE IV. - ADMINISTRATION

The city manager and his staff shall develop the administrative procedures necessary to implement this ordinance. The city manager and his staff shall promulgate reasonable standards to be used in determining whether an eligible project shall receive redevelopment incentives and, if so, which incentives shall be granted. Administrative staff shall review applications for redevelopment incentives and grant incentives to eligible projects. Applicants shall be notified in writing of the action taken on their applications.

ARTICLE V. - APPEALS

Applicants denied redevelopment incentives shall have the right to appeal the decision to the city council within 30 days from the date of mailing of the formal notification. Such appeal shall be in writing, signed by the owner of the property in question, and filed with the city clerk.

ARTICLE VI. - SEVERABILITY AND EFFECTIVE DATES

Section 1. - Severability.

Should any section or provision of this ordinance be declared to be unconstitutional or otherwise invalid, such decision shall not affect the validity of the ordinance as a whole or any part thereof other than the parts so declared to be unconstitutional or invalid.

Section 2. - Effective dates.

This ordinance became effective April 15, 2012. The provisions of this ordinance shall no longer apply after December 31, 2018.

(Ord. No. 2014-16, 6-23-2014)

City of Dover
Position Description
Title: City Manager
FLSA: Exempt

GENERAL DESCRIPTION:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

EDUCATION AND EXPERIENCE REQUIREMENTS

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

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

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

ICMA credentials are preferred but not required.

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

Requires over ten years.

AMERICANS WITH DISABILITIES REQUIREMENTS

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

Light work that involves walking and standing most of the time and involves exerting up to 20 pounds of force on a regular and recurring basis or skill, adeptness and speed in the use of the fingers, hands, or limbs on repetitive operation of mechanical or electronic office or shop machines or tools within moderate tolerances r limits of accuracy.

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

Bright/dim light; dusts and pollen

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

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

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

AMERICANS WITH DISABILITIES ACT COMPLIANCE

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

Updated 2-23-09, 8/2013

CITY OF DOVER
POSITION DESCRIPTION

TITLE: PLANNING AND COMMUNITY DEVELOPMENT DIRECTOR

FLSA: Exempt

GENERAL DESCRIPTION

The essential function of the position within the organization is to oversee and direct the City's Planning and Inspections Department (Building Inspections, Licensing and Permitting, Fire Marshal's Office) and Parks and Recreation Department. The position is responsible for supervising staff, establishing long range plans, developing goals, objectives, policy and procedures, managing planning and inspections and parks and recreation activities, events and programming, preparing budgets, managing revenues and evaluating, documenting, and reporting on events and activities to senior management and elected or appointed officials. The position develops and implements programs within organizational policies; reports major activities to executive level administrators through conferences and reports. Decision-making is the main focus of job, affecting entire organization and surrounding population; works in an unstable environment with frequent and significant changes in conditions.

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

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

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

Monitors and researches trends, studies, statistics, new methodology and technology, laws, rules, and City policy to develop and enhance City planning and inspection processes and activities; monitors and interprets codes and ordinances for enforcement.

Directs planning activities including developing comprehensive and multi-year plans, coordinating local and regional planning, drafting planning ordinances or resolutions, monitoring federal or state laws and programs to coordinate functional or special planning, and other management functions to foster planned and coordinated growth and development.

Plans and manages inspection operations by coordinating with other departments, senior management, and staff, reviewing or scheduling work requirements, evaluating progress, and recording significant events and activities.

Oversight of development, implementation and promotion of recreation programming. Ensure the needs of the local community are being served.

Monitor park location and equipment to ensure a safe environment for visitors is provided and meeting the requirements of environment standards.

Works with other departments to prioritize and plan capital improvements to the City's park system, and coordinate capital projects.

Advises and consults with elected and appointed officials, commissions, federal or state regulatory agencies, department heads, staff agencies, developers, civic or private groups, individuals, and others on problems, strategies, policies, and procedures related to planning and inspection services.

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

Oversees administrative matters such as developing and defending departmental budgets, administering expenditures, forecasting and managing revenues, conducting special studies or inspections, managing correspondence and records, preparing routine and special reports, administering training, providing for staff technical or professional growth, and other administrative duties.

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

Planning or directing others in the sequence of major activities and reporting on operations and activities which are very broad in scope.

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

Negotiating, exchanging ideas, information, and opinions with others to formulate policy and programs or arrive jointly at decisions, conclusions, or solutions.

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

Handling or using machines, tools, or equipment requiring moderate instruction and experience such as large shop equipment and machines, firefighting apparatus, protective equipment, gang mowers, tractors, vehicles, police vehicles or light trucks, firearms, computers, peripherals, medical or dental equipment, software programs such as word processing, spreadsheets, or custom applications, switchboard or may repair power tools and light equipment and office machines.

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

Requires responsibility for achieving major economies or preventing major losses through the management of a highly complex and/or technical department, or through developing and recommending policy as legal counsel.

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

Requires some responsibility for safety and health of others and/or for occasional enforcement of the standards of public safety or health.

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

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

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

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

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

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

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

Impact of decisions impact is severe-affects entire organization, other activities/organizations, the general public, and a wide geographic area or loss of life and/or damage could occur and is highly likely.

EDUCATION AND EXPERIENCE REQUIREMENTS

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

Requires Master degree in a professional field such as planning, public administration, business administration, or closely related field.

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

Requires American Institute of Certified Planners certification.

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

Requires a minimum of eight years experience.

AMERICANS WITH DISABILITIES REQUIREMENTS

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

Sedentary work involves walking or standing some of the time and involves exerting up to 10 pounds of force on a regular and recurring basis or sustained keyboard operations.

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

The position is exposed to bright/dim light; dusts and pollen.

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

The position requires normal visual acuity and field of vision, hearing, speaking, color perception, depth perception, and texture perception.

AMERICANS WITH DISABILITIES ACT COMPLIANCE

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

02/23/09 MAG Report
3/25/13 Consolidation of duties

Suggested recruitment resources for the position of City Manager:

International City/County Management Association (ICMA)

Delaware's City Manager Association

Delaware League of Local Government

Sussex County Association of Towns (SCAT)

Maryland Municipal League

Colleges with MPA programs

Utilize an Executive recruiting firm

Suggested recruitment resources for the position of Planning and Community Development Director:

International City/County Management Association (ICMA)

Delaware's City Manager Association

Delaware League of Local Government

Sussex County Association of Towns (SCAT)

Maryland Municipal League

American Public Planning Association (APPA)

Colleges with degrees associated with Planning

* Human Resources Department's normal distribution methods would be utilized as well.